



London Borough of Hammersmith & Fulham

Cabinet

Agenda

MONDAY
8 FEBRUARY 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
25 January 2010

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 – 15 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: Monday 1 February 2010.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 10 February 2010**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 15 February 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 15 February 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

8 February 2010

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	<i>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.</i>	
	<i>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.</i>	
	<i>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.</i>	
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18.	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.	
19.	EXEMPT MINUTES OF THE CABINET MEETING HELD ON 11 JANUARY 2010 (E)	
20.	DEVELOPMENT OF WORMHOLT AND WHITE CITY COLLABORATIVE CARE CENTRE AND HOUSING SCHEME AND LAND SWAP: EXEMPT ASPECTS (E)	
21.	HIRE OF VEHICLES: PASSENGER TRANSPORT SERVICES 2010-2011: EXEMPT ASPECTS (E)	

Agenda Item 1

London Borough of Hammersmith & Fulham



Cabinet

Minutes

Monday 11 January 2010

PRESENT

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

1. MINUTES OF THE CABINET MEETING HELD ON 7 DECEMBER 2009

1.1 RESOLVED:

That the minutes of the meeting of the Cabinet held on 7 December 2009 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

2. APOLOGIES FOR ABSENCE

2.1 There were no apologies for absence.

3. DECLARATION OF INTERESTS

3.1 There were no declarations of interest.

4. THE GENERAL FUND CAPITAL PROGRAMME AND HOUSING REVENUE CAPITAL PROGRAMME AND REVENUE BUDGET 2009/10 - MONTH 6 AMENDMENTS

RESOLVED:

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.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

5. COUNCIL TAX BASE AND COLLECTION RATE 2010/2011

RESOLVED:

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.

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. **LONDON COUNCILS (LC) GRANTS SCHEME 2010-11**

RESOLVED:

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.

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

RESOLVED:

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 £755,000.

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

RESOLVED:

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.

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. **HIGHWAY MAINTENANCE - APPROVAL OF THE 2010/11 PROGRAMME**

RESOLVED:

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.

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

RESOLVED:

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.

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. **INTEGRATION OF CHILDREN'S SERVICES COMMISSIONING**

RESOLVED:

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.

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. CHILDREN'S SERVICES INTEGRATED CHILDREN'S SYSTEM IMPROVEMENT PROJECT

RESOLVED:

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 Framework Development and Support Team at £335,340 per annum.

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.

13. FULHAM COURT ESTATE IMPROVEMENT STRATEGY: PHASE 1: PHYSICAL IMPROVEMENTS

RESOLVED:

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.

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.

14. FORWARD PLAN OF KEY DECISIONS

The Forward Plan was noted.

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

The summary was noted.

16. 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 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.]

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

RESOLVED:

That the minutes of the meeting of the Cabinet held on 7 December 2009 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

18. APPROVAL TO AWARD THE TERM CONTRACT FOR RESURFACING AND ROAD MARKING 2010 TO 2015: EXEMPT ASPECTS (E)

RESOLVED:

That the recommendation be agreed.

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.

19. **SUMMARY OF EXEMPT DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION (E)**

The summary was noted.

Meeting started: 7.00 pm

Meeting ended: 7.03 pm

Chairman

Agenda Item 4



London Borough of Hammersmith & Fulham

Cabinet

8 FEBRUARY 2010

LEADER

Councillor Stephen Greenhalgh

**THE GENERAL FUND CAPITAL PROGRAMME
AND HOUSING REVENUE CAPITAL
PROGRAMME 2009/10 – MONTH 7
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

Recommendations:

- 1. To approve the changes to the capital programme as set out in appendix 1.**
- 2. To approve a revenue virement totalling £337,000 as set out in Appendix 2.**

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 7.

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	14,130	33,387	47,517
Net Additions/(Reductions)	0	402	402
Expenditure slippage (to)/from future years.	0	(933)	(933)
Updated Budget (Month7)	14,130	32,856	46,986

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

- 2.3 The net addition of £0.402m is made up as follows:-

Children Services (Net additions of £0.396m) – Mainly revenue contributions for the refurbishment of Cobbs Hall (£0.196m) and Government grant of £0.150m for City Learning.

Environment Services (Net addition of £0.086m) – Mainly section 106 contribution of £0.161m for Woodlane Streetscape improvement works offset by a section 106 reduction of £0.091m in respect of White City Eastern Access works.

- 2.4 **The net slippage of £0.933m is made up as follows :-**

Children's Services (Net slippage £0.300m) – This mainly relates to Primary Capital Programme.

Residents Services (Net slippage £0.629m) – Mainly relates to Play Builder grant from DCSF (£0.534m) and DEFRA grant of £0.095m for Waste and Recycling efficiency.

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 7, approval is requested for a virement totalling £337,000. The virement request is set out in Appendix 2 and summarised below:

Transfer of Budgets between Departments

- Realignment of SLA charges in respect of IT costs – transfer from Centrally Managed Budgets 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.

5. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

5.1 These are contained within the body of this report.

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

6.1 There are no direct legal implications in relation to this report.

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 5 , Town Hall
2.	Capital Monitoring Documents	Isaac Egberedu Ext. 2503	Corporate Finance Room 5, 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 7
		£000's	£000's	£000's	£000's	£000's
Children's Services Budget Adjustments						
CHS1	Broader School Projects	399			(300)	99
CHS2	Cobbs Hall	300	196		45	541
CHS3	Primary Capital Programme	0		(300)	300	0
CHS4	City Learning		150			150
Total		699	346	(300)	45	790
Environment Services Budget Adjustments						
ENV1	20 Miles Per Hour Zones	50	30			80
ENV2	Air Pollution dispersion Model (other)	8		(8)		0
ENV3	Imperial Wharf- Traffic Calming	50		4		54
ENV4	Quandrandgle Ducane Rd (S106)	41	(26)			15
ENV5	White City- Eastern Access	121	(91)			30
ENV6	Whitecity Development-Bus Stand	323	57			380
ENV7	Woodlane Streetscape Improvement	462	161			623
ENV8	White City - Aerial Way	75	(45)			30
ENV9	Planned Maintenance (Mainstream)	3,755			(45)	3,710
Total		4,885	86	(4)	(45)	4,922
Residents Services Budget Adjustments						
RSD1	Normand Park	40	0	0	(20)	20
RSD2	Parsons Green Park	80	0	0	20	100
RSD3	Hammersmith & Fulham Parks	347	0	0	(290)	57
RSD4	Safer Communities Fund	131	(30)	0	0	101
RSD5	Play Builder	534	0	(534)	290	290
RSD6	Waste and Recycling Efficiency	145	0	(95)	0	50
Total		1,277	(30)	(629)	0	618
Grand Total		6,861	402	(933)	0	6,330

APPENDIX 2 - VIREMENT REQUEST FORM

BUDGET REVENUE MONITORING REPORT – PERIOD 7

Details of Virement	Amount (£000)	Department
Realignment of SLA Charges to CHS	337	Children's Services
Realignment of SLA Charges from Centrally Managed Budgets	(337)	Centrally Managed Budgets
TOTAL of Requested Virements (Debits)	337	



London Borough of Hammersmith & Fulham

Cabinet

8 FEBRUARY 2010

LEADER

Councillor Stephen Greenhalgh

REVENUE BUDGET AND COUNCIL TAX LEVELS 2010/11

Wards

All

This report sets out proposals in respect of the revenue budget for the Council for 2010/11 including Council Tax levels, and deals with the precept from the Greater London Authority (GLA), together with ancillary issues.

CONTRIBUTORS

All Departments

**HAS A PEIA BEEN COMPLETED?
YES**

Recommendations:

1. To note the Council Tax decrease, for the Hammersmith & Fulham element, of 3% for 2010/11. For planning purposes, there will be no change for 2011/12 and 2012/13.
2. The Council Tax be set for 2010/11 for each category of dwelling, as calculated in accordance with Sections 30 to 47 of the Local Government Finance Act 1992, as outlined below and in full in Appendix A:
 - (a) The element of Council Tax charged for Hammersmith & Fulham Council will be £811.78 per Band D property in 2010/11.
 - (b) The element of Council Tax charged by the Greater London Authority will be £309.82 per Band D property in 2010/11.
 - (c) The overall Council Tax to be set will be £1,121.60 per Band D property in 2010/11.

Category of Dwelling	A	B	C	D	E	F	G	H
Ratio	6/9 £	7/9 £	8/9 £	1 £	11/9 £	13/9 £	15/9 £	18/9 £
a) H& F	541.19	631.38	721.58	811.78	992.18	1,172.57	1,352.97	1,623.56
b)GLA	206.55	240.97	275.40	309.82	378.67	447.52	516.37	619.64
c)Total (Draft)	747.74	872.35	996.98	1,121.60	1,370.85	1,620.09	1,869.34	2,243.20

3. **The Council's own total net expenditure budget for 2010/11 is set as £184.345m**
4. **That fees and charges are approved as set out in paragraph 5.1.**
5. **That the Director of Finance and Corporate Services' budget projections to 2012/13 be noted.**
6. **That the Director of Finance and Corporate Services' statements under Section 25 of the Local Government Act 2003 regarding adequacy of reserves and robustness of estimates be noted (paragraphs 6 and 7).**
7. **That the Director of Finance and Corporate Services be authorised to collect and recover National Non-Domestic Rate and Council Tax in accordance with the Local Government Finance Act 1988 (as amended), the Local Government Finance Act 1992 and the Council Schemes of Delegation.**
8. **That all Chief Officers be required to report monthly on their projected financial position compared to their revenue estimates (as part of the Corporate Monitoring Report).**
9. **That all Chief Officers be authorised to implement their service spending plans for 2010/11 in accordance with the recommendations within this report and the Council's Standing Orders, Financial Regulations and relevant Schemes of Delegation.**

1 BACKGROUND

- 1.1 The Council is obliged by legislation to set a balanced budget. It also has responsibility to set the Council Tax every year in accordance with the Local Government Act 1992.
- 1.2 The calculation of the Council Tax is made up from the following elements:
- the recommended net Council budget for 2010/11 (sections 2 to 7);
 - the Aggregate External Support estimated by the Council (section 8);
 - the Council Tax base set at Council on 27 [January 2010](#) (section 9);
 - the precept notified by the Greater London Authority (section 10).
- 1.3 The requisite calculation for the Council's share of the Council Tax is set out in **Appendix A**.

2 INFLATION AND OTHER ADJUSTMENTS

- 2.1 In general, in order to contain growth, no inflation has been applied except where there is a contract in place. In 2009/10, the Council faced exceptional cost increases regarding certain non-contract items, such as energy or food and additional growth of £0.421m was provided for within the MTFs. These increases have proved to be short-lived and growth has not been required for future years. This position will be kept under review. Sensitivity analysis has been undertaken to review the impact on the Council should the current inflation assumptions be exceeded. Such impacts have been identified as a risk and are set out in **Appendix E**.
- 2.2 No additional inflation has been built into the 2010/11 salary budgets as they are considered adequate at the current level. The Government in its Pre-Budget Report 2009 has set out a public sector pay cap of 1% for two years from 2011 although it is not clear how this will operate for local government. At this point, it has been decided not to hold a pay inflation contingency for later years, but to increase the general contingency instead. This is because the uncertainty around the future economy makes it impossible to predict how financial pressures will manifest. The only certainty is that there will be pressures.
- 2.3 The last Actuarial Valuation, undertaken in 2007, required a 1% increase in the Employer's Pension Contribution rate for 2010/11. A new valuation report has been commissioned for March 2010, the results of which will be available next autumn. Any further changes to pension contribution rates will be applicable from 2011/12.
- 2.4 From 2006/07 funding for schools transferred to a ring-fenced, Dedicated Schools Grant (DSG). The Department for Children, Schools and Families is responsible for determining each local authority's 'Dedicated Schools Budget' (DSB) – the amount spent locally on schools and other services for pupils. Local

authorities can opt to top-up such funding through additional contributions. The change to direct government funding of schools has required LBHF to exclude the DSB from the Council's budget requirement.

3 GROWTH

- 3.1 In the course of the budget process departments have identified areas where additional resources are required. Additional requirements are summarised in **Appendix C** and summarised in Table 1 below for 2010/11.

Table 1

	£000s
Children's Services	1,515
Community Services	840
Environment Services	200
Finance and Corporate Services	2,157
Residents Services	2,037
Corporate Items	3,693
Total Growth	10,442

- 3.2 The economic slow down had a significant impact on Council budgets for 2009/10. In particular, the down turn in the property market led to a significant reduction in forecast income for services such as Building Control. The Council's current budget strategy assumes that the impact of the recession will not be on-going beyond 2010/11.
- 3.3 The revenue monitoring reports for 2009/10 have identified areas of spending pressures. The most significant relates to the increase in demand faced by Children's Services following the Baby Peter case. New growth of £1.0m has been set aside from 2010/11 onwards to address this cost increase.
- 3.4 The financial environment in which the Council operates has become more challenging. There is still uncertainty surrounding the current year spending pressures and the impact of the recession. Departments have identified a number of risks for future years (Appendix E).
- 3.5 In addition, the outlook for public finances in general is bleak with public borrowing now forecast to be £178bn in 2009/10. In the recent Pre-Budget Report, the Chancellor of the Exchequer forecast that public spending will increase by an average rate of 0.8% between 2011 and 2015. The increase for local government will be less than that average given that the Government has confirmed its commitment to deliver real terms increases for health, defence and education. Some commentators are already predicting cash reductions for local government. The current MTFS model assumes that there is no increase in

formula grant from 2011/12. However, there is a significant concern that there will be a reduction in funding and this has been identified as a risk (Appendix E).

4 EFFICIENCY SAVINGS AND INCOME GENERATION

4.1 A key priority of the Council is the delivery of high quality value for money services at the lowest possible cost. The aim is for Hammersmith and Fulham to be the most efficient council in the country.

4.2 In order for the Council to deliver its key priorities a wide range of efficiency savings are being implemented by departments. These are detailed, along with income generating measures, in **Appendix D** and summarised in Table 2 below for 2010/11:

Table 2

	£000s
Children's Services	2,165
Community Services	3,604
Environment Services	3,516
Finance and Corporate Services	1,870
Residents Services	1,562
Corporate Items	580
Total Savings and Income Generation	13,297

5 FEES AND CHARGES

5.1 The 2010/11 budget has been prepared on the basis of an average 2% increase in income budgets. This is lower than the 5% assumed for the last three years. Where fees and charges have been increased by a rate other than 2%, except when the increases are set by statute, details are provided in **Appendix G**. The total income due to be collected (excluding Parking) will be approximately £40m of which £9m relates to income from residents.

6 REVENUE BALANCES, RESERVES AND PROVISIONS

6.1 The Council's general reserves stood at £14.8m as at 1st April 2009 and it is currently projected that £2.8m will be drawn down in the current financial year. This will leave approximately £12.0m in general reserves at year end, which represents 6.5% of the current budget requirement. In 2009/10, the Council has implemented a budget recovery plan to minimise the impact of emergent spend pressures. It is expected that this will reduce the current planned drawdown from reserves. At present, there are no proposals to increase the reserves in 2010/11.

- 6.2 Under Section 25 of the Local Government Act 2003, the Director of Finance and Corporate Services is required to include in budget reports a statement of her view of the adequacy of the reserves the budget provides for.
- 6.3 The Council's budget requirement for 2010/11 is in the order of £184.3m. Within a budget of this magnitude there are inevitably areas of risk and uncertainty. The key financial risks that currently face the Council have been identified and quantified. They are set out in Appendix E and amount to £9.6m. The Council has in place rigorous budget monitoring arrangements and a policy of restoring balances once used.
- 6.4 The Director of Finance and Corporate Services considers that this combined approach enables an optimal level of balances to be set at between £12-£15m. This optimal level is projected to be broadly met over the next 3 years and is, in the Director of Finance and Corporate Service's view, sufficient to allow for the risks identified and to support effective medium term financial planning. This range is £2m higher than that identified as part of the 2008/09 Budget Report (£11m-£13m). This higher optimal range reflects the Council's need to set aside sufficient resources to mitigate some of the risk associated with current economic conditions and uncertainty over future funding levels.

7 THE BUDGET REQUIREMENT

- 7.1 The relevant Service Directors and Cabinet Members, in conjunction with the Director of Finance and Corporate Services have considered the detail of the individual estimates. Under Section 25 of the Local Government Act 2003, the Director of Finance and Corporate Services is required to include in budget reports a statement of her view of the robustness of the estimates for 2010/11 included in the report.
- 7.2 For the reasons set out below the Director of Finance and Corporate Services is satisfied with the accuracy and robustness of the estimates included in this report :
- The budget proposals have been developed following guidance from the Director of Finance and Corporate Services and have been through a robust process of development and challenge.
 - Contract inflation is provided for.
 - Adequate allowance has been made for the increase in pension costs
 - Service managers have made reasonable assumptions about growth pressures.
 - Mechanisms are in place to monitor sensitive areas of expenditure and the delivery of efficiency savings.
 - Key risks have been identified and considered.
 - Procedures are in place to capture and monitor procurement and corporate savings.

- Prudent assumptions have been made about interest rates and the budget proposals are joined up with the requirements of the prudential code and Treasury Management Strategy.
- The revenue effects of the capital programme have been reflected in the budget.
- The recommended increases in fees and charges are in line with the assumptions in the budget.
- The corporate contingency has been increased to reflect the uncertainty surrounding the economy and its impact on the Council.

7.3 The Director of Finance and Corporate Service's projection of the budget requirement for the Council in the medium term to 2012/13 is set out in Appendix B and summarised in Table 3 for 2010/11:

Table 3

	£000s
2009/10 Original Budget	185,764
One off Contribution to General Reserves in 2009/10	(1,337)
<i>Plus</i>	
Inflation	2,119
Growth	10,442
Contribution to General Contingency	654
<i>Less</i>	
Efficiency Savings and Income Generation	(13,297)
Net Council Budget 2010/11	184,345

8 EXTERNAL FUNDING

8.1 A three-year Settlement was announced from 2008/09. 2010/11 is the final year of this settlement and the Council will receive Formula Grant of £120.922m – an increase of 1.5% from 2009/10.

Table 4

	£000s
Revenue Support Grant	15,332
Redistributed Non-Domestic Rates	105,590
Total 2010/11 Formula Grant	120,922
Prior Year Collection Fund Deficit	(750)
Total External Support	120,172

- 8.2 Hammersmith and Fulham is a 'floor' authority and has received the national minimum in grant funding for each year of the existing 3-year settlement. The main reason why this authority is a 'floor' authority is that the Government have removed social care damping from the formula. Back in 2006/07 changes were made to the formulae for social services. The changes were bad news for London and, following representation, separate damping arrangements were introduced that provided some protection. The formulae have now been implemented in full. London Boroughs have consistently argued that these formulae are flawed and not fit for purpose. The removal of the damping makes it likely that this Council will be a floor authority for the foreseeable future. For example, were the floor not operating in 2010/11, this Council's Formula Grant allocation would be £26m lower.
- 8.3 The Government has abandoned the expected 2009 Comprehensive Spending Review (CSR). The CSR represents a long-term and fundamental review of government expenditure and sets out departmental allocations, including those for local government, for the next three years. In the absence of the CSR funding allocations beyond 2010/11 are subject to significant uncertainty. The expectation is that local government faces a lengthy period of spending restraint and a freeze in formula grant is currently assumed beyond 2010/11.
- 8.4 In 2008/09 a number of specific grants were replaced by a new general grant, Area Based Grant (ABG), which is usable for any purpose. The Council has put in place innovative arrangements for use of this funding to be approved in consultation with the Hammersmith and Fulham Primary Care Trust and Metropolitan Police. In 2010/11, the Council's ABG allocation is £22.6m. This includes funding of £11.47m for Supporting People, which has been directly passported to Community Services. As part of the Council's ABG process it was agreed that some schemes would be incorporated with the Council's mainstream service plans and challenged via the MTFS process. Other schemes would be subject to an annual bidding process and these are set out in summary in **Appendix H**. All allocations agreed to date are included within departmental revenue estimates.
- 8.5 The Local Government and Finance Act 1988 requires that all council tax and non-domestic rates income is paid into a Collection Fund, along with payments out regarding the Greater London Authority precept, the national pool for non-domestic rates and the contribution towards a Council's own General Fund. The recession has impacted on recovery rates and the level of council tax income collected has been lower than anticipated. A deficit of £0.750m is now forecast regarding the Collection Fund and allowance for this is made in the prior year adjustment shown in Table 4. A contribution will be received from the Greater London Authority regarding their share of the deficit.
- 8.6 A reformed Local Authority Business Growth Incentive (LABGI) Scheme is now in operation. It allows London boroughs to gain some benefit from the growth in

business rate income across the London region. Hammersmith and Fulham received a grant allocation of £0.245m in 2009/10 and a similar sum is expected for 2010/11. The Council uses the LABGI award to help fund the Council's regeneration agenda.

9 COUNCIL TAX BASE

- 9.1 The Council has formally agreed a Tax Base of 79,052 equivalent Band D properties for 2010/11. Therefore the Council's element of the Council Tax can be calculated as follows:

<u>Total Budget Requirement</u>	=	<u>£184.345m – £120.172m</u>	=	£811.78
Tax Base		79,052		

- 9.2 This represents a decrease of £25.11 or 3% in respect of the Council's own Band D Council Tax (2.2% on the overall Council Tax bill).

10 PRECEPTOR'S COUNCIL TAX REQUIREMENTS

- 10.1 The Greater London Authority's precept of £24.492m also has to be funded from Council Tax. The following table analyses the total amount to be funded and the resulting overall Band D Council Tax level.

<u>Preceptors Budget Requirement</u>	=	<u>£24.492m</u>	=	£309.82
Tax Base		79,052		

- 10.2 For a second year this represents no change from the 2008/09 Council Tax level.

11 OVERALL COUNCIL TAX REQUIREMENTS 2010/11 AND 2011/12

- 11.1 It is proposed to decrease Hammersmith and Fulham's element of the Council Tax by 3% in 2010/11 in order to provide a balanced budget in year with £12m-

£15m in current reserves. The overall amount to be funded from the Council Tax is calculated as follows:

Table 5

	£000s
London Borough of Hammersmith & Fulham	184,345
Greater London Authority	24,492
<u>Less</u>	
External Support	(120,172)
Total Requirement for Council Tax	88,665

11.2 In accordance with the Local Government Finance Act 1992, the Council is required to calculate and approve a Council Tax for its own budgetary purposes (section 9) and then add the separate Council Tax requirements for each of the preceptors (section 10).

11.3 It must then set the overall Council Tax for the Borough. These calculations have to be carried out for each of the valuation bands A to H, and are set out in the recommendations at the front of the report. The amount per Band D equivalent property is calculated as follows:

<u>Total Budget Requirement</u>	=	<u>£88.665m</u>	=	£1,121.60
Tax Base		79,052		

11.4 In 2009/10 the overall amount per Band D equivalent property was £1,146.71. The decrease of £25.11 (2.2%) can be explained as follows:

Table 6

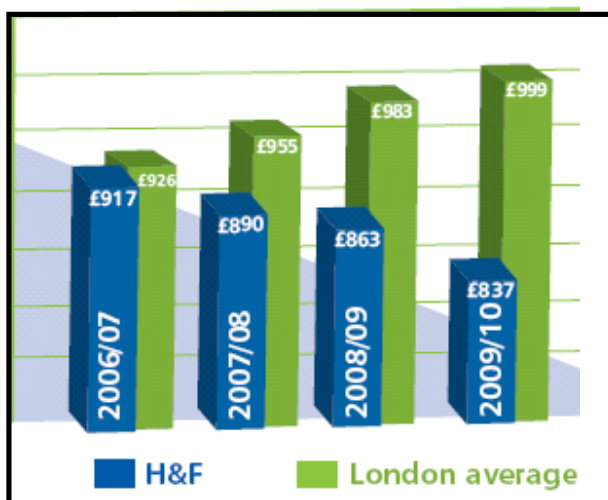
	2009/10 Band D	2010/11 Band D	Change From 2009/10
	£	£	£
Hammersmith & Fulham	836.89	811.78	(25.11)
Greater London Authority	309.82	309.82	0
Total	1,146.71	1,121.60	(25.11)

- 11.5 The robust forward financial plans set out in the Council's MTFs has enabled an indicative Council Tax figure to be provided for 2011/12. It is planned that it remain at the 2010/11 level of £811.78. For 2012/13 planning purposes, the Director of Finance and Corporate Services has again assumed no change to the 2010/11 Council Tax level.
- 11.6 The current Band D Council Tax charge is the 4th lowest in London. The proposed 2010/11 budget will enable a fourth successive 3% decrease to be delivered. Table 7 sets out the changes in the Band D charge for the Hammersmith and Fulham element of Council Tax since 2002/03. The proposed Band D charge for 2010/11 is the lowest charge since that approved for 2002/03. Table 8 sets out a comparison against the average London Borough.

Table 7

	Band D Hammersmith and Fulham Element	Change	Change
	£	£	%
2002/03	772.41	0	0
2003/04	848.49	+76.08	+9.85
2004/05	890.07	+41.58	+4.90
2005/06	903.42	+13.35	+1.50
2006/07	916.97	+13.55	+1.50
2007/08	889.45	-27.52	-3.00
2008/09	862.77	-26.68	-3.00
2009/10	836.89	-25.88	-3.00
2010/11	811.78	-25.11	-3.00
2011/12 (for planning purposes)	811.78	0	0.00

Table 8 – Comparison Against Other Boroughs



While Council Tax in Hammersmith & Fulham has reduced by 9% from 2006/07 to 2009/10, the London average has risen by 8% over the same period. This represents a cash saving of £320 for Hammersmith & Fulham residents against the average Borough increase from 2006/07 to 2009/10.

12 CONSULTATION WITH NON DOMESTIC RATEPAYERS

- 12.1 In accordance with the Local Government Finance Act 1992, the Council is required to consult with Non Domestic Ratepayers on the budget proposals. The consultation can have no effect on the Business Rate, which is set by the Government.
- 12.2 As with previous years, we have discharged this responsibility by writing to the twenty largest payers and the local Chamber of Commerce together with a copy of this report.

13 COMMENTS OF THE SCRUTINY COMMITTEES

- 13.1 As part of the Scrutiny process each department's estimates have been reviewed by a relevant Scrutiny Committee. Verbal Comments from the Scrutiny Committees will become **Appendix F**. (The Scrutiny Committees are scheduled to take place in January - a verbal update will be given on any comments).

14 COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 14.1 These are contained within the body of this report.

15 COMMENTS OF ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 15.1 The Council is obliged to set the Council Tax and a balanced budget for the forthcoming financial year in accordance with the provisions set out in the body of the report.
- 15.2 In addition to the statutory provisions the Council must also comply with general public law requirements and in particular it must take into account all relevant matters, ignore irrelevant matters and act reasonably and for the public good when setting the Council Tax and budget.
- 15.3 The recommendations contained in the report have been prepared in line with these requirements.
- 15.4 Section 25 of the Local Government Act 2003, which came into force on 18 November 2003, requires the Director of Finance to report on the robustness of the estimates made for the purposes of budget calculations and the adequacy of the proposed financial reserves. The Council must take these matters into account when making decisions about the budget calculations.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Brief Description of Background Papers	Name/Ext. of holder of file/copy	Department
1.	Revenue Budget 2010/11	Andrew Lord Ext. 2531	Finance and Corporate Services Town Hall
2.	Formula Grant Papers 2010/11	Andrew Lord Ext. 2531	Finance and Corporate Services Town Hall
3.	Finance and Corporate Services Budget Papers	Dave Lansdowne Ext. 2549	Finance and Corporate Services Town Hall
4.	Community Services Budget Papers	Mark Jones Ext 5006	Community Services Department 77 Glenthorne Road
5.	Children's Services Budget Papers	Dave McNamara Ext. 3404	Children's Services Department Cambridge House
6.	Housing Revenue Account Budget Papers	Mark Jones Ext 5006	Community Services Department 77 Glenthorne Road
7.	Residents Services Budget Papers	Gary Hannaway Ext 3031	Residents Services Department 77 Glenthorne Road
8.	Environment Services Budget Papers	Dave McNamara Ext. 3404	Environment Department Town Hall Extension

APPENDIX A

The Requisite Calculations for Hammersmith & Fulham (as set out in Sections 36 to 36 of the Local Government Finance Act 1992)

		<u>£000s</u>
(a)	being the aggregate of the amounts which the Council estimates for the items set out in section 32 (2)(a) to (e) of the Act.	692,114
(b)	being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (3)(a) to (c) of the Act.	507,769
(c)	being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the Council in accordance with Section 32 (4) of the Act, as its budget requirement for the year.	184,345
(d)	being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of redistributed non-domestic rates, revenue support grant, or additional grant, (in accordance with section 33 (1) decreased by the amount of the sums which the Council estimates will be transferred in the year from its Collection Fund to its General Fund in accordance with Section 97 (3) of the Local Government Finance Act 1988 (i.e. Council Tax Deficit). (i.e. Aggregate External Support plus Council Tax adjustments).	(120,172)
(e)	being the amount at (c) above less the amounts at (d) above, calculated by the Council in accordance with Section 33 (1) of the Act	64,173
(f)	being the amount at (c) above less the amount at (d) above all divided by the amount in Section 8 of the report, calculated by the Council, in accordance with Section 33 (1) of the Act, as the Basic Amount of its Council Tax (Band D) for the year i.e. $\frac{\pounds(c)k - \pounds(d)k}{\text{Amount Section 9}}$	811.78

(g) Valuation Bands – Hammersmith & Fulham Council:

Band A	Band B	Band C	Band D
541.19	631.38	721.58	811.78
Band E	Band F	Band G	Band H
992.18	1,172.57	1,352.97	1,623.56

being the amounts given by multiplying the amount at (f) above by the number which, in proportion set out in section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which that proportion is applicable to dwellings listed in band D, calculated by the Council, in accordance with Section 36 (1) of the Act, as the amounts to be taken into account for the year in respect of dwellings listed in the different valuation bands.

(h) Valuation Bands – Greater London Authority

That it be noted that for the year 2009-10, the following amounts in precepts issued to the Council in respect of the Greater London Authority, its functional and predecessor bodies, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

Band A	Band B	Band C	Band D
206.55	240.97	275.40	309.82
Band E	Band F	Band G	Band H
378.67	447.52	516.37	619.64

(i) That having calculated the aggregate in each case of the amounts at (g) and (h) above, the Council, in accordance with Section 30 (2) of the Local Government Finance Act 1992, hereby sets the following amounts of Council Tax for the year 2009-10 for each of the categories of dwellings shown below:

Band A	Band B	Band C	Band D
747.74	872.35	996.98	1,121.60
Band E	Band F	Band G	Band H
1,370.85	1,620.09	1,869.34	2,243.20

OVERVIEW

Appendix B

	Year 1 2010/11 £'000	Year 2 2011/12 £'000	Year 3 2012/13 £'000
2009/10 Council Budget	185,764		
Less: Contribution to General Reserves in 2009/10	-1,337		
Less: Adjustment for Economic Slowdown	-421	-850	
2010/11 Net General Fund Base Budget	184,006	183,156	183,156

Known Changes:

Contract and Income Inflation	2,119	5,698	9,298
Growth (Appendix B)	10,442	17,657	18,497
Additional General Contingency	654	4,328	7,932
Efficiencies (Appendix C)	-13,297	-27,015	-35,059
Total Expenditure	183,924	183,824	183,824

Reduction in Drawdown from Earmarked Reserves (Economic Slowdown)	421	1,271	1,271
Budget Requirement	184,345	185,095	185,095
Formula Grant (1.5% increase in 2010/11 no subsequent increase)	120,922	120,922	120,922
Council Tax - 3% decrease in 2010/11. 0% for planning purposes from 2011/12.	64,173	64,173	64,173
Collection Fund Deficit	-750	0	0
Total Resources	184,345	185,095	185,095

Budget Gap	0	0	0
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Risks (Appendix G)

9,584 17,505 24,469

Growth

Children's Services					
Growth		2010/11	2011/12	2012/13	
Title	Description	£'000	£'000	£'000	£'000
Asylum	Unaccompanied Asylum Seekers - increased costs due to change in grant conditions for leaving care	200	200	200	200
Building Schools for the Future (BSF)	Prudential Borrowing for Council contribution to BSF	0	150	300	300
Children, Youth & Communities	Implementation of the Safeguarding Children agenda	335	335	335	335
Supporting Parents	Small reduction in last year's growth for support to parents of 5-12 year olds (previously a gap in our provision)	-20	-20	-20	-20
Complex Needs	Increased spend pressures following Baby P case	1,000	1,000	1,000	1,000
Total Growth		1,515	1,665	1,815	1,815

Community Services					
Growth		2010/11	2011/12	2012/13	
Title	Description	£'000	£'000	£'000	£'000
Adult Social Care	Increase in demand for disabled people placements and care packages	200	200	405	405
Adult Social Care	Increase in demand for older people placements and care packages	200	200	200	200
Adult Social Care	Increase in demand for mental health placements and care packages	125	125	125	125
Adult Social Care	Placement packages and direct payments	0	840	840	840
Adult Social Care	Mental Health - New Continuing Care Placements as a result of a change in funding from NHS to the Council	0	703	703	703
Learning Disabilities	Increase in demand for learning disability placements and care packages	315	315	650	650
Total Growth		840	2,383	2,923	2,923

Environment Services					
Growth		2010/11	2011/12	2012/13	
Title	Description	£'000	£'000	£'000	£'000
Planning	Planning Delivery Grant shortfall	200	200	200	200
Total Growth		200	200	200	200

Growth

Finance & Corporate Services		2010/11	2011/12	2012/13
Growth		£'000	£'000	£'000
Title	Description			
Councillor Services	Councillor Briefings after May Elections	15	0	0
H&F Direct	Freedom Passes- Introduction of a new apportionment basis which shifts costs from Outer to Inner London	1,312	1,797	1,797
H&F Direct	Admin Grant Income	0	85	85
H&F Direct	H&F Direct Court Cost Income	40	40	40
H&F Direct	Customer Access Strategy (double counted saving - offset by extra savings within Finance & Corporate Services)	40	40	40
H&F Direct	H&F Direct (double counted saving - offset by extra savings within Finance & Corporate Services)	500	500	500
Local Elections	May 2010 Election and Implementing the new Electoral Administration Bill	250	0	0
Total Growth		2,157	2,462	2,462

Residents Services		2010/11	2011/12	2012/13
Growth		£'000	£'000	£'000
Title	Description			
Cleaner, Greener Neighbourhoods	Increased contractual costs of waste disposal and increases in landfill tax.	1,342	1,342	1,342
Cleaner, Greener Neighbourhoods	Serco - Ad hoc Contract Costs	175	175	175
Cross-Cutting	Programme Director for Transforming the Customer Experience	120	120	120
Parks & Culture	To cover underachievement of income from events	200	200	200
Parks & Culture	To cover annual maintenance for Normand Park and Looked after Graves (previously not included in contract)	50	50	50
Safer Neighbourhoods	Round the Clock Beat Policing - future costs to continue service	0	1,600	1,600
Safer Neighbourhoods	Realignment of security budgets	150	150	150
Total Growth		2,037	3,637	3,637

Growth

Corporate		2010/11	2011/12	2012/13
Growth		£'000	£'000	£'000
Business Rate Supplement & NDR	New 20-year business rate addition at 2p in the pound for Crossrail and business rates net growth arising from revaluation and fall in multiplier	172	603	603
Corporate	Immigration Office Checks	250	250	250
Employees	1% increase in employer contributions for National Insurance	0	1,600	1,600
H&F Direct	Concessionary Fares - loss of national grant	1,182	1,657	1,657
Microsoft Licence	Renewal of licence	350	350	350
Office Accommodation	Rental and service charges increases	150	300	450
Support Services	Reduced Income from Service Level Agreements (SLA) with HF Homes and the Housing Revenue Account (HRA)	273	273	273
Pension Fund	Additional Contributions arising from the actuarial valuations	1,000	1,000	1,000
Pensions	Additional contributions to the London Pensions Fund Authority	316	527	527
Land Charges	Impact of legal review on ability of local authorities to generate land charges income	0	750	750
Total Growth		3,693	7,310	7,460
Hammersmith and Fulham - Summary				
		2010/11	2011/12	2012/13
		£'000	£'000	£'000
Grand Total		10,442	17,657	18,497

Children's Services					
Efficiencies		2010/11	2011/12	2012/13	
Title	Description	£'000	£'000	£'000	£'000
Building Schools for the future	Staffing Efficiencies	-50	-50	-50	-50
Building Schools for the future	Expansion of School Management Support in serving other schools in other boroughs	-50	-50	-50	-50
Children, Youth & Communities	Efficiencies reducing maintenance costs	-38	-38	-38	-38
Children, Youth & Communities	Commissioning of services to reduce costs (including employment costs)	-260	-287	-287	-287
Children, Youth & Communities	Efficiencies from co-location at Cobbs Hall	-90	-90	-90	-90
Children, Youth & Communities	Reduction of vehicle lease costs	-62	-73	-73	-73
Children, Youth & Communities	Reduction in Civic Services management and support function	-161	-161	-161	-161
Children, Youth & Communities	Extended services - end of match funding grants	0	-120	-120	-120
Children, Youth & Communities	Full year impact of savings resulting from market testing	-50	-50	-50	-50
Children, Youth & Communities	Efficiencies from reprovision of services in schools as part of extended services offer	-150	-350	-350	-350
Commissioning & Partnerships	Staffing Efficiency - Performance & Planning	-29	-29	-29	-29
Commissioning & Partnerships	Staffing Efficiency - Services to Schools	-33	-33	-33	-33
Commissioning & Partnerships	Staffing Efficiency - Common Assessment Framework co-ordinator	-54	-54	-54	-54
Commissioning & Partnerships	Children's Rights - changes in agency and sessional work	-20	-20	-20	-20
Commissioning & Partnerships	Staffing Efficiency - Commissioning; review of funding arrangements to streamline delivery	-273	-273	-273	-273
Commissioning & Partnerships	Minor re-organisation	-45	-45	-45	-45
Finance	Capital income - possible asset disposal	-140	-140	-140	-140
Finance	Rental Income from Askham	-50	-50	-50	-50
Finance	Reorganisation - Accountancy	-60	-60	-60	-60
School Improvement & Standards	End of discretionary grants	-8	-16	-16	-16

Efficiencies	2010/11	2011/12	2012/13
Title	£'000	£'000	£'000
School Improvement & Standards	-100	-100	-100
School Improvement & Standards	-100	-100	-100
School Improvement & Standards	-90	-90	-90
School Improvement & Standards	0	-40	-40
Social Care	-25	-25	-25
Social Care	-95	-95	-95
Social Care	-100	-100	-100
Social Care	-32	-63	-63
Total Efficiencies	-2,165	-2,602	-2,602

Community Services					
Efficiencies		2010/11	2011/12	2012/13	
Title	Description	£'000	£'000	£'000	£'000
Adult Social Care	Changes to processes and staffing for Social Work services since the opening of the H & F Advice Centre.	0	-122	-122	
Adult Social Care	Stars- Impact of New Homecare Re-enablement.	-800	-800	-800	
Adult Social Care	Imperial Wharf - Changes to the model from residential care to extra care sheltered support by providing integrated care and support base at the new Olive House.	-95	-95	-95	
Adult Social Care	Transformation of Adult Social Care - Self directed support	0	-1,000	-1,000	
Adult Social Care	West London Residential Care Contract - standardise prices	-200	-200	-200	
Adult Social Care	Registered Royal Nursing Care Contributions (RNCC) Reimbursement - Charge the PCT for nursing element of short stay.	-10	-10	-10	
Adult Social Care	Staffing Efficiencies - Deletion of Management posts due to Adult Social Care management review and restructure.	-508	-447	-447	
Adult Social Care	Staffing Efficiencies - Deletion of vacant posts which have been vacant for more than 6 months and reinstatement vacancy factor margins.	-432	-432	-432	
Adult Social Care	Reduction in Packages & Placements forecasts based on a review of activities over the last 4 years.	-103	-103	-103	
Adult Social Care	Efficiencies from Private Finance Initiative (PFI) for nursing home contracts based on forecast interest payments.	0	0	-165	
Cross Cutting	Reduction of Supplies and Services Expenditure	-157	-157	-157	
Housing	Review of rehousing/letting services shared with H & F Homes. This is a deletion of a post due to efficiencies in the administration of the service.	0	-36	-36	
Housing	Reduction in legal costs for Homelessness cases as a result of lower activity in legal challenges due to statutory and legal changes.	-10	-10	-10	
Housing	Review and reorganisation of Housing Advice & Assessment management structure	0	-111	-113	
Housing	Efficiencies on Rent payments to landlords achieved from re-negotiation of contracts at DuCane Road	-87	-87	-44	
Housing	Reduction in Equipment contributions resulting from a new framework contract	-50	-100	-150	
Housing	Review of the Elders support team administration costs.	-10	-10	-10	
Housing	Improvement of PSL performance by 0.5% by better management of voids of empty properties.	-50	-50	-50	
Housing	Review of Housing Management Support costs.	-63	-63	-63	

Efficiencies	2010/11	2011/12	2012/13
Title	£'000	£'000	£'000
Housing	-40	-65	-105
Housing	-157	-157	-157
Housing	-100	-150	-150
Housing	-42	-42	-42
Housing	-25	-25	-25
Housing	-50	-50	-50
Housing	-37	-37	-37
Housing	-60	-60	-60
Housing	40	40	40
Quality, Commissioning & Procurement	0	-75	-100
Quality, Commissioning & Procurement	-40	-40	-40
Quality, Commissioning & Procurement	-20	-20	-20
Quality, Commissioning & Procurement	-40	-74	-74
Quality, Commissioning & Procurement	-50	-50	-50
Quality, Commissioning & Procurement	0	0	-100
Quality, Commissioning & Procurement	-60	-60	-60
Regeneration	0	-30	-30
Regeneration	-25	-70	-70
Regeneration	-25	-50	-50

Efficiencies	2010/11	2011/12	2012/13
Title	£'000	£'000	£'000
Resources	-75	-75	-75
Resources	-25	-25	-25
Resources	-33	-33	-33
Resources	0	-120	-180
Resources (Finance)	-165	-165	-165
Total Efficiencies	-3,604	-5,266	-5,665

Environment Services					
Efficiencies	2010/11	2011/12	2012/13		
Title	£'000	£'000	£'000	Description	£'000
Accommodation	-789	-789	-789	Home and mobile working. Review of space standards, hot desking, shared buildings. Resident Services & Community Support Strategy	-789
Building & Property Management	-50	-50	-50	Building Control - Increased income and efficiency	-50
Building & Property Management	-17	-17	-17	Facilities Management Review leads to an integration of a number of repairs and help desk mechanisms	-17
Building & Property Management	-36	-36	-36	A Building Technical Services (BTS) Practice Manager post deleted following market testing programmes.	-36
Building & Property Management	-544	-919	-919	Advertising Income	-919
Building & Property Management	-100	-100	-100	Review of Valuation & Property Services management, staffing structure and outsourcing	-100
Building & Property Management	-500	-1,000	-1,000	Civic Accommodation Savings	-1,000
Building & Property Management	-250	-250	-250	Additional Advertising Income	-250
Building Technical Services	-100	-100	-100	Efficiency gains from market testing - current fee compared to market tested fee. Assumes fee difference will become bankable saving and not reduced charges to programmes/clients	-100
Building Technical Services	25	25	25	Reduction in last year's efficiency for increased fee recovery via rigid no fee no service provided policy, commenced April 2007	25
Building Technical Services	-60	-60	-60	Streamlining of management structure post market testing	-60
Director's Office	-30	-30	-30	Reduction in project budget	-30
Finance & Resources	-5	-10	-10	Other Support Costs - Reduction in the Supplies and Services budget	-10
Finance & Resources	-16	-32	-32	Reduction in decentralised Maternity & Redundancy payments	-32
Finance Team	-63	-63	-63	Reorganisation of staff and greater efficiency in Accountancy and Financial Administration	-63
Highways & Engineering	15	15	15	Reduction in last year's efficiency for road marking works, which have been varied into the existing Colas term maintenance contract. Rates for this variation are favourable compared to the old road marking contract.	15
Highways & Engineering	50	50	50	Reduction in last year's efficiency for the Contract Extension - As a condition of extending term contracts to 2009 officers are currently in negotiation to reduce costs. Cashable and non-cashable savings being investigated.	50

Efficiencies	2010/11	2011/12	2012/13
Title	£'000	£'000	£'000
Highways & Engineering	-100	-100	-100
Highways & Engineering	-250	-250	-250
Highways & Engineering	-200	-200	-200
Highways & Engineering	-100	-100	-100
Housing	-70	-70	-70
Parking Services	5	5	5
Planning	-50	-50	-50
Planning	-11	-11	-11
Public Protection & Safety	-35	-35	-35
Public Protection & Safety	-35	-35	-35
Various	-100	-100	-100
Various	-100	-100	-100
Total Efficiencies	-3,516	-4,412	-4,412

Finance & Corporate Services (FCS)					
Efficiencies		2010/11	2011/12	2012/13	
Title	Description	£'000	£'000	£'000	£'000
Business Support	Debt Management and Restructuring	-277	-377	-477	
Business Technology	Cost containment - Freedom of Information (FOI) Improvements achieved by implementing better workflows through new systems and using information on the website to enable enquirers to self serve	0	-15	-42	
Communications	Productivity Improvements	-9	-9	-9	
Communications	Income generation	-31	-31	-31	
Communications	Printing services moving to using paper from sustainable sources rather than recycling	-100	-100	-100	
Communications	Additional income streams around new advertising opportunities: advertising panels (six sheet)	0	-150	-150	
Communications	Digital print contract renegotiation with Xerox and market testing of variable data printing	-75	-100	-100	
Communications	Additional income streams around new advertising opportunities: web adverts on H&F News website; lamp post advertising and neighbourhood guides	-40	-45	-50	
Department Wide	Rationalisation of services within FCS following the merger of Finance & Assistant Chief Executive's Departments	-38	-160	-160	
Executive Services	On going efficiencies from implementation of a corporate complaints and enquiries system incorporating requests for information, freedom of information enquiries and complaints. Introduction of a consistent approach to dealing with complaints	-31	-39	-39	
Finance	Audit Commission fee reduction to be achieved through improving the quality of the annual statement of accounts and associated working papers, specifically improving financial controls, reducing grant claims audit work, and improving the closing process.	-60	-100	-100	
Finance	Reduction in contributions to the insurance fund following a review of fund levels by improving management of insurance risks and claims	-150	-150	-150	
H & F Direct	Improved Housing Benefit administration	-250	-400	-400	
H & F Direct	Contact Centre Improvements	-30	-60	-60	
H & F Direct	Additional services transferred to relocated contact centre	0	-50	-50	
H & F Direct	Relocation/ Out sourcing of some H & F Direct Services	-40	-120	-120	
H & F Direct	Administration of all petty cash payments through the payroll system using Trent Self Service.	0	-50	-50	
H&F Direct	Customer Access Strategy through the impact of multi-skilling	-88	-88	-88	

Efficiencies	2010/11	2011/12	2012/13
Title	£'000	£'000	£'000
H&F Direct	0	-73	-73
H&F Direct	0	-120	-120
Human Resources	-106	-120	-120
Human Resources	-30	-30	-30
Human Resources	-150	-300	-300
Human Resources	-30	-30	-30
Legal and Democratic Services	-32	-32	-80
Legal and Democratic Services	-60	-60	-60
Legal and Democratic Services	-10	-20	-20
Legal and Democratic Services	-45	-49	-49
Legal and Democratic Services	-90	-90	-90
Legal and Democratic Services	-10	-10	-10
Organisational Development	-68	-68	-68
Strategy, Perf & Procure't	-20	-25	-25
Strategy, Perf & Procure't	0	-60	-60
Total Efficiencies	-1,870	-3,131	-3,311

Residents Services					
Efficiencies		2010/11	2011/12	2012/13	
Title	Description	£'000	£'000	£'000	£'000
Cleaner ,Greener Neighbourhoods	Environmental Protection - Increased efficiency in street scene enforcement	-35	-35	-35	-35
Cleaner ,Greener Neighbourhoods	Increased Trade Waste income as a result of a major drive to recruit additional customers and increase fees and charges	-200	-350	-350	-350
Cleaner ,Greener Neighbourhoods	Remodel the garden waste service	-60	-60	-60	-60
Cleaner, Greener Neighbourhoods	Streamlining of current area monitoring arrangements as part of restructure	-35	-35	-35	-35
Cleaner, Greener Neighbourhoods	Combining Admin functions across Waste, Street Scene and Graffiti	-40	-40	-40	-40
Cleaner, Greener Neighbourhoods	Reduction in non-staff controllable budget in Graffiti team	-20	-20	-20	-20
Cleaner, Greener Neighbourhoods	Review of Fleet Transport service - operation on a trading basis	-34	-34	-34	-34
Cleaner, Greener Neighbourhoods	Staffing Efficiency - Graffiti Manager role to be shared with other senior officers in Street Scene Enforcement	-35	-35	-35	-35
Cleaner, Greener Neighbourhoods	Reassignment of Recycling post to Recycling Apprentice	-30	-30	-30	-30
Parks & Culture	Implementation of the Nationality Checking Service - New Income generation	-5	-15	-15	-15
Parks & Culture	Reviewing and streamlining booking of halls, catering, sports pitches, coaching sessions etc to create an online booking service and online/electronic payment.	0	-25	-25	-25
Parks & Culture	Introduce new ways of working and more self-service for customers and implement smarter working arrangements - efficiency saving.	-26	-52	-52	-52
Parks & Culture	Closing of the annexe store at Hammersmith Library, making better use of other storage areas across the library network	-45	-45	-45	-45
Parks & Culture	Review of rotas across the library network making better use of weekend staff	-10	-10	-10	-10
Parks & Culture	Support archive service to maximise income streams	-20	-20	-20	-20
Parks & Culture	Jointly commission services with other library authorities.	-25	-25	-25	-25

Efficiencies		2010/11	2011/12	2012/13
Title	Description	£'000	£'000	£'000
Parks & Culture	Increase income from tendering the provision of the fireworks display.	-5	-10	-10
Parks & Culture	Sharing premises and costs with Libraries and other service areas e.g. Adult Learning	-30	-30	-30
Parks & Culture	Partnership working with leisure contractors - This is due to existing profit share arrangements already in place starting 09/10	-100	-100	-100
Parks & Culture	Review location of the RBDM staff, two cemeteries staff and the marriage room functions to improve access and income potential.	-10	-10	-10
Parks & Culture	Review monitoring arrangements of parks maintenance contracts leading to improved efficiencies	-43	-43	-43
Parks & Culture	Review Squadron contract, leading to improved efficiencies	-25	-25	-25
Parks & Culture	Review Fulham Palace gallery and functions in order to maximise revenue	-30	-30	-30
Parks & Culture	Review Community Sports team	-29	-29	-29
Parks & Culture	Review P&C Management Structure - merge 4 service units into 3 giving rise to a reduction of 1 Head of Service post	-68	-68	-68
Parks & Culture	Review of Library staffing arrangements	-145	-145	-145
Parks & Culture	Review income generation activities and fees and charges at Fulham Palace	-76	-76	-76
Resources & Director's Office	Realignment of support budgets across the division	-30	-30	-30
Resources & Director's Office	Reduction of post in Finance and Resources team	-39	-39	-39
Safer Neighbourhoods	Realignment of historic Keyholder Budget	-22	-22	-22
Safer Neighbourhoods	Reorganisation of Transport Fleet to ensure a more efficient use of vehicles	-8	-8	-8
Safer Neighbourhoods	Out-of-hours service review to improve efficiencies	-30	-30	-30
Safer Neighbourhoods	Review of security contract - reduction in security posts in LBHF estate contracts	-46	-46	-46
Safer Neighbourhoods	Warden/ ASBU income - increase through services to RSLs	-25	-25	-25
Safer Neighbourhoods	Efficiency in the management of CCTV	-35	-35	-35
Safer Neighbourhoods	Amalgamation of Estate and Street Wardens in a single unified service across the whole borough	-133	-133	-133
Safer Neighbourhoods	Review of Supplies and Services Expenditure	-13	-13	-13
Total Efficiencies		-1,562	-1,778	-1,778

Corporate					
Efficiencies		2010/11	2011/12	2012/13	
Title	Description	£'000	£'000	£'000	£'000
Cross-Cutting	Further productivity and other efficiencies from outsourcing and new ways of working	0	-6,047	-4,512	
Cross-Cutting	Target for Executive Management Team cross-cutting efficiencies	0	-3,000	-12,000	
Cross-Cutting	Efficiencies arising from Transforming the Customer Experience	-120	-120	-120	
Capital Debt Reduction	Debt Reduction Strategy (Allowance of £140k also shown in CHS)	-460	-660	-660	
Total Efficiencies		-580	-9,827	-17,292	
Hammersmith and Fulham - Summary					
		2010/11	2011/12	2012/13	
		£'000	£'000	£'000	£'000
Grand Total		-13,297	-27,015	-35,059	

Children's Services					
Title	Description	2010/11 £'000	2011/12 £'000	2012/13 £'000	
Cross Cutting	Increase in demand for Interpreter Services	60	60	60	
Asylum	Risk of increase in Asylum numbers	150	150	150	
Complex Needs	Loss of income from PCT due to cessation of Joint Funding agreements between H&F and PCT as pupils turning 18.	375	375	375	
Complex Needs	Additional security for potentially violent service users	60	60	60	
Total		645	645	645	

Community Services					
Title	Description	2010/11 £'000	2011/12 £'000	2012/13 £'000	
Adult Social Care	Stars-impact of new re-enablement model (existing proposal may not be fully achieved)	200	200	200	
Adult Social Care	Continuing Care	250	250	250	
Adult Social Care	The strategy, service delivery intention & options for the future development of Self Directed Support needs to be modelled to ascertain the potential impact of increase in demand and charging	1,000	1,000	1,000	
Housing	Changes to the Housing Benefit thresholds (possible further 5% reduction) relating to the temporary accommodation account	330	330	330	
Adult Social Care	Inflationary placements increase.	570	570	570	
Housing	Prevention Initiatives: Possible withdrawal of funding on preventative areas of funding	0	1,232	1,232	
Quality, Commissioning & Procurement	Supporting People - Inflation on Contracts above funded levels	300	300	300	
Quality, Commissioning & Procurement	White City Collaborative Care Centre	200	200	200	
Adult Social Care/Housing	Home Care & Housing Related Support - new contracts	700	700	700	
Resources	Bad debt provision for Income Collection	150	150	150	
Total		3,700	4,932	4,932	

Environment Services					
Title	Description	2010/11 £'000	2011/12 £'000	2012/13 £'000	
Utility Costs	energy is procured on an annual basis and as well as general uncertainty over volume, prices can not be guaranteed for the final 4 months of the year.	200	200	200	
New Contracts	Both the new non-housing maintenance contract and the Highway Maintenance contracts are expected to deliver overall cost reductions. However it is possible that these savings may be skewed towards the capital programme with an increase on revenue.	300	300	300	
Advertising Income	The lead-in time to establishing new sites and the economic conditions may lead to delayed or reduced income in this area	250	250	250	
Total		750	750	750	

Residents Services					
Title	Description	2010/11 £'000	2011/12 £'000	2012/13 £'000	
Cleaner, Greener Neighbourhoods	Waste Contract - Trade Refuse increase income	150	300	300	
Parks and Culture	Fulham Palace - reduced income	76	76	76	
Total		226	376	376	

Corporate					
Title	Description	2010/11 £'000	2011/12 £'000	2012/13 £'000	
Employees	2010/11 Pay Award at 2% rather than 1%	1,500	1,500	1,500	
Inflation	Contract inflation 1% higher than currently allowed for	1,246	2,492	3,738	
Formula Grant	Formula Grant reduction - 3% per annum	0	3,628	7,147	
Formula Grant	Formula Grant - 0.5% in year reduction	605	0	0	
Area Based Grant	Area Based grant - 5% annual reduction	0	558	1,116	
Total		3,351	8,178	13,501	

Risks due to Economic Slowdown				
	2010/11	2011/12	2012/13	
Community Services	0	0	141	
Community Services	112	224	224	
Corporate	0	1,500	3,000	
Corporate	500	500	500	
Corporate	?	?	?	
Environment Services	300	400	400	
Total	912	2,624	4,265	
Hammersmith and Fulham - Summary				
	2010/11	2011/12	2012/13	
	£'000	£'000	£'000	
Grand Total	9,584	17,505	24,469	

Appendix G: Health & Adult Social Care Fees and Charges 2010/11: Exceptions			
Reviewed at Health & Adult Social Care Scrutiny Committee			
Description of Service	2009/10 Current Fee (£)	2010/11 Proposed Fee (£)	Proposed % Increase in 2010/11
1. Careline Alarm Gold Service (Pendant) - Emergency Response & Monitoring Service			
(G) Provided to SP Funded Council Tenants	3.20 per week	3.20 per week	0.00%
(D) Provided to SP Funded Council tenants	1.95 per week	1.95 per week	0.00%
(A) Provided to Registered Social Landlord Sheltered Accommodations (RSL Financed)	1.40 per week	1.40 per week	0.00%
Removals			
Standard removals within the borough Monday - Friday 0800hrs-1730hrs	600	675	12.50%
Standard removals within the borough Saturdays 0800hrs-1430hrs	616	693	12.50%
ADDITIONAL STAFFING			
Cancellation on site	600	675	12.50%

Increase only applies to self paying individuals

Increase only applies to self paying individuals

Would increase potentially in line with SP funding.

The price of a standard removal (Mon-Fri) is proposed to rise to £675 to assist in covering the current income shortfall on storage containers. This uplift will still make the service competitive to a standard in borough 2 bedroom house removal cost ranging between £750-£800.

The price of a standard removal (Saturdays) is proposed to rise to £693.10 to assist in covering the current income shortfall on storage containers. This uplift will still make the service competitive to a standard in borough 2 bedroom house removal cost ranging between £750-£800.

The price of a cancellation on site is proposed to rise to £675 to assist in covering the current income shortfall on storage containers.

Appendix G: Housing Fees and Charges 2010/11: Exceptions				
Reviewed at Housing Scrutiny Committee				
Description of Service	2009/10 Current Fee (£)	2010/11 Proposed Fee (£)	Proposed % Increase in 2010/11	Comment
Private Sector Leasing				
Private Sector Leasing Water Charges	Varies	Varies		
Private Sector Leasing Rent (per week)	303.8	290	See comment	From 1 April 2010, the PSL Rent threshold is based on the January 2010 Local Housing Allowance (LHA) which is primarily determined by the location of the property and its bedroom size. The threshold formula is 90% of LHA plus £40. The proposed fee is base
B & B Rent Single/Family				
	191.1	191.1	see comment	From 1 April 2010, the B&B Housing Benefit threshold is based on the Local Housing Allowance (LHA) of the location of the Hotel. The threshold will be that of a one bed property LHA rate at January 2010.
B & B Amenity Charge				
" 1 Adult	9.2	9.2	0%	It is recommended to leave the charges unchanged as costs are being covered.
" 2 Adults	11.75	11.75	0%	
" 3 Adults	14.8	14.8	0%	
" 4 Adults	17.35	17.35	0%	

Appendix G: Children's Services Fees and Charges 2010/11: Exceptions

Reviewed at Education and Children's Services Scrutiny Committee

Type of Fee and Charge	2009/10 Charge £. P.	Percentage Increase 2009/10 to 2010/11	Rounded £. P.	Comment
School Meal Fees				
School Meal fees - Primary, Special and Secondary	Primary £1.80, Secondary £1.80		Primary £1.80, Secondary £1.80	Inflation at RPI currently 0%
School Meals fees - Adults	£ 2.56		£ 2.56	Inflation at RPI currently 0%

Appendix G: Environment Services Fees and Charges 2010/11: Exceptions

Reviewed at Cleaner and Greener Scrutiny Committee

Building Control - 7.5%

BC SCHEDULE 1

Number of Dwellings	BC Charge 2008/09	VAT @ 15%	BC Charge 2008/09 Inc VAT	Charges from 1/4/09 to 31/12/09			Charges from 1/1/10 to 31/3/10		
				Charge exc VAT 2009/10	VAT @ 15%	BC Charge 2009/10 Inc VAT	Charge exc VAT 2009/10	VAT @ 17.5%	BC Charge 2009/10 Inc VAT
Plan Charge									
1	169.79	25.47	195.26	182.61	27.39	210.00	182.13	31.87	214.00
2	249.17	37.37	286.55	267.83	40.17	308.00	268.09	46.91	315.00
3	328.55	49.28	377.83	353.04	52.96	406.00	353.19	61.81	415.00
4	407.93	61.19	469.12	438.26	65.74	504.00	438.30	76.70	515.00
5	487.31	73.10	560.41	523.48	78.52	602.00	524.26	91.74	616.00
6	511.56	76.73	588.29	549.57	82.43	632.00	549.79	96.21	646.00
7	535.82	80.37	616.19	575.65	86.35	662.00	576.17	100.83	677.00
8	560.07	84.01	644.08	601.74	90.26	692.00	601.70	105.30	707.00
9	584.33	87.65	671.98	627.83	94.17	722.00	628.09	109.91	738.00
10	608.58	91.29	699.87	653.91	98.09	752.00	654.47	114.53	769.00
11	626.22	93.93	720.15	673.04	100.96	774.00	673.19	117.81	791.00
12	643.86	96.58	740.44	692.17	103.83	796.00	691.91	121.09	813.00
13	661.50	99.23	760.73	711.30	106.70	818.00	711.49	124.51	836.00
14	679.14	101.87	781.01	730.43	109.57	840.00	730.21	127.79	858.00
15	696.78	104.52	801.30	748.70	112.30	861.00	748.94	131.06	880.00
16	714.42	107.16	821.58	767.83	115.17	883.00	767.66	134.34	902.00
17	732.06	109.81	841.87	786.96	118.04	905.00	787.23	137.77	925.00
18	749.70	112.46	862.16	806.09	120.91	927.00	805.96	141.04	947.00
19	767.34	115.10	882.44	825.22	123.78	949.00	824.68	144.32	969.00
20	784.98	117.75	902.73	843.48	126.52	970.00	844.26	147.74	992.00
21	797.11	119.57	916.68	856.52	128.48	985.00	857.02	149.98	1,007.00
22	809.24	121.39	930.63	869.57	130.43	1,000.00	869.79	152.21	1,022.00
23	821.37	123.21	944.58	882.61	132.39	1,015.00	882.55	154.45	1,037.00
24	833.50	125.03	958.53	895.65	134.35	1,030.00	896.17	156.83	1,053.00
25	845.63	126.84	972.47	908.70	136.30	1,045.00	908.94	159.06	1,068.00
26	857.76	128.66	986.42	921.74	138.26	1,060.00	921.70	161.30	1,083.00
27	869.89	130.48	1,000.37	934.78	140.22	1,075.00	935.32	163.68	1,099.00
28	882.02	132.30	1,014.32	947.83	142.17	1,090.00	948.09	165.91	1,114.00
29	894.15	134.12	1,028.27	960.87	144.13	1,105.00	960.85	168.15	1,129.00
30	906.28	135.94	1,042.22	973.91	146.09	1,120.00	974.47	170.53	1,145.00
31	912.33	136.85	1,049.18	980.87	147.13	1,128.00	980.43	171.57	1,152.00
	For each dwelling in excess of 31 add £6.08 + VAT			For each dwelling in excess of 31 add £6.54 + VAT			For each dwelling in excess of 31 add £6.54 + VAT		
Inspection Charges									
1	194.04	29.11	223.15	208.70	31.30	240.00	208.51	36.49	245.00
2	363.83	54.57	418.40	391.30	58.70	450.00	391.49	68.51	460.00
3	533.61	80.04	613.65	573.91	86.09	660.00	573.62	100.38	674.00
4	703.40	105.51	808.91	756.52	113.48	870.00	755.74	132.26	888.00
5	873.18	130.98	1,004.16	938.26	140.74	1,079.00	938.72	164.28	1,103.00
6	1,053.78	158.07	1,211.85	1,133.04	169.96	1,303.00	1,132.77	198.23	1,331.00
7	1,234.38	185.16	1,419.54	1,326.96	199.04	1,526.00	1,326.81	232.19	1,559.00
8	1,414.98	212.25	1,627.23	1,520.87	228.13	1,749.00	1,520.85	266.15	1,787.00
9	1,595.68	239.34	1,835.02	1,715.65	257.35	1,973.00	1,715.74	300.26	2,016.00
10	1,776.18	266.43	2,042.61	1,909.57	286.43	2,196.00	1,909.79	334.21	2,244.00
11	1,937.88	290.68	2,228.56	2,083.48	312.52	2,396.00	2,083.40	364.60	2,448.00
12	2,099.58	314.94	2,414.52	2,257.39	338.61	2,596.00	2,257.02	394.98	2,652.00

BC SCHEDULE 1				Charges from 1/4/09 to 31/12/09			Charges from 1/1/10 to 31/3/10		
Number of Dwellings	BC Charge 2008/09	VAT @ 15%	BC Charge 2008/09 Inc VAT	Charge exc VAT 2009/10	VAT @ 15%	BC Charge 2009/10 Inc VAT	Charge exc VAT 2009/10	VAT @ 17.5%	BC Charge 2009/10 Inc VAT
13	2,261.28	339.19	2,600.47	2,431.30	364.70	2,796.00	2,430.64	425.36	2,856.00
14	2,422.98	363.45	2,786.43	2,604.35	390.65	2,995.00	2,605.11	455.89	3,061.00
15	2,584.68	387.70	2,972.38	2,778.26	416.74	3,195.00	2,778.72	486.28	3,265.00
16	2,746.38	411.96	3,158.34	2,952.17	442.83	3,395.00	2,952.34	516.66	3,469.00
17	2,908.08	436.21	3,344.29	3,126.09	468.91	3,595.00	3,125.96	547.04	3,673.00
18	3,069.78	460.47	3,530.25	3,300.00	495.00	3,795.00	3,300.43	577.57	3,878.00
19	3,231.48	484.72	3,716.20	3,473.91	521.09	3,995.00	3,474.04	607.96	4,082.00
20	3,393.18	508.98	3,902.16	3,647.83	547.17	4,195.00	3,647.66	638.34	4,286.00
21	3,514.46	527.17	4,041.63	3,778.26	566.74	4,345.00	3,777.87	661.13	4,439.00
22	3,635.74	545.36	4,181.10	3,908.70	586.30	4,495.00	3,908.09	683.91	4,592.00
23	3,757.02	563.55	4,320.57	4,039.13	605.87	4,645.00	4,039.15	706.85	4,746.00
24	3,878.30	581.74	4,460.04	4,169.57	625.43	4,795.00	4,169.36	729.64	4,899.00
25	3,999.58	599.93	4,599.51	4,299.13	644.87	4,944.00	4,299.57	752.43	5,052.00
26	4,120.86	618.12	4,738.98	4,429.57	664.43	5,094.00	4,429.79	775.21	5,205.00
27	4,242.14	636.32	4,878.46	4,560.00	684.00	5,244.00	4,560.00	798.00	5,358.00
28	4,363.42	654.51	5,017.93	4,690.43	703.57	5,394.00	4,691.06	820.94	5,512.00
29	4,484.70	672.70	5,157.40	4,820.87	723.13	5,544.00	4,821.28	843.72	5,665.00
30	4,605.98	690.89	5,296.87	4,951.30	742.70	5,694.00	4,951.49	866.51	5,818.00
31	4,697.15	704.57	5,401.72	5,049.57	757.43	5,807.00	5,049.36	883.64	5,933.00
	For each dwelling in excess of 31 add £91.22 + VAT			For each dwelling in excess of 31 add £98.06 + VAT			For each dwelling in excess of 31 add £98.06 + VAT		
Building Notice									
1	363.83	54.57	418.40	391.30	58.70	450.00	391.49	68.51	460.00
2	613.00	91.95	704.95	659.13	98.87	758.00	658.72	115.28	774.00
3	862.16	129.32	991.48	926.96	139.04	1,066.00	926.81	162.19	1,089.00
4	1,111.33	166.70	1,278.03	1,194.78	179.22	1,374.00	1,194.89	209.11	1,404.00
5	1,360.49	204.07	1,564.56	1,462.61	219.39	1,682.00	1,462.13	255.87	1,718.00
6	1,565.34	234.80	1,800.14	1,682.61	252.39	1,935.00	1,682.55	294.45	1,977.00
7	1,770.20	265.53	2,035.73	1,902.61	285.39	2,188.00	1,902.98	333.02	2,236.00
8	1,975.05	296.26	2,271.31	2,123.48	318.52	2,442.00	2,123.40	371.60	2,495.00
9	2,180.01	326.00	2,507.01	2,343.48	351.52	2,695.00	2,343.83	410.17	2,754.00
10	2,384.76	357.71	2,742.47	2,563.48	384.52	2,948.00	2,563.40	448.60	3,012.00
11	2,564.10	384.62	2,948.72	2,756.52	413.48	3,170.00	2,756.60	482.40	3,239.00
12	2,743.44	411.52	3,154.96	2,949.57	442.43	3,392.00	2,948.94	516.06	3,465.00
13	2,922.78	438.42	3,361.20	3,141.74	471.26	3,613.00	3,142.13	549.87	3,692.00
14	3,102.12	465.32	3,567.44	3,334.78	500.22	3,835.00	3,334.47	583.53	3,918.00
15	3,281.46	492.22	3,773.68	3,527.83	529.17	4,057.00	3,527.66	617.34	4,145.00
16	3,460.80	519.12	3,979.92	3,720.00	558.00	4,278.00	3,720.00	651.00	4,371.00
17	3,640.14	546.02	4,186.16	3,913.04	586.96	4,500.00	3,913.19	684.81	4,598.00
18	3,819.48	572.92	4,392.40	4,106.09	615.91	4,722.00	4,105.53	718.47	4,824.00
19	3,998.82	599.82	4,598.64	4,299.13	644.87	4,944.00	4,298.72	752.28	5,051.00
20	4,178.16	626.72	4,804.88	4,491.30	673.70	5,165.00	4,491.91	786.09	5,278.00
21	4,311.57	646.74	4,958.31	4,634.78	695.22	5,330.00	4,634.89	811.11	5,446.00
22	4,444.98	666.75	5,111.73	4,778.26	716.74	5,495.00	4,778.72	836.28	5,615.00
23	4,578.39	686.76	5,265.15	4,921.74	738.26	5,660.00	4,921.70	861.30	5,783.00
24	4,711.80	706.77	5,418.57	5,065.22	759.78	5,825.00	5,065.53	886.47	5,952.00
25	4,845.21	726.78	5,571.99	5,208.70	781.30	5,990.00	5,208.51	911.49	6,120.00
26	4,978.62	746.79	5,725.41	5,352.17	802.83	6,155.00	5,352.34	936.66	6,289.00
27	5,112.03	766.80	5,878.83	5,495.65	824.35	6,320.00	5,495.32	961.68	6,457.00
28	5,245.44	786.82	6,032.26	5,639.13	845.87	6,485.00	5,639.15	986.85	6,626.00
29	5,378.85	806.83	6,185.68	5,782.61	867.39	6,650.00	5,782.13	1,011.87	6,794.00
30	5,512.26	826.84	6,339.10	5,926.09	888.91	6,815.00	5,925.96	1,037.04	6,963.00

BC SCHEDULE 1				Charges from 1/4/09 to 31/12/09			Charges from 1/1/10 to 31/3/10		
Number of Dwellings	BC Charge 2008/09	VAT @ 15%	BC Charge 2008/09 Inc VAT	Charge exc VAT 2009/10	VAT @ 15%	BC Charge 2009/10 Inc VAT	Charge exc VAT 2009/10	VAT @ 17.5%	BC Charge 2009/10 Inc VAT
31	5,609.48	841.42	6,450.90	6,030.43	904.57	6,935.00	6,029.79	1,055.21	7,085.00
	For each dwelling in excess of 31 add £97.30 + VAT			For each dwelling in excess of 31 add £104.6 + VAT			For each dwelling in excess of 31 add £104.6 + VAT		

BC SCHEDULE 2

	Charges from 1/4/09 to 31/12/09			Charges from 1/1/10 to 31/3/10					
	BC Charge 2008/09	VAT @ 15%	BC Charge 2008/09 Inc VAT	Charge exc VAT 2009/10	VAT @ 15%	BC Charge 2009/10 Inc VAT	Charge exc VAT 2009/10	VAT @ 17.5%	BC Charge 2009/10 Inc VAT
Plan Charge									
1.Erection of a detached building which consists of a garage or carport or both having a floor area not exceeding 40m ² , in total intended to be used in common with an existing building and which is not an exempt building	40.00	6.00	46.00	42.61	6.39	49.00	43.40	7.60	51.00
2.Any extension or loft conversion to a dwelling the total floor area of which does not exceed 10m ² , including means of access and work in connection with that extension	314.00	47.10	361.10	337.39	50.61	388.00	337.87	59.13	397.00
3.Any extension or loft conversion to a dwelling the total floor area of which exceeds 10m ² but does not exceed 40m ² , including means of access and work in connection with that extension	117.00	17.55	134.55	126.09	18.91	145.00	125.96	22.04	148.00
4.Any extension or loft conversion to a dwelling the total floor area of which exceeds 40m ² but does not exceed 60m ² , including means of access and in connection with that extension	156.00	23.40	179.40	167.83	25.17	193.00	167.66	29.34	197.00
Inspection Charge									
1.Erection of a detached building which consists of a garage or carport or both having a floor area not exceeding 40m ² , in total intended to be used in common with an existing building and which is not an exempt building	117.00	17.55	134.55	126.09	18.91	145.00	125.96	22.04	148.00
2.Any extension or loft conversion to a dwelling the total floor area of which does not exceed 10m ² , including means of access and work in connection with that extension	No inspection charge (included in plan charge)			No inspection charge (included in plan charge)			No inspection charge (included in plan charge)		
3.Any extension or loft conversion to a dwelling the total floor area of which exceeds 10m ² but does not exceed 40m ² , including means of access and work in connection with that extension	352.00	52.80	404.80	378.26	56.74	435.00	378.72	66.28	445.00
4.Any extension or loft conversion to a dwelling the total floor area of which exceeds 40m ² but does not exceed 60m ² , including means of access and in connection with that extension	469.00	70.35	539.35	504.35	75.65	580.00	503.83	88.17	592.00
Building Notice									
1.Erection of a detached building which consists of a garage or carport or both having a floor area not exceeding 40m ² , in total intended to be used in common with an existing building and which is not an exempt building	157.00	23.55	180.55	168.70	25.30	194.00	168.51	29.49	198.00
2.Any extension or loft conversion to a dwelling the total floor area of which does not exceed 10m ² , including means of access and work in connection with that extension	314.00	47.10	361.10	337.39	50.61	388.00	337.87	59.13	397.00
3.Any extension or loft conversion to a dwelling the total floor area of which exceeds 10m ² but does not exceed 40m ² , including means of access and work in connection with that extension	469.00	70.35	539.35	504.35	75.65	580.00	503.83	88.17	592.00
4.Any extension or loft conversion to a dwelling the total floor area of which exceeds 40m ² but does not exceed 60m ² , including means of access and in connection with that extension	625.00	93.75	718.75	672.17	100.83	773.00	671.49	117.51	789.00

Building Control - 7.5%

BC SCHEDULE 3

Estimated Cost of Works				Charges 1/4/09 - 31/12/09			Charges 1/1/10 - 31/3/10		
	BC Charge 2008/09	VAT @ 15%	BC Charge 2008/09 Inc VAT	Charge exc VAT 2009/10	VAT @ 15%	BC Charge 2009/10 Inc VAT	Charge exc VAT 2009/10	VAT @ 17.5%	BC Charge 2009/10 Inc VAT
Plan Charges									
0 - 2,000	156.37	23.46	179.83	167.83	25.17	193.00	167.66	29.34	197.00
2,001 - 5,000	260.62	39.09	299.71	280.00	42.00	322.00	280.00	49.00	329.00
5,001 - 6,000	68.71	10.31	79.02	73.91	11.09	85.00	74.04	12.96	87.00
6,001 - 7,000	72.26	10.84	83.1	77.39	11.61	89.00	77.45	13.55	91.00
7,001 - 8,000	75.81	11.37	87.18	81.74	12.26	94.00	81.70	14.30	96.00
8,001 - 9,000	79.36	11.9	91.26	85.22	12.78	98.00	85.11	14.89	100.00
9,001 - 10,000	82.91	12.44	95.35	89.57	13.43	103.00	89.36	15.64	105.00
10,001 - 11,000	86.46	12.97	99.43	93.04	13.96	107.00	92.77	16.23	109.00
11,001 - 12,000	90.01	13.5	103.51	96.52	14.48	111.00	96.17	16.83	113.00
12,001 - 13,000	93.56	14.03	107.59	100.87	15.13	116.00	101.28	17.72	119.00
13,001 - 14,000	97.11	14.57	111.68	104.35	15.65	120.00	104.68	18.32	123.00
14,001 - 15,000	100.66	15.1	115.76	107.83	16.17	124.00	108.09	18.91	127.00
15,001 - 16,000	104.21	15.63	119.84	112.17	16.83	129.00	112.34	19.66	132.00
16,001 - 17,000	107.76	16.16	123.92	115.65	17.35	133.00	115.74	20.26	136.00
17,001 - 18,000	111.31	16.7	128.01	120.00	18.00	138.00	120.00	21.00	141.00
18,001 - 19,000	114.86	17.23	132.09	123.48	18.52	142.00	123.40	21.60	145.00
19,001 - 20,000	118.41	17.76	136.17	126.96	19.04	146.00	126.81	22.19	149.00
20,001 - 100,000		1/4 of total fee		1/4 of total fee			1/4 of total fee		
100,001 - 1,000,000		1/4 of total fee		1/4 of total fee			1/4 of total fee		
1,000,001 - 10,000,000		1/4 of total fee		1/4 of total fee			1/4 of total fee		
10,000,001 - >		1/4 of total fee		1/4 of total fee			1/4 of total fee		
Inspection Charge									
0 - 2,000	No inspection charge								
2,001 - 5,000	(included in plan charge)								
5,001 - 6,000	206.12	30.92	237.04	221.74	33.26	255.00	222.13	38.87	261.00
6,001 - 7,000	216.77	32.52	249.29	233.04	34.96	268.00	233.19	40.81	274.00
7,001 - 8,000	227.42	34.11	261.53	244.35	36.65	281.00	244.26	42.74	287.00
8,001 - 9,000	238.07	35.71	273.78	255.65	38.35	294.00	255.32	44.68	300.00
9,001 - 10,000	248.72	37.31	286.03	266.96	40.04	307.00	267.23	46.77	314.00
10,001 - 11,000	259.37	38.91	298.28	279.13	41.87	321.00	279.15	48.85	328.00
11,001 - 12,000	270.02	40.5	310.52	290.43	43.57	334.00	290.21	50.79	341.00
12,001 - 13,000	280.67	42.1	322.77	301.74	45.26	347.00	302.13	52.87	355.00
13,001 - 14,000	291.32	43.7	335.02	313.04	46.96	360.00	313.19	54.81	368.00
14,001 - 15,000	301.97	45.3	347.27	324.35	48.65	373.00	324.26	56.74	381.00
15,001 - 16,000	312.62	46.89	359.51	335.65	50.35	386.00	335.32	58.68	394.00
16,001 - 17,000	323.27	48.49	371.76	347.83	52.17	400.00	348.09	60.91	409.00
17,001 - 18,000	333.92	50.09	384.01	359.13	53.87	413.00	359.15	62.85	422.00
18,001 - 19,000	344.57	51.69	396.26	370.43	55.57	426.00	370.21	64.79	435.00
19,001 - 20,000	355.22	53.28	408.5	381.74	57.26	439.00	382.13	66.87	449.00
20,001 - 100,000		3/4 of total fee		3/4 of total fee			3/4 of total fee		
100,001 - 1,000,000		3/4 of total fee		3/4 of total fee			3/4 of total fee		
1,000,001 - 10,000,000		3/4 of total fee		3/4 of total fee			3/4 of total fee		
10,000,001 - >		3/4 of total fee		3/4 of total fee			3/4 of total fee		
Total Fee or Building Notice Fee									
0 - 2,000	156.37	23.46	179.83	167.83	25.17	193.00	167.66	29.34	197.00
2,001 - 5,000	260.62	39.09	299.71	280.00	42.00	322.00	280.00	49.00	329.00
5,001 - 6,000	274.83	41.22	316.05	295.65	44.35	340.00	295.32	51.68	347.00
6,001 - 7,000	289.03	43.35	332.38	310.43	46.57	357.00	310.64	54.36	365.00
7,001 - 8,000	303.23	45.48	348.71	326.09	48.91	375.00	325.96	57.04	383.00
8,001 - 9,000	317.43	47.61	365.04	340.87	51.13	392.00	341.28	59.72	401.00
9,001 - 10,000	331.63	49.74	381.37	356.52	53.48	410.00	356.60	62.40	419.00
10,001 - 11,000	345.83	51.87	397.7	372.17	55.83	428.00	371.91	65.09	437.00
11,001 - 12,000	360.03	54	414.03	386.96	58.04	445.00	387.23	67.77	455.00
12,001 - 13,000	374.23	56.13	430.36	402.61	60.39	463.00	402.55	70.45	473.00

BC SCHEDULE 3

Estimated Cost of Works	Charges 1/4/09 - 31/12/09			Charges 1/1/10 - 31/3/10					
	BC Charge 2008/09	VAT @ 15%	BC Charge 2008/09 Inc VAT	Charge exc VAT 2009/10	VAT @ 15%	BC Charge 2009/10 Inc VAT	Charge exc VAT 2009/10	VAT @ 17.5%	BC Charge 2009/10 Inc VAT
13,001 - 14,000	388.43	58.26	446.69	417.39	62.61	480.00	417.02	72.98	490.00
14,001 - 15,000	402.63	60.39	463.02	433.04	64.96	498.00	433.19	75.81	509.00
15,001 - 16,000	416.83	62.52	479.35	447.83	67.17	515.00	447.66	78.34	526.00
16,001 - 17,000	431.03	64.65	495.68	463.48	69.52	533.00	463.83	81.17	545.00
17,001 - 18,000	445.23	66.78	512.01	478.26	71.74	550.00	478.30	83.70	562.00
18,001 - 19,000	459.43	68.91	528.34	493.91	74.09	568.00	493.62	86.38	580.00
19,001 - 20,000	473.63	71.04	544.67	509.57	76.43	586.00	509.79	89.21	599.00
20,001 - 100,000	£473.68 plus £12.33 for every £1000 (or part thereof) by which the cost exceeds £20,000 plus VAT		£473.68 plus £12.33 for every £1000 (or part thereof) by which the cost exceeds £20,000 plus VAT	£509.57 plus £13.25 for every £1000 (or part thereof) by which the cost exceeds £20,000 plus VAT		£509.57 plus £13.25 for every £1000 (or part thereof) by which the cost exceeds £20,000 plus VAT	£509.57 plus £13.25 for every £1000 (or part thereof) by which the cost exceeds £20,000 plus VAT		
100,001 - 1,000,000	£1,460.22 plus £5.40 for every £1000 (or part thereof) by which the cost exceeds £100,000 plus VAT		£1,460.22 plus £5.40 for every £1000 (or part thereof) by which the cost exceeds £100,000 plus VAT	£1,569.74 plus £5.81 for every £1000 (or part thereof) by which the cost exceeds £100,000 plus VAT		£1,569.74 plus £5.81 for every £1000 (or part thereof) by which the cost exceeds £100,000 plus VAT	£1,569.74 plus £5.81 for every £1000 (or part thereof) by which the cost exceeds £100,000 plus VAT		
1,000,001 - 10,000,000	£6,323.02 plus £4.07 for every £1000 (or part thereof) by which the cost exceeds £1,000,000 plus VAT		£6,323.02 plus £4.07 for every £1000 (or part thereof) by which the cost exceeds £1,000,000 plus VAT	£6,797.25 plus £4.38 for every £1000 (or part thereof) by which the cost exceeds £1,000,000 plus VAT		£6,797.25 plus £4.38 for every £1000 (or part thereof) by which the cost exceeds £1,000,000 plus VAT	£6,797.25 plus £4.38 for every £1000 (or part thereof) by which the cost exceeds £1,000,000 plus VAT		
10,000,001 - >	£42,937.05 plus £2.92 for every £1000 (or part thereof) by which the cost exceeds £10,000,000 plus VAT		£42,937.05 plus £2.92 for every £1000 (or part thereof) by which the cost exceeds £10,000,000 plus VAT	£45,083.90 plus £3.07 for every £1000 (or part thereof) by which the cost exceeds £10,000,000 plus VAT		£45,083.90 plus £3.07 for every £1000 (or part thereof) by which the cost exceeds £10,000,000 plus VAT	£45,083.90 plus £3.07 for every £1000 (or part thereof) by which the cost exceeds £10,000,000 plus VAT		

Appendix G: Adult Education Fees and Charges 2010/11: Exceptions					
Reviewed at Local Neighbourhoods Scrutiny Committee					
Description of Service	2009/10 Current Fee (£)	2010/11 Proposed Fee (£)	Proposed Fee Increase in 2010/11	Proposed % Increase in 2010/11	Comment
Adult Education					
Adult Education Class Full Fee per hour Band 1	1.8	1.90	5% increase		
Adult Education Class Full Fee per hour Band 2	2.85	3.00	5% increase		
Adult Education Class Full Fee per hour Band 3	3.9	4.10	5% increase		
Adult Education Class Full Fee per hour Band 4	4.9	5.15	5% increase		
Adult Education Class Full Fee per hour Band 5	10.2	10.70	5% increase		
Adult Education Class Conc. Fee per hour Band 1	0.75	0.80	5% increase		
Adult Education Class Conc. Fee per hour Band 2	1.15	1.20	5% increase		
Adult Education Class Conc. Fee per hour Band 3	1.55	1.65	5% increase		
Adult Education Class Conc. Fee per hour Band 4	1.95	2.05	5% increase		
Adult Education Creche Full Fee	8.7	9.15	5% increase		
Adult Education Creche Standard Fee	3.2	3.35	5% increase		
Adult Education Creche Conc. Fee	1.4	1.45	5% increase		
Adult Education Creche. Fee for Skills for Life	1.4	1.45	5% increase		

Please note that the fee increase will only apply w.e.f September 2010. The proposed uplift is in line with neighbouring boroughs.

RESIDENTS SERVICES

REPORT ON FEES AND CHARGES

Increases above 2% for 2010/11

PARKS AND CULTURE

Overall, services have benchmarked costs with London averages and with near neighbours where possible. Further reviews of charges will be conducted during 2010/11 as a result of market assessments conducted in conjunction with the new AD Commercial and Customer Services and these may result in further recommendations for changes to charges or the application of incentivisation/discount schemes in-year.

Sports Charges

Sports charges were subject to a wide ranging and thorough benchmarking exercise in 2008/9 which has been updated for 2009/10. The result of this benchmarking demonstrated that LBHF was charging way below neighbouring boroughs with a very complicated charging system. Charges were simplified and standardised for 2009/10 and in some cases, charges were raised by over 100% to bring them more into line with the market. Favourable discounts were then applied for schools; and to encourage block booking and minimise staff input. There was some negative publicity as a result of the rate of these increases, particularly from schools but the overall rate of bookings remained steady for 2009/10 (but see below).

Although improving, LBHF pitches are still not up to the quality of neighbours e.g. we still have significant drainage problems at Wormwood Scrubs and Lillie Road and we have experienced cancellations due to poor quality pitches. For 2010/11 we are recommending an increase of 9% for all pitches (from £57.50 to £60) which will still mean LBHF is in the lower end of charging compared to the London average and with most neighbours but takes into account the quality of the product. Variable discounts will still be applied to encourage block booking but at a lesser discounted rate than 2009/10 (no more than 15% or 15% + VAT exemption where applicable)

Cemeteries

Benchmarking of cemeteries charges has been undertaken during 2009/10 and for the most part these demonstrate that there is a wide variation within individual charges across neighbouring authorities; e.g. 'exhumation of cremated remains' charges vary from £4,645 in Ealing to £110 in Brent. Therefore it is difficult to assess the market forces in operation or to see how these charges were originally derived. In addition, we are awaiting a wide-scale review of burial space across London with pending legislation re the availability of burial space which

will have an effect on charging rates. However, where there is obvious disconnect between LBHF charges and surrounding boroughs, charges have been adjusted to bring LBHF into line and this means increases of around 9% for some charges. However, in other cases, charges will be frozen as a result of this review.

Libraries

Benchmarking here shows that for overdue charges, LBHF is in the top quartile range compared to neighbours and that DVD/CD hire is still a declining market for libraries across the board. Therefore major increases in these income streams are not planned. However, it is proposed to increase charges above the 2% for British Library reservations (to recoup costs) and for memory stick sales.

Arts Events and Registrations

Market assessments and benchmarking indicate that there is scope to increase hall hire/marriage charges above 2%. External hire is holding despite the economic downturn.

Fulham Palace

For 2010/11 it is proposed to change the charging scheme for venue hire from a separate room rate applied across the week by maintaining existing separate room charges for Mon-Thursday bookings but introducing a flat rate minimum hire charge for weekends, adjusted seasonally. This would mean that the hire of one or more rooms at weekends (where there is already 90-100% take-up) will be subject to this total minimum hire rate, increasing weekend revenue significantly whilst stimulating a market for weekday bookings (where bookings are significantly lower). The charge for exclusive use of the Palace will rise from £5,000 to £6,500. These charges have been benchmarked with other like venues.

CLEANER GREENER NEIGHBOURHOODS

Transport Workshop

The proposed increases to on-costs reflect the need to recoup overheads (admin etc) and still compare favourably with other internal service providers. A review of transport services is currently being undertaken and may lead to further updates in June 2010, depending on the soft market testing that will be undertaken.

Trade Waste

Waste disposal costs are increasing by 17% in 2010/11 and this is reflected in the increases for trade waste collections. However, as the costs for recycling have not increased by the same level and as we wish the service to be competitive against other local providers, charges for this element of the service will be frozen for this year. Further updates to charges may be required in June 2010, depending on customer consultation and the outcome of the growth in sales planned for Q1 of 2010/11.

Household Bulky Collections

Waste disposal costs are increasing by 17% in 2010/11 and this is reflected in the increases for household bulky collections.

Street Trading Charges

A review of street trading services is currently being undertaken and may lead to further updates in June 2010, depending on the soft market testing and customer consultation that will be undertaken.

Appendix G: Residents Services Fees and Charges 2010/11: Exceptions

Reviewed at Value for Money Scrutiny Committee

TRANSPORT AND WASTE MANAGEMENT	2009/10	2010/11	VAT Charged	% Change	Explanation for Increase in Fees and Charges
Transport Workshops - Internal Charges - Net of VAT					
Parts	Cost + 10%	Cost + 10.5%	N/A	5%	Increase in order to meet MTFS targets and cover on-costs, under recovered in the past
Fuel - Diesel / Petrol / LPG	Cost + 10%	Cost + 10.5%	N/A	5%	Increase in order to meet MTFS targets and cover on-costs, under recovered in the past
Ad Hoc Vehicle Hire	Cost + 10%	Cost + 10.5%	N/A	5%	Increase in order to meet MTFS targets and cover on-costs, under recovered in the past
Management and Administration Charge	Total Cost (excluding Fuel and NSEs) + 10%	Total Cost (excluding Fuel and NSEs) + 10.5%	N/A	5%	Increase in order to meet MTFS targets and cover on-costs, under recovered in the past
Transport Workshops - External Charges - Net of VAT					
Parts	Cost + 10%	Cost + 10.5%	Yes	5%	Increase in order to meet MTFS targets and cover on-costs, under recovered in the past
Fuel - Diesel / Petrol	Cost + 10%	Cost + 10.5%	Yes	5%	Increase in order to meet MTFS targets and cover on-costs, under recovered in the past
Ad Hoc Vehicle Hire	Cost + 10%	Cost + 10.5%	Yes	5%	Increase in order to meet MTFS targets and cover on-costs, under recovered in the past
Management and Administration Charge	Based on Insurance Cost only + 10%	Based on Insurance Cost only + 10.5%	Yes	5%	Increase in order to meet MTFS targets and cover on-costs, under recovered in the past
Trade Waste Charges - Internal - Net of VAT					
Trade Waste Sacks - General Waste - cost per sack	£1.15	£1.25	N/A	5%	This 5% uplift reflects the significant increases in Disposal costs for general waste next year from £90 per tonne to £107
Trade Waste Sacks - Recycling - cost per sack	£0.85	£0.85	N/A	0%	The costs for trade recycling are frozen for next year, to encourage customers to switch to this option, which provides significantly cheaper disposal costs to the authority
360 Ltr Wheelie Bins - General Waste - cost per empty	£6.50	£6.75	N/A	5%	please see note on disposal costs, above
360 Ltr Wheelie Bins - Recycling - cost per empty	£4.85	£4.85	N/A	0%	The costs for trade recycling are frozen for next year, to encourage customers to switch to this option, which provides significantly cheaper disposal costs to the authority
1100 Ltr Euro Bins - General Waste - cost per empty	£9.50	£10.00	N/A	5%	please see note on disposal costs, above
1280 Ltr Euro Bins - Recycling - cost per empty	£7.70	£7.70	N/A	0%	The costs for trade recycling are frozen for next year, to encourage customers to switch to this option, which provides significantly cheaper disposal costs to the authority
940 Ltr Paladins & Chamberlains - General Waste Only	£9.05	£9.50	N/A	5%	please see note on disposal costs, above
Trade Waste Charges - External - Net of VAT					
Trade Waste Sacks - General Waste - cost per sack	£1.15	£1.20	Yes	5%	please see note on disposal costs, above
Trade Waste Sacks - Recycling - cost per sack	£0.85	£0.85	Yes	0%	see not above
360 Ltr Wheelie Bins - General Waste - cost per empty	£6.50	£6.75	Yes	5%	please see note on disposal costs, above
360 Ltr Wheelie Bins - Recycling - cost per empty	£4.85	£4.85	Yes	0%	see not above
1100 Ltr Euro Bins - General Waste - cost per empty	£9.50	£10.00	Yes	5%	please see note on disposal costs, above
1280 Ltr Euro Bins - Recycling - cost per empty	£7.70	£7.70	Yes	0%	see not above
940 Ltr Paladins & Chamberlains - General Waste Only	£9.05	£9.50	Yes	5%	please see note on disposal costs, above
Household Bulky Collections - VAT Zero rated					
Minimum charge for up to 3 large items or 10 sacks of miscellaneous waste	£15.00	£15.75	N/A	5%	please see note on disposal costs, above
4 items	£28.75	£30.00	N/A	5%	please see note on disposal costs, above
5 items	£34.50	£36.25	N/A	5%	please see note on disposal costs, above
6 items	£40.25	£42.50	N/A	5%	please see note on disposal costs, above
7 items	£46.00	£48.50	N/A	5%	please see note on disposal costs, above
8 items	£51.75	£54.50	N/A	5%	please see note on disposal costs, above
9 items	£57.50	£60.50	N/A	5%	please see note on disposal costs, above
10 items	£63.25	£66.50	N/A	5%	please see note on disposal costs, above
11 items	£69.00	£72.50	N/A	5%	please see note on disposal costs, above
12 items	£74.75	£78.50	N/A	5%	please see note on disposal costs, above
13 items	£80.50	£84.50	N/A	5%	please see note on disposal costs, above
14 items	£86.25	£90.50	N/A	5%	please see note on disposal costs, above
15 items	£92.00	£96.50	N/A	5%	please see note on disposal costs, above
(for extra items there is an additional fee of £5.75 per item)		(extra items charged for at the rate of £6.04 each)	N/A	5%	please see note on disposal costs, above

General Bagged Household Waste - VAT Zero rated									
11 bags	£28.75	£30.00/N/A						5%	please see note on disposal costs, above
12 bags	£29.90	£31.50/N/A						5%	please see note on disposal costs, above
13 bags	£31.05	£32.50/N/A						5%	please see note on disposal costs, above
14 bags	£32.20	£33.50/N/A						5%	please see note on disposal costs, above
15 bags	£33.35	£35.00/N/A						5%	please see note on disposal costs, above
(for each extra bags there is an additional fee of £1.15 per bag)		(extra bags charged for at the rate of £1.21 each)						5%	please see note on disposal costs, above
Household Derived Builders Rubble - VAT Zero rated									
First 5 bags	£28.75	£30.00/N/A						5%	please see note on disposal costs, above
11 bags	£31.05	£32.50/N/A						5%	please see note on disposal costs, above
12 bags	£33.35	£35.00/N/A						5%	please see note on disposal costs, above
13 bags	£35.65	£37.50/N/A						5%	please see note on disposal costs, above
14 bags	£37.95	£40.00/N/A						5%	please see note on disposal costs, above
15 bags	£40.25	£42.00/N/A						5%	please see note on disposal costs, above
20 bags	£51.75	£54.50/N/A						5%	please see note on disposal costs, above
25 bags	£63.25	£66.50/N/A						5%	please see note on disposal costs, above
30 bags	£74.75	£78.50/N/A						5%	please see note on disposal costs, above
(extra bags charged for at the rate of £2.30 per bag)		(extra bags charged for at the rate of £2.42 per bag)						5%	please see note on disposal costs, above
Bathroom Suites (items include bath, toilet, hand basin & shower stand)									
First item	£28.75	£30.00/N/A						5%	please see note on disposal costs, above
2 items	£31.05	£32.50/N/A						5%	please see note on disposal costs, above
3 items	£33.35	£35.00/N/A						5%	please see note on disposal costs, above
4 items	£35.65	£37.50/N/A						5%	please see note on disposal costs, above
5 items	£37.95	£40.00/N/A						5%	please see note on disposal costs, above
6 items	£40.25	£42.00/N/A						5%	please see note on disposal costs, above
(extra items charged for at the rate of £5.75 per item)		(extra items charged for at the rate of £6.04 per item)						5%	please see note on disposal costs, above
Household Fencing Waste									
First 5 panels	£28.75	£30.00/N/A						5%	please see note on disposal costs, above
6 panels	£34.50	£36.00/N/A						5%	please see note on disposal costs, above
7 panels	£40.25	£42.00/N/A						5%	please see note on disposal costs, above
8 panels	£46.00	£48.50/N/A						5%	please see note on disposal costs, above
9 panels	£51.75	£54.50/N/A						5%	please see note on disposal costs, above
10 panels	£57.50	£60.00/N/A						5%	please see note on disposal costs, above
11 panels	£63.25	£66.50/N/A						5%	please see note on disposal costs, above
12 panels	£69.00	£72.50/N/A						5%	please see note on disposal costs, above
13 panels	£74.75	£78.50/N/A						5%	please see note on disposal costs, above
14 panels	£80.50	£84.50/N/A						5%	please see note on disposal costs, above
15 panels	£86.25	£90.50/N/A						5%	please see note on disposal costs, above
(extra panels charged for at the rate of £5.75 per panel)		(extra panels charged for at the rate of £6.04 per item)						5%	please see note on disposal costs, above
Broken down sheds	£46.00	£48.00/N/A						5%	please see note on disposal costs, above

Household Fridges and Fridge Freezers etc							
One fridge / freezer	£15.00	£15.75	5%	please see note on disposal costs, above			
Two fridges / freezers	£15.00	£15.75	5%	please see note on disposal costs, above			
Three fridges / freezers	£15.00	£15.75	5%	please see note on disposal costs, above			
Trade Bulky Collections	As above but subject to VAT	As above but subject to VAT					
Trade Fridges and Fridge Freezers etc							
One fridge / freezer	£25.00	£26.25	5%	please see note on disposal costs, above			
Two fridges / freezers	£30.00	£31.50	5%	please see note on disposal costs, above			
Three fridges / freezers	£35.00	£36.75	5%	please see note on disposal costs, above			
STREET TRADING CHARGES - all inclusive of VAT	2009/10	2010/11	New Charge 2010/11				
REGISTRATION							
Permanent Trader	£54.00	£55.00	£4.00	9% Increase due to a new charge to cover the collection of Waste from Street traders			
Temporary Trader	£54.00	£55.00	£4.00	9% Increase due to a new charge to cover the collection of Waste from Street traders			
Annual Renewal	£54.00	£55.00	£4.00	9% Increase due to a new charge to cover the collection of Waste from Street traders			

PARKS AND CULTURE

SPORTS CHARGES - all inclusive of VAT

Explanation for Increase in Fees and Charges

	2009/10	2010/11	VAT Charged	% Change
Football pitches	£55	£60	Y (exempt for block bookings for 10+	9%
Hurlingham - Centre Pitch	£55	£60	Y (exempt for block bookings for 10+	9%
11-a-side All Weather Pitch	£55	£60	Y (exempt for block bookings for 10+	9%
5-a-side All Weather Pitch	£30.00	£32.50	Y (exempt for block bookings for 10+	8%
RUGBY/GAELIC FOOTBALL/LACROSSE/HOCKEY	£55	£60	Y (exempt for block bookings for 10+	9%
CRICKET	£55	£60	Y (exempt for block bookings for 10+	9%
ROUNDERS/BASEBALL	£55.00	£60	Y	9%
Per pitch per game	£55.00	£60	Y	9%
MINI BASEBALL	£55.00	£60	Y	9%
Per pitch per game	£55.00	£60	Y	9%
SOFTBALL	£55.00	£60	Y	9%
Per pitch per game	£55.00	£60	Y	9%
BICYCLE POLO	£55.00	£60	Y	9%
Athletics per hour	£30.00	£35.00	Y	17%
Athletics Half Day	£120.00	£140.00	Y	17%
Athletics Full Day	£240.00	£280.00	Y	17%
Changing room @ Hurlingham for bowls				
OAP/Youth season ticket	£20.00	£21.00	Y	5%
Locker rent	£9.00	£10.00	Y	11%
@ HURLINGHAM				
TRAINING AREA & FLOODLIGHTS				
Training area per hour - includes Change & Com room	£27.50	£30.00	Y	9%
Fulham Football Club - Grass pitch and Community Room				
Prices				
Grass pitches; Com Room & Changing room -per day	£200.00	£225.00	Y	13%

CEMETERIES CHARGES - Exempt for VAT

	2009/10	2010/11	VAT Charged	% Change
Resident Fees				
Private Grave				
Purchase and Grant (75 years)	£1,102.50	£1,200.00	N	9%
Interment/Reopening				
Up to 2 interments (each)	£997.50	£1,047.00	N	5%
Per extra interment (below 7ft)	£199.50	£219.00	N	10%
Exhumations				
Standard Charge (Coffin or Casket)	£1,785.00	£1,874.00	N	5%
Disinterment of Cremated Remains	£78.75	£150.00	N	90%
Grave Diggers Allowance per Grave	£78.75	£100.00	N	27%
Interment of cremated remains				
Purchase and Grant	£336.00	£353.00	N	5%
Interment	£220.50	£232.00	N	5%
Scattering of Ashes	£55.65	£59.00	N	6%
Search Fee				
Standard	£55.65	£58.00	N	4%
Change of Ownership				
Standard	£78.75	£83.00	N	5.00%

London average £1,069, Brent £1,638, Richmond £1,260, Hounslow £871, Ealing £1,236, Wandsworth £1,440

London average £714.88, Brent £508.00, Ealing £654, Hounslow £565, Ken & Chel £1,210, Richmond £740, Wandsworth £757

Brent £300, Ealing £1,394, Richmond £630, Ken & Chel £868, Wandsworth £68

5% Brent £2000, Ealing £4645, Richmond £1700, Ken & Chel £2611

90% Brent £110, Ealing £4645, Richmond £525, Ken & Chel £2611

27% Ealing £924, Richmond £115, Ken & Chel £262

5% Brent £600, Ealing £353, Richmond £420, Ken & Chel £368

5% Brent £110, Ealing £200, Richmond £110, Ken & Chel £218, Wandsworth £305

6% Richmond £110, Ken & Chel £59

4% Brent £10.00, Ealing £116.00, Richmond £40, Ken & Chelsea free

Ealing £101, Richmond £120,

ARTS, EVENTS & REGISTRATION CHARGES		2009/10	2010/11	VAT Charged	% Change
Hire of Halls					
HTH Assembly Hall & FTH Grand Hall - per hour					
Weekday per hour	£140.00	£150.00	N		7.14
Commercial ticketed events per hour	£400	£410.00	N		2.50
New Years Eve falling on a Sunday per hour	£600	£615.00	N		2.50
Parks & Open Spaces					
Exercise permits - (per location / per month)	£120.00	£130.00	N		8.33
Medium event 500-1000 Commercial Public kt	£800.00	£825.00	N		3.13
Small event up to 499 Private/commercial	£1,000.00	£1,050.00	N		5.00
Fairground - Large scale	£1,000.00	£1,050.00	N		5.00
Civil Marriage/Civil Partnership					
Mayor's Parlour, Fulham Town Hall (Register Office)					
Fri - Sat	£83.50	£93.50	N		11.98
Walham Green Room Fulham Town Hall					
Mon - Thur	£128.50	£143.50	N		11.67
Fri - Sat	£153.50	£193.50	N		26.08
Council Chamber - Fulham Town Hall					
Mon - Thur	£323.50	£353.50	N		9.27
Fri	£403.50	£453.50	N		12.39
Sat	£453.50	£503.50	N		11.03
Sun/Bank Holidays					
Approved Venues					
Mon - Thur	£303.50	£323.50	N		6.59
Fri - Sat	£353.50	£403.50	N		14.14
Sun/Bank Holidays					
	£453.50	£503.50	N		11.03

Compared with Wandsworth (£177 approx p.h.), Brent (£312 average per hour) and Ealing (£175 p.h.) this is at the lower end of the scale but their facilities are better.

Brent charge £546 p.h.

Remains competitive with Brent who charge on a normal Sunday £489 p.h.

This is in line with what the market can take and what they charge their users

Reflects the impact of the event on the local area

Reflects the impact of the event on the local area

Reflects the impact of the event on the local area

Reflects the impact of the event on the local area

This remains competitive RBKC charge £190 Westminster charge £100 (09/10)

This remains competitive RBKC charge £360, Westminster charge £280 (09/10)

This remains competitive RBKC charge £460 - 565, Westminster charge £300 (09/10)

This remains competitive Westminster charge £280 (09/10) for a smaller room

This remains competitive Westminster charge £300 for a smaller room (09/10)

This remains competitive Westminster charge £300 for a smaller room (09/10)

This remains competitive Westminster charge £300 for a smaller room (09/10)

RBKC charge £360, Westminster charge £290 (09/10)

Ealing charge £350, RBKC charge £460, Westminster charge £390 (09/10)

Ealing Charge £450, RBKC charge £565, Westminster charge £465-490 (09/10)

Area Based Grant (ABG) Allocations 2010/11						Appendix H
Ref No	Dept	Project Title	Revised 09/10 Budget	MTFS Schemes	LAA 10/11 Allocations	Total ABG 10/11 Allocations
2	CHS	Young Person Substance Misuse Services	123,000	0	123,000	123,000
3	CHS	Opportunities for Young People with Disabilities	36,000	0	36,000	36,000
11	CHS	Carers Initiatives (20%)	187,200	176,226	0	176,226
19	CHS	Parenting Support Service	85,000	0	85,000	85,000
22	CHS	Personal Educational Allowances for Looked after Children	105,000	0	105,000	105,000
25	CHS	Choice advice and transition and transfer team	200,000	200,000	0	200,000
28	CHS	Secondary Behaviour and Attendance	68,000	72,000	0	72,000
30	CHS	Excellence in Cities	320,000	320,000	0	320,000
34	CHS	Behaviour Improvement Programme	325,000	325,000	0	325,000
36	CHS	Extended Services for Schools	460,000	237,000	0	237,000
38	CHS	Youth Offenders Substance Misuse Services	40,000	0	40,000	40,000
39	CHS	Teenage Pregnancy Partnership	150,000	150,000	0	150,000
40	CHS	Street Outreach Service (Reducing Gang Crime)	38,500	0	38,500	38,500
41	CHS	Diversion Project for First Time Youth Offenders	72,000	0	40,000	40,000
42	CHS	Child Death Review Arrangements	38,000	0	38,000	38,000
43	CHS	Children's Service Annual Training Programme	280,000	0	280,000	280,000
44	CHS	Initial Assessments for Children in Need	60,000	0	60,000	60,000
47	CHS	Vulnerable Children Services	238,000	0	269,000	269,000
48	CHS	Positive Activities for Young People	580,000	0	580,000	580,000
49	CHS	14-19 Programme Development	65,000	0	65,000	65,000
50	CHS	Special Educational Needs Projects	278,000	0	278,000	278,000
52	CHS	Child & Adolescent Mental Health Services	608,000	608,000	0	608,000
53	CHS	Children's Fund Projects	390,000	390,000	0	390,000
54	CHS	Connexions Service	1,475,205	1,475,205	0	1,475,205
55	CHS	Early Interventions (ASSIST)	525,597	456,870	0	456,870
56	CHS	Phoenix Neighbourhood Renewal Programme	300,000	0	200,000	200,000
57	CHS	School Improvement and Standards	552,000	578,000	0	578,000
61	CHS	Study Support	74,000	74,000	0	74,000
Children's Services Total			7,673,502	5,062,301	2,237,500	7,299,801
7	CSD	Bishop Creighton House Safer Homes Services	125,000	0	125,000	125,000
9	CSD	Adult Social Care Workforce Training	497,000	0	497,000	497,000
10	CSD	Local Involvement Network [LINKs]	123,000	0	123,000	123,000
11	CSD	Carers Initiatives (80%)	748,800	704,600	0	704,600
12	CSD	Mental Capacity Advocate Service and Safeguards	126,000	121,000	0	121,000
13	CSD	Support to Adults with Mental Health needs	714,000	752,000	0	752,000
14	CSD	Preserved Rights Funding	1,200,000	1,160,000	0	1,160,000
15	CSD	Supporting People Administration	212,000	182,000	0	182,000
16	CSD	Support to People with Learning Disability	213,000	214,000	0	214,000
18	CSD	Work Matters Employment Initiatives	200,000		100,000	100,000
NEW	CSD	Supporting People		11,465,155		11,465,155
Community Services Total			4,158,800	14,598,755	845,000	15,443,755
6	FCS	CSVN Forum	0	0	32,500	32,500
20	FCS	Joint strategic needs assessment	28,950	0	28,950	28,950
21	FCS	Director of Public Health	37,500	0	37,500	37,500
37	FCS	Preventing Violent Extremism	0	0	50,000	50,000
Finance and Corporate Services Total			66,450	0	148,950	148,950
			0	0	0	0
Environment Total			0	0	0	0
1	RSD	Vehicle Crime Decoy Tracking Equipment	17,570	0	17,600	17,600
4	Env	Housing Estate Recycling Project	35,000	0	35,000	35,000
17	RSD	Crime & Disorder Reduction Initiatives	589,000	589,000	0	589,000
23	RSD	Prolific and Priority Offender Projects	107,000	0	107,000	107,000
Residents Services			748,570	589,000	159,600	748,600
Total Allocations 2009/10			12,647,322	20,250,056	3,391,050	23,641,106



London Borough of Hammersmith & Fulham

Cabinet

8 FEBRUARY 2010

LEADER

Councillor Stephen Greenhalgh

CAPITAL PROGRAMME 2010/11 TO 2014/15

This report sets out proposals in respect of the capital programme, together with ancillary issues.

Wards

All

CONTRIBUTORS

All Departments

Recommendations:

1. To approve that the General Fund Capital Programme is £32.768m for 2010/11.
2. To approve that any new receipts which exceed the target of £2.5m per annum be set aside for debt redemption.
3. To approve new borrowing, up to the level of the minimum revenue provision, from 2011/12 onwards.
4. To approve that 25% of future receipts generated for the decent neighbourhoods programme be used to support general capital investment.
5. To approve the following initiatives within the capital programme:
 - The continuation of the rolling programmes for Corporate Planned Maintenance (£2.5m), repairs to carriageways and footways (£2.1m), private sector housing grants (£0.45m) and Disabled Access Works (£0.25m)
 - The establishment of new rolling programmes for Parks Investment (£0.5m), IT infrastructure (£0.8m) and a contribution to the Invest to Save Fund (£0.75m).
6. To note that use of the new rolling programmes will be subject to a formal evaluation process.

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

- 7. To approve, subject to agreement of the overall programme, prudential borrowing of £5.6m regarding Building Schools for the Future.**
- 8. To note the level of resource forecast (Table 5) and indicative expenditure for the decent neighbourhoods programme as detailed in Appendix 2.**
- 9. To note the level of resource forecast and indicative expenditure for the Housing Revenue Account as detailed in Appendix 3.**
- 10. To approve that the capital contingency of £2.5m and unused sums regarding the reserve set aside for Imperial Wharf be placed in a capital reserve.**
- 11. To approve the prudential indicators as set out in Appendix 4 to the report**
- 12. To approve the following annual Minimum Revenue Provision: (Appendix 5).**
 - For debt which is supported through Formula Grant this authority will calculate the Minimum Revenue Provision in accordance with current regulations (namely 4% of the Capital Financing requirement net of adjustment A).**
 - For debt which has arisen through prudential borrowing it shall be written down in equal instalments over the estimated asset life. The debt write-off will commence the year after an asset comes into use.**

1. INTRODUCTION

- 1.1 This report sets out an updated resource forecast and a capital programme for 2010/11 to 2014/15. Since 2006/07 the Council has put in place a debt reduction strategy which has enabled £24m of capital debt to be repaid by the end of 2008/09. By 2010/11 this will have delivered annual revenue saving of £2.9m. The capital programme now put forward seeks to consolidate these savings whilst funding essential new investment and key Council priorities. Opportunities for further debt reduction continue to be explored.
- 1.2 Progress towards meeting the decent homes standard by December 2010 is on-going.
- 1.3 The Council has embarked on a number of major projects such as Building Schools for the Future, the King Street Regeneration Strategy and a range of decent neighbourhood schemes. A brief update on these projects is set out in this report and appropriate allowance made within the overall capital programme.

2 THE GENERAL FUND CAPITAL PROGRAMME.

Summary

- 2.1 The proposed capital programme and resource forecast is summarised in Table 1. The overall programme is forecast to be in broad balance with a forecast surplus of £1.079m to the end of 2014/15.

Table 1 – General Fund Capital Programme Summary

	2010/11	2011/12	2012/13	2013/14	2014/15
	£'000s	£'000s	£'000s	£'000s	£'000s
Forecast Resources (Table 2)	33,357	19,734	7,931	7,888	7,750
Capital Programme (Table 3)	32,768	17,745	8,368	8,350	8,350
In-Year Surplus/(Deficit)	589	1,989	(437)	(462)	(600)
Cumulative Balance Surplus/(Deficit)	589	2,578	2,141	1,679	1,079

Resources

- 2.2 The general fund resource forecast is detailed in Table 2.

Table 2 General Fund Resource Forecast.

	2010/11	2011/12	2012/13	2013/14	2014/15
	£'000s	£'000s	£'000s	£'000s	£'000s
Deficit b/fwd from 2009/10	(160)				
Right to Buy Receipts	500	1,000	1,000	1,000	1,000
Target for New Receipts	2,500	2,500	2,500	2,500	2,500
Planned Sales	5,452	3,839	0	0	0
Borrowing (MRP)	0	3,000	3,000	3,000	3,000
Decent Neighbourhood Receipts	2,352	250	413	388	250
Scheme Specific Resources	22,713	9,145	1,018	1,000	1,000
Total Forecast Resources	33,357	19,734	7,931	7,888	7,750

- 2.3 **Right to Buy (RTB) Receipts.** Usable RTB receipts (25% of sale value) are now running at £0.5m (10 properties) a year and are not expected, given current market conditions, to increase in 2010/11. An uplift to £1m per annum is provided for from 2011/12 onwards. The Council continues to explore options that promote the shared ownership of Council dwellings. No income from such schemes is assumed within the resource forecast.
- 2.4 **Planned Sales .** The current forecast for planned asset sales is set out in Table 2. The actual level, and timing, of sales is subject to certain caveats. Not least they are dependant on the wider property market and planning considerations. The Council is continuously reviewing its asset holdings and an annual target of £2.5m is set for new receipts. Should receipts exceed the current target it is proposed that the additional funding be set aside for debt reduction.
- 2.5 **Borrowing.** From 2007/08 to 2009/10 the Council undertook no new general borrowing as part of the debt reduction strategy. It is now proposed that some limited new borrowing be undertaken. Each year the Council continues to set aside an amount from revenue (the MRP) for debt redemption. Rather than reduce debt further it is proposed that new borrowing be approved, from 2011/12 onwards, that is equivalent to the MRP. This will free up resources for new investment whilst not increasing net debt.
- 2.6 **Decent Neighbourhoods Receipts.** Via a number of specific Cabinet decisions, the council has opted to ringfence receipts from disposals of certain asset types (hostels, street properties, and other regeneration sites) for regeneration or affordable housing purposes. These receipts have been channelled into the Decent Neighbourhoods fund. Although this approach has allowed for investment in a number of such schemes, in general the level of receipts coming into the fund has outstripped the expenditure from it.
- 2.7 There is a central government imposed limit on the general use of these types of receipts, but this stands at £15m at the present time. Given the imbalance in funding between this and the general programme it is proposed that future receipts are top sliced by 25% to contribute to general resources. This approach will be reviewed over time to ensure that the overall limit is not breached and that there is no material impact on the delivery of regeneration or affordable housing initiatives.
- 2.8 **Specific Funding Allocations.** The specific funding resource forecast is based on current allocations and will be updated over the forthcoming months in accordance with relevant government, and other public and private, spending announcements

Expenditure

- 2.9 The Council's Capital Programme has, in recent years, been developed through a combination of agreed rolling programmes, ad hoc agreement of individual projects (via formal decision making processes), and the inclusion of specifically funded schemes. The framework for an annual bidding round has not been applied in recent years as available resources have been prioritised to repay debt.
- 2.10 The proposed programme for 2010/11 (Table 3) onwards provides for the completion of existing schemes and continuation of the previously agreed rolling

programmes. Allowance is also made for a more structured approach to new investment which is intended to be both more equitable and better directed toward key priorities. The detailed programme is set out in Appendix 1.

Table 3 – 2010/11 to 2014/15 Capital Programme

	2010/11	2011/12	2012/13	2013/14	2014/15
	£'000	£'000	£'000	£'000	£'000
Completion of Existing Schemes (mainstream)	2,705	1,250	0	0	0
Continuation of Rolling Programmes:	5,300	5,300	5,300	5,300	5,300
New Investment:					
- Parks Maintenance	500	500	500	500	500
- IT Infrastructure	800	800	800	800	800
- Process Improvement/Invest to Save	750	750	750	750	750
Scheme Specific Schemes	22,713	9,145	1,018	1,000	1,000
Total	32,768	17,745	8,368	8,350	8,350

2.11 **Completion of Existing Schemes (mainstream).** The largest existing scheme is Bishops Park for which a stage 2 application for a Lottery Grant of £3.5m has been submitted. The overall scheme cost is estimated at £7.1m and the balance will be met from Council mainstream resources and other contributions. A reserve of £0.9m has been set aside should proposed elements of the partnership funding fail to be secured. Review will be on-going of all existing schemes to see if resources can be freed up for other purposes.

2.12 **Rolling Programmes.** With the exception of private sector housing grants the capital programme provides for the continuation of core rolling programmes at current funding levels. The private sector housing grants programme is reduced by £0.95m per annum from 2010/11 onwards in line with proposals put forward at the Medium Term Financial Strategy challenge meetings. Table 4 sets out the existing core programmes

Table 4 - Core Rolling Programmes

	2010/11	2011/12	2012/13	2013/14	2014/15
	£'000	£'000	£'000	£'000	£'000
- Carriageways	1,350	1,350	1,350	1,350	1,350
- Footways	750	750	750	750	750
- Planned Maintenance	2,500	2,500	2,500	2,500	2,500
- Disabled Access	250	250	250	250	250
- Private Sector Housing Grants	450	450	450	450	450
Total	5,300	5,300	5,300	5,300	5,300

2.13 **New Investment.** As well as the current expenditure plans set out in Table 3 the Council has other ongoing expenditure requirements. The highest priorities, and proposed programmes, have been identified as :

- Continued investment in parks (£0.5m per annum).
- IT infrastructure (maintaining services) (£0.8m per annum).
- Pump-priming invest to save projects (£0.75m per annum). The Council's current method of agreeing process improvements projects is to use the resources available from the invest to save reserve to approve funding for projects on an ad hoc basis. An annual revenue contribution of £0.75m is made to the reserve and it is proposed that this be supplemented with an annual capital contribution to the reserve. The expectation would be that the vast majority of these projects would be self-financing, but the reserve would need to be able to provide pump priming resources, and to support essential (ie externally imposed for example) process changes which do not have a beneficial financial impact.

2.14 In effect it is proposed that the current range of rolling programmes be expanded. Use of the resources within each programme will be subject to Member approval with a structured bidding process. It is intended that bids regarding use of the pump priming invest to save fund will be timed to take place alongside the consideration of MTFS revenue proposals.

2.15 For 2010/11 onwards a target of £2.5m for new capital receipts has been identified. It is proposed that if receipts generated exceed this target then they be set aside for debt redemption.

3 DECENT NEIGHBOURHOODS – EXPENDITURE AND RESOURCE FORECAST

3.1 The Council continues to set aside housing capital receipts regarding it's objectives for regeneration and creating sustainable communities. The current regeneration receipts forecast, and expenditure plan, is set out in Appendix 2 and summarised in table 5.

Table 5 Decent Neighbourhoods - Resource/Expenditure Forecast.

	2010/11	2011/12	2012/13	2013/14	2014/15
	£'000s	£'000s	£'000s	£'000s	£'000s
Forecast expenditure (Appendix 2)	6,826	885	36		
Resources:					
Brought forward from 2009/10	13,078				
Planned Sales	7,435	750	1,238	1,163	750
Reimbursement from General Fund	918	0	0	0	0
Forecast Surplus/(Deficit) Resources	14,605	(135)	1,202	1,163	750
Cumulative Surplus resources	14,605	14,470	15,672	16,835	17,585

- 3.2 The programme is forecast to be in surplus by £17.5m by 2014/15. The expensive voids policy is still in place and the resources forecast is likely to increase as more properties come through for disposal.
- 3.3 The resources forecast include the sale of expensive to repair void properties. Part of this sum (£4.9m) has been made available to support the decent homes programme. This position will continue to be reviewed with such receipts only drawn down if they are required to keep the HRA capital programme in balance. Allowance has been made for the top-slice of 25% of future receipts to support general investment needs. The resources brought forward from 2009/10 include £4.4m of receipts that Cabinet previously approved be used to help deliver revenue savings for the benefit of regeneration initiatives. Options are under review that may extend this arrangement and the balance of resources brought forward would reduce accordingly.
- 3.4 The resources available for the decent neighbourhoods programme continue to be separately identified and their use is subject to Member approval.

4. OTHER MATTERS.

4.1 The Council is currently progressing a number of major projects that are likely to impact on the capital programme over the next 5 years. An update is provided in this section on current progress. As these projects are progressed appropriate amendments will be made to Capital Estimates.

4.2 **Building Schools for the Future (BSF).** BSF is a largely government funded programme that is intended to deliver transformational teaching and learning environments to secondary age students. Based on pupil numbers it has been estimated that the authority will eventually incur capital expenditure of £207m of which £190m will be funded by capital grant. The balance of the £17m is due to come from:

- Prudential Borrowing £5.6m
- Section 106 contributions £5.1m
- Land Disposals £6.0m

Allowance for the prudential borrowing has been made within the Council's Revenue Budget, Capital Programme and Treasury Management Strategy.

The BSF team within Children's Services completed the Outline Business Case (OBS) on 7 October and is currently waiting approval from Partnership for Schools (PfS) in order to proceed to the procurement phase of the programme.

The ultimate funding mix and amount receivable will depend on PfS approving the final pupil mix and individual school proposals contained within the OBC. However the funding model indicates that 100% of the funding from PfS will be capital grant.

4.3 **Primary and Special Schools Strategy.** This strategy sets out a five year vision.

The funding vehicle for implementation of the Primary Strategy is the government capital grant provided through the Primary Capital Programme (PCP). This is intended to provide capital funding for transformation of the primary estate from 2009/10 over a period of 15 years. The current funding allocation is £3.159m in 2009/10 and £5.537 in 2010/11. Funding for subsequent years will be subject to Central Government spending reviews. Based on current projections, the capital programme currently indicates that the 2009/10 PCP allocation of £3.159m will be fully spent.

- 4.4 **King Street Regeneration.** The Council is currently taking forward proposals for this scheme which includes a major change to the existing Civic Accommodation provision in Hammersmith. At present a developer has been appointed to take forward this scheme. It is hoped that the strategy can be delivered at net nil cost to the Council but this position, particularly in the light of the current economic conditions, will need to be kept under review. Amendments will be made to the capital expenditure and resource forecast as appropriate and in line with Members approval.
- 4.5 **White City Collaborative Care Centre (LIFT CO)** - Work is expected to start on site during 2010 on the White City Collaborative Care Centre. The centre will be both a flagship joint health and social care service centre operated in conjunction with H&F PCT, and a major housing development delivering on the Council's priority to increase home ownership in the borough. It is also expected to play a significant role in regenerating the physical environment in the north of the borough.
- 4.6 The project will be delivered via a LIFT Co arrangement, a health finance vehicle with similarities to a PFI deal, where the Council will take a lease- plus interest in the building for a period of 25 years. The cost of the lease plus agreement will be met by freeing up various satellite premises as teams move into the new centre. The Collaborative Care Centre is based on the old Janet Adegoke Leisure Centre site, incorporating the Children's Services site at Sawley Road. The Council awaits the outcome of a PFI credits bid of £4.5m to fund its ongoing running costs.
- 4.7 The planning permission, subject to the completion of a section 106 Legal agreement, is for 175 residential units above the collaborative care centre, comprising of 105 market units and 70 affordable. The 70 affordable units will be a mixture of bed sizes from studio accommodation through to family sized dwellings. The affordable housing will be low cost home ownership tenures affordable to residents in the borough on low to moderate incomes

5 HOUSING CAPITAL PROGRAMME

- 5.1 The latest capital resource forecast for the Housing Capital Programme is set out in table 6 below, together with the proposed Housing Revenue Account Capital Programme (see Appendix 3 for details).

Table 6 HRA Capital resource forecast

	2010/11	2011/12	2012/13	2013/14	2014/15
	£'000s	£'000s	£'000s	£'000s	£'000s
Planned HRA Capital Programme	60,254	20,857	18,967	17,621	18,024
Resources:					
Supported Borrowing	(10,755)	0	0	0	0
Major Repairs Allowance	(25,486)	(13,605)	(17,467)	(16,121)	(16,524)
Expensive Voids	(2,000)	0	0		0
Leasehold Contributions	(14,319)	(5,551)	(1,500)	(1,500)	(1,500)
Total mainstream resources	(52,560)	(19,156)	(18,967)	(17,621)	(18,024)
Specific Funding	(7,694)	(1,701)	0	0	0
Total Resources	(60,254)	(20,857)	(18,967)	(17,621)	(18,024)
In-Year (Surplus) / Deficit	0	0	0	0	0
Cumulative (Surplus) / Deficit	0	0	0	0	0

5.2 The 2010/11 programme will continue to concentrate on the delivery of the decent homes programme and the majority of resources are targeted towards this end. Other programmes of work currently at design stage, such as fire safety improvements, may require some reallocation of resources once figures are firmed up. Any adjustments will be reported via the corporate capital monitor.

5.3 The post 2010/11 programme will be largely informed by an investment planning process which is already underway. This process seeks to identify the investment needs of the housing stock to ensure the decent homes standard is maintained.

6 COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

6.1 The Report sets out spending plans for the General Fund, Decent Neighbourhoods and Housing Capital Programme.

6.2 The programme is subject to a number of risks. In particular:

- The timing and delivery of receipts is particularly uncertain in current market conditions.
- Although new rolling programmes have been set aside to deliver new investment the programme is at risk from unavoidable new spending pressures.
- The Council is involved in a number of major initiatives, such as King Street Regeneration and Building Schools for the Future. Whilst these are due to be funded from specific resources there may be a call for council support to ensure their effective delivery.

In 2009/10 the Council set aside a capital contingency of £2.5m which has not yet been called upon. £1m was also set aside as a possible contribution to the funding of the new Imperial Wharf station. It is now hoped that use of this contribution will not be required. It is proposed that these sums be carried forward as a capital reserve to help mitigate against future risks.

6.3 In accordance with the requirements of the Prudential Code for Capital Finance local authorities are required to maintain a number of prudential indicators. These

are set out in appendix 4. The indicator used to reflect the underlying need of an authority to borrow for a capital purpose is the Capital Financing Requirement (CFR). The General Fund CFR is estimated to be £129.8m at the start of 2010/11.

6.4 Each year local authorities are required to set aside some of their revenues as provision for debt repayment. This is commonly termed the minimum revenue provision (MRP). Before the start of each financial year full council is required to approve a statement of its policy on making MRP in respect of that financial year. Appendix 5 sets out the options now available to Hammersmith and Fulham and recommends which option should be followed.

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

7.1 There are no direct legal implications in relation to this report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Brief Description of Background Papers	Name/Ext. of holder of file/copy	Department
1.	Capital Monitoring Documents	Isaac Egberedu Ext 2503	Finance Dept., 2 nd floor , HTH Extension

GENERAL FUND CAPITAL PROGRAMME SUMMARY 2010/11 TO 2014/15

Appendix 1

Department	Future Years Budgets: Mainstream					Future Years Budgets: Scheme Specific				
	2010/11	2011/12	2012/13	2013/14	2014/15	2010/11	2011/12	2012/13	2013/14	2014/15
Children's Services	26	1,250	0	0	0	10,867	6,050	0	0	0
Community Services	0	0	0	0	0	2,170	0	0	0	0
Environment Services	5,627	5,300	5,300	5,300	5,300	8,012	3,095	1,018	1,000	1,000
Finance & Corporate Services	1,550	1,550	1,550	1,550	1,550	223	0	0	0	0
Residents Services	2,852	500	500	500	500	1,441	0	0	0	0
Total Expenditure	10,055	8,600	7,350	7,350	7,350	22,713	9,145	1,018	1,000	1,000

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.

Appendix 1

Ref	Schemes	Description	2010/11 Budget	2011/12 Budget	2012/13 Budget	2013/14 Budget	2014/15 Budget	Total Scheme Cost
			£000's	£000's	£000's	£000's	£000's	£000's
Children's Services Capital Programme.								
CHS1	Henry Compton School	The construction of a new independent performing arts block providing internally flexible performing arts auditorium with a professional stage lighting and audio system.	26	0	0	0	0	26
CHS2	Devolved Formula Capital	Gives maintained schools direct funding to help support the capital needs of their buildings. It is initially allocated to local education authorities who are then required to allocate the funding directly to schools.	1,368	0	0	0	0	1,368
CHS3	Youth Capital Fund	This Grant, funded by the DCSF, has been developed to allow young people between 13-19 years old to apply for funding to develop projects that increase the number of 'places to go and things to do'.	88	0	0	0	0	88
CHS4	Short Breaks Funding allocation	This capital grant is yet to be allocated. It is to be used to secure equipment, building adaptations, and new facilities that will support disabled children's short break provision.	221	0	0	0	0	221
CHS5	Primary Capital Programme	This capital grant has been allocated to individual schools to improve the facilities on offer.	5,537	0	0	0	0	5,537
CHS6	Modernisation Grant	To improve the infrastructure of the school estate.	92	0	0	0	0	92
CHS7	Extended Schools	This supports the development of extended schools which will offer access to a range of services for children, young people, their families and communities often beyond the school day	130	0	0	0	0	130
CHS8	Early Years and Child Care	To improve the quality of the environment in early years and child care settings both to support higher quality experience and ensure that all children can access services.	1,263	0	0	0	0	1,263

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.

Appendix 1

Ref	Schemes	Description	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Scheme Cost £000's
Children's Services Capital Programme.								
CHS9	Harnessing Technology	To support schools in delivering the priorities of the government's Harnessing Technology strategy.	394	0	0	0	0	394
CHS10	School Expansion Plann	Expansion of Primary places in September 2009.	0	1,700	0	0	0	1,700
CHS11	LA Basic Needs	LA Basic Needs	1,235					1,235
CHS12	Schools Access Initiative	Schools Access Initiative	149					149
CHS13	Locally Coordinated VA Programme	Locally Coordinated VA Programme	390					390
CHS14	Prudential Borrowing - BSF	Prudential Borrowing - BSF		5,600				
Total			10,893	7,300	0	0	0	12,593
Children's Services Financing Summary								
	Mainstream		26	1,250	0	0	0	1,276
	Government Grants		10,867	0	0	0	0	10,867
	Section 106		0	450	0	0	0	450
	Prudential Borrowing			5,600				
			10,893	7,300	0	0	0	12,593

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.

Appendix 1

Ref	Schemes	Description	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Scheme Cost £000's
Community Services Capital Programme.								
CSD1	Social Enterprise Legacy	To enable adults with mental health problems to retain work and to better access services and improve opportunities for social participation	1,190	0	0	0	0	1,190
CSD2	Mental Health SCE		124	0	0	0	0	124
CSD3	Adult Social Care SCE	General Capital Expenditure on the adult social care category - programme yet to be determined	107	0	0	0	0	107
CSD4	Sports and Health Initiative	Construct a floodlit artificial turf facility at the Lillie Road recreation ground, as part of the wider refurbishment of the park.	160	0	0	0	0	160
CSD5	Social Care IT Infrastructure Capital Grant	To develop IT infrastructure in order to roll out the Common Assessment Framework from 2011.	68	0	0	0	0	68
CSD6	Shepherds Bush Training Centre	Shepherds Bush Training Centre	400	0	0	0	0	400
CSD7	BEC Building	BEC Building	100	0	0	0	0	100
CSD8	Management and Admin	Management and Admin	21	0	0	0	0	21
Total			2,170	0	0	0	0	2,170
Community Services Financing Summary								
	Mainstream		0	0	0	0	0	0
	Government Grants		299	0	0	0	0	299
	NDC Grants		1,871	0	0	0	0	1,871
			2,170	0	0	0	0	2,170

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.

Appendix 1

Ref	Schemes	Description	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Scheme Cost £000's
Environment Services Capital Programme.								
ENV1	Air Pollution dispersion Model (other)		8	0	0	0	0	8
ENV2	Carriageways (Mainstream)	Borough wide planned maintenance of carriageways.	1,350	1,350	1,350	1,350	1,350	6,750
ENV3	Highways and Footways	Highways and streetlighting improvements	1,000	1,000	1,000	1,000	1,000	5,000
ENV4	Footways (Mainstream)	Borough wide planned maintenance of footways.	750	750	750	750	750	3,750
ENV5	Repairs to Thames River Wall (Mainstream)	Repair damage to river wall-demolish and reconstruct.	327	0	0	0	0	327
ENV6	Shepherds Bush Common Improvements	Shepherds Bush Common Improvements	2,169	1,902	18	0	0	4,089
ENV7	Normand Park Development	The improvement of Normand Park is major priority for residents of the North Fulham area and the project has been identified as a key flagship regeneration project within the area's NDC programme	2	0	0	0	0	2
ENV8	54-108 Uxbridge Road - Improvement	Grant support for improvements to new shop-fronts, re-instatement of original architectural features and other works.	1,039	0	0	0	0	1,039
ENV9	Imperial Wharf- Traffic Calming	Imperial Wharf- Traffic Calming	334	0	0	0	0	334
ENV10	Pedestrian & Cycle 1	Pedestrian & Cycle 1	109	0	0	0	0	109
ENV11	Fulham Palace Road Subway	Fulham Palace Road Subway	95	0	0	0	0	95

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.

Appendix 1

Ref	Schemes	Description	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Scheme Cost £000's
Environment Services Capital Programme.								
ENV12	168-186 Fulham Palace Road	168-186 Fulham Palace Road	85	0	0	0	0	85
ENV13	Hammersmith Town Centre Improvement	Hammersmith Town Centre Improvement	470	0	0	0	0	470
ENV14	Ariel Way Traffic Management Measures	Ariel Way Traffic Management Measures	250	193	0	0	0	443
ENV15	Fulham Road Footways Works	Fulham Road Footways Works	110	0	0	0	0	110
ENV16	Planned Maintenance (Mainstream)	This is an annual programme of works to be carried out to council properties excluding Housing and Schools. This includes the refurbishment or the replacement of plant and equipment to buildings and arises from building surveys and bids from departments.	2,500	2,500	2,500	2,500	2,500	12,500
ENV17	Disabled Access to Office Buildings (mainstream)	Making Council Buildings accessible in compliance with Disability discrimination Act 1995.	250	250	250	250	250	1,250
ENV18	Renovation Grants (mainstream)	Discretionary grants to carry out repairs and improvement works to bring private properties up to the decent homes standard, to improve/ repair the common parts of buildings containing one or more flats and to bring empty homes back into use	450	450	450	450	450	2,250
ENV19	Corridors	The high level objective for corridors is to develop holistic schemes for key corridors that address issues relating to the smoothing of traffic flow, bus reliability, safety, cycling (including parking), public realm and removal of clutter traffic smoothing?.	1,246	0	0	0	0	1,246
ENV20	Neighbourhoods	The high level objective for neighbourhoods is to carry out local area improvements and also work on Legible London, shared space, reduction of street clutter, and an expansion of electric charging points.	798	0	0	0	0	798
ENV21	Smart Travel	Smart Travel	297	0	0	0	0	297

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.

Appendix 1

Ref	Schemes	Description	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Scheme Cost £000's
Environment Services Capital Programme.								
Total			13,639	8,395	6,318	6,300	6,300	40,952
Environment Services Financing Summary								
	Mainstream		5,627	5,300	5,300	5,300	5,300	26,827
	Transport for London		2,341	0	0	0	0	2,341
	Section 106		4,663	2,095	18	0	0	6,776
	Revenue Contributions		1,000	1,000	1,000	1,000	1,000	5,000
	Other Grants & Contributions		8	0	0	0	0	8
Total			13,639	8,395	6,318	6,300	6,300	40,952

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.

Appendix 1

Ref	Schemes	2010/11 Budget	2011/12 Budget	2012/13 Budget	2013/14 Budget	2014/15 Budget	Total Scheme Cost
		£000's	£000's	£000's	£000's	£000's	£000's
Finance & Corporate Services Capital Programme.							
FCS1	Smart Working (Invest to Save)	223	0	0	0	0	223
	To deliver the Council's Smarter Working Programme						
FCS2	IT Infrastructure	800	800	800	800	800	4,000
FCS3	Contribution to Invest to Save Fund	750	750	750	750	750	3,750
Total		1,773	1,550	1,550	1,550	1,550	7,973
Finance & Corporate Services Financing Summary							
	Mainstream	1,550	1,550	1,550	1,550	1,550	7,750
	Invest to Save Fund	223	0	0	0	0	223
		1,773	1,550	1,550	1,550	1,550	7,973

GENERAL FUND CAPITAL PROGRAMME 2010/11 TO 2014/15.

Appendix 1

Ref	Schemes	Description	2010/11 Budget £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	Total Scheme Cost £000's
Residents Services Capital Programme.								
RSD1	Ravenscourt Park	Provision for park improvements	250	0	0	0	0	250
RSD2	Park Investments	Expenditure to improve the parks.	500	500	500	500	500	2,500
RSD3	Bishops Park (Stage 2 and 3)	Bishops Park (Stage 2 and 3)	2,272	0	0	0	0	2,272
RSD4	Safer Communities Fund	To deliver crime and disorder reduction activities and act against drugs misuse	91	0	0	0	0	91
RSD5	Play Builder	Delivery of 22 new natural and adventurous play areas for 8-13 year olds.	1,085	0	0	0	0	1,085
RSD6	Waste and Recycling Efficiency	Waste and Recycling Efficiency	95	0	0	0	0	95
Total			4,293	500	500	500	500	6,293
Residents Services Financing Summary								
	Mainstream		2,852	500	500	500	500	4,852
	TFL Grant		50	0	0	0	0	50
	DEFRA		95	0	0	0	0	95
	Heritage Lottery Fund		0	0	0	0	0	0
	Criminal Justice Intervention Grant		91	0	0	0	0	91
	Department for Children, Schools and Families		1,135	0	0	0	0	1,135
	English Heritage		65	0	0	0	0	65
	Heritage for London		5	0	0	0	0	5
			4,293	500	500	500	500	6,293

DECENT NEIGHBOURHOODS CAPITAL PROGRAMME 2010/11 TO 2014/15

Appendix 2

Ref	Schemes	Description	Prior Years					Total Scheme Cost
			2010/11 Budget	2011/12 Budget	2012/13 Budget	2013/14 Budget	2014/15 Budget	
			£000's	£000's	£000's	£000's	£000's	
Decent Neighbourhoods Capital Programme.								
DNC1	Decanting Costs/Misc.	Decanting of tenants and leaseholders	1,080	0	0	0	0	1,080
DNC2	Sulgrave Gardens	Decanting of tenants and leaseholders	1,467	0	0	0	0	1,467
DNC3	Watermeadow Court	Decanting of tenants and leaseholders	5,000	1,500	0	0	0	6,500
DNC4	Pennard Road	Land Acquisition for wider regeneration programme	4,880	0	0	0	0	4,880
DNC5	Fulham Court	Fulham Court Estate Improvement Strategy : Phase 1 Physical Improvements.	385	3,201	885	36	0	4,507
DNC6	Travellers Site	Match Funding to RBK&C to improve the Stable Way Travellers Site	0	125	0	0	0	125
DNC7	Decent Homes (general)	Resource Transfer for Decent Homes Programme.	2,946	2,000	0	0	0	4,946
DNC8	Pooling Costs	Provision for Pooling payment to Department for Communities and Local Government.	600	0	0	0	0	600
Total			16,358	6,826	885	36	0	24,105

HRA CAPITAL EXPENDITURE FORECAST

Appendix 3

Ref	Schemes	Forecast Budget 2010/11 £ '000	Forecast Budget 2011/12 £ '000	Forecast Budget 2012/13 £ '000	Forecast Budget 2013/14 £ '000	Forecast Budget 2014/15 £ '000
SUPPLY INITIATIVES						
MAJOR VOIDS						
1	Decent Homes Voids	1,243	0	1,768	0	0
TOTAL SUPPLY INITIATIVES		1,243	0	1,768	0	0
INTERNAL COMPONENT RENEWAL						
Energy Schemes						
2	Catch-up central heating	75	0	0	0	0
4	Boiler Renewals - Gas Contract	500	500	600	600	600
6	Bayonne Road Boiler room	95	5	0	5	0
7	Woodman's Mews pipework	75	0	0	0	0
8	Rowberry Close communal boilers	45	5	0	0	0
		790	510	600	605	600
LIFT SCHEMES						
9	Lift Component renewal programme	170	107	100	100	100
11	Sullivan Crt-Block K	10	3	0	0	0
12	Philpot Square Lifts	178	0	0	0	0
13	Alice Gilliat Ct Block P lift	230	60	0	0	0
14	Flora Gardens Lifts A,B,C	16	0	0	0	0
15	Continuing Programme	0	400	900	1,400	1,400
		604	570	1,000	1,500	1,500
Total Internal Component Renewal		1,394	1,080	1,600	2,105	2,100
MAJOR REFURBISHMENTS						
Edward Woods -Regeneration Project						
16	Swanscombe Road Controlled Parking Zone	25	0	0	0	0
17	Tower Block Overcladding	9,576	2,000	403	0	0
		9,601	2,000	403	0	0
GENERAL CAPITAL REPAIRS						
18	Capitalised Repairs	942	500	0	0	0
		942	500	0	0	0
Total Major Refurbishments		10,543	2,500	403	0	0
Preventative Planned Maintenance						
19	Main Programme	1,450	2,500	2,336	9,129	9,129
		1,450	2,500	2,336	9,129	9,129
Minor Programmes						
20	Emergency Unforeseen	50	50	50	50	50
21	Minor Estate Improvements (MEI)	270	270	270	270	270
22	Groundwork Environment	200	200	200	200	200
23	Feasibility Future Schemes	50	50	50	50	50
24	Water Tanks Programme Phase4	300	300	0	0	0
25	Charecroft-Amenity Deck Landscaping Ph 3 Salaries, Project Management, Programme	50	0	0	0	0
26	Delivery	2,520	0	0	0	0
27	Maystar Environmentals	3	0	0	0	0
Total Minor Programmes		3,443	870	570	570	570
PRE PARTNERING SCHEMES						
28	Flora Gardens,161-197	93	0	0	0	0
		93	0	0	0	0
DECENT HOMES PARTNERING						
29	Framework Area 1 - Hammersmith North	969	0	0	0	0

HRA CAPITAL EXPENDITURE FORECAST

Appendix 3

Ref	Schemes	Forecast Budget 2010/11 £ '000	Forecast Budget 2011/12 £ '000	Forecast Budget 2012/13 £ '000	Forecast Budget 2013/14 £ '000	Forecast Budget 2014/15 £ '000
30	Framework Area 2 - Shepherds Bush	2,291	0	0	0	0
31	Framework Area 3 - Hammersmith Central	10,109	0	0	0	0
32	Framework Area 4 - Fulham North	19,770	2,138	0	0	0
33	Framework Area 5 - Fulham Central	1,322	0	0	0	0
34	Framework Area 6 - Sands End	4,993	309	0	0	0
35	Framework Area 7 - Sheltered Housing	1,734	0	0	0	0
36	DH refusals	0	2,000	2,500	2,500	2,500
37	Street properties	0	3,990	3,990	0	0
38	Sheltered windows	0	3,070	0	0	0
39	IRS	0	1,500	0	0	0
40	Uncommitted Sums	0	0	5,000	2522	2925
TOTAL DECENT HOMES PARTNERING		41,188	13,007	11,490	5,022	5,425
GRAND TOTAL HRA		59,354	19,957	18,167	16,826	17,224
LBHF MANAGED						
41	Disabled Adaptations - legacy works					
42	Disabled Adaptations	800	800	800	800	800
43	Estates CCTV Programme Phase 1	100	100	0	0	0
Total LBHF MANAGED		900	900	800	800	800
Total HRA Capital		60,254	20,857	18,967	17,626	18,024

PRUDENTIAL INDICATORS

CAPITAL EXPENDITURE

The proposed indicative capital programme for the current financial year and the forthcoming financial years built upon the assumed level of resources is as follows:

	Forecast 2009-10 £000	Estimate 2010-11 £000	Estimate 2011-12 £000	Estimate 2012-13 £000
General Fund	46,865	32,768	17,745	8,368
Housing Revenue Account	93,072	60,254	20,857	18,967
Decent Neighbourhoods	14,643	6,826	885	36
TOTAL	154,580	99,848	39,487	27,371

The above figures exclude over-programming.

CAPITAL FINANCING REQUIREMENT (CFR)

As a consequence of the proposed indicative capital programme, it is envisaged that the capital financing requirement, which reflects the underlying need to borrow to finance the capital programme, will be as follows:

	Forecast 2009-10 £000	Estimate 2010-11 £000	Estimate 2011-12 £000	Estimate 2012-13 £000
General Fund	133,602	129,840	134,910	134,167
Housing Revenue Account	404,074	414,829	421,064	427,299
TOTAL	537,676	544,669	555,974	561,466

The General Fund CFR includes allowance for new prudential borrowing of £5.6m regarding the Building Schools for the Future programme.

NET BORROWING AND THE CAPITAL FINANCING REQUIREMENT

This is the key indicator of prudence. Its purpose is to ensure that net borrowing is only for capital purposes. This is achieved by measuring net external borrowing against the capital-financing requirement. Estimates of net external borrowing for the preceding year, the current year, and the next two financial years indicate that net borrowing will be less than the capital financing requirement. The Council is forecast to meet the demands of this indicator. The projections are:

	Forecast 2009-10 £000	Estimate 2010-11 £000	Estimate 2011-12 £000	Estimate 2012-13 £000
Net Borrowing	475,520	482,575	493,880	499,372
Capital Financing Requirement (CFR)	537,676	544,669	555,974	561,466
Net Borrowing Less than CFR	-62,156	-62,094	-62,094	-62,094

RATIO OF FINANCING COSTS TO THE NET REVENUE STREAM

This indicator demonstrates the percentage of the GF budget and HRA budget that is consumed by financing the capital programme. It should be noted that the HRA expenditure is effectively reimbursed through the Housing Subsidy system.

	Estimate 2010-11 %	Estimate 2011-12 %	Estimate 2012-13 %
General Fund	4.15	4.05	4.08
Housing Revenue Account	27.99	28.66	28.50

INCREMENTAL IMPACT OF CAPITAL SPENDING ON THE GENERAL FUND AND HOUSING REVENUE ACCOUNT.

The estimate of the incremental impact of capital decisions proposed over and above capital investment decisions that have already been taken by the council are as follows:

	Estimate 2010-11 £	Estimate 2011-12 £	Estimate 2012-13
General Fund– council tax £ per Band D home per annum	-£17.95	-£8.75	-£4.33
Housing Revenue Account – rent £ per household per week	0.00	0.00	0.00

The impact on the Housing Revenue Account is shown as nil. It is anticipated that all the new investment will either be fully funded through housing subsidy or from other specific funding allocations.

BORROWING – AUTHORISED LIMIT & OPERATIONAL BOUNDARY

The prudential indicators concerning the authorised limit for borrowing, and other treasury management activities, are set out in the Treasury Management Strategy report presented elsewhere on this agenda.

Annual Minimum Revenue Provision (MRP) Statement

Recommendation

The recommended Annual MRP statement for Hammersmith and Fulham is:

- For debt which is supported by Revenue Support Grant this authority will calculate the Minimum Revenue Provision in accordance with current regulations (namely 4% of the Capital Financing Requirement net of Adjustment A)
- For debt which has arisen through prudential borrowing it shall be written down in equal instalments over the estimated asset life. The debt write-off will commence the year after an asset comes into use.

Background

Each year local authorities are required to set aside some of their revenues as provision for debt repayment. This is commonly termed the minimum revenue provision (MRP).

Local authorities are required to approve an annual MRP Statement.

This Appendix sets out:

- The options.
- A recommended annual MRP Statement for this authority.

The Options

Councils can opt for 4 options regarding the MRP calculation.

Option 1

This provides for local authorities to calculate MRP in line with the minimum statutory charge. This is 4% of their opening Capital Financing Requirement, net of Adjustment A and the Commutation adjustment. As set out in Table 1 this would provide for an LBHF charge of £3.613m in 2010/11.

	£'000
Opening 2010/11 Capital Financing Requirement (CFR)	133,602
Less Adjustment A	(43,179)
Adjusted CFR	90,423
Gross MRP (at 4%)	3,617
Less Commutation Adjustment	(4)
Minimum Statutory MRP	3,613

The statutory minimum is not considered appropriate for this authority. LBHF has been concerned to ensure that all prudential borrowing is sustainable and that debt is actively managed downwards. As such it has decided to write down all prudential borrowing over the asset life. This should ensure that budget provision is available to fund asset replacement and that overall borrowing levels are affordable.

Option 2

This provides for authorities to calculate MRP prior to Adjustment A.

This is not considered appropriate. Given the scale of Adjustment A for LBHF it would increase the level of MRP by £1.727m. This is not affordable. It is also disproportionate given that our actual borrowing is below the CFR net of Adjustment A. It represents an over provision.

Option 3

This provides for separate treatment for supported and unsupported (prudential) borrowing.

For supported borrowing MRP would be calculated as at present (4% on the CFR net of Adjustment A).

For unsupported borrowing the debt would be written down over the asset life.

This option is current LBHF practice. It should be noted that for this Council:

- The debt write off would start the year after an asset comes into use. This would provide transitional relief as schemes are brought on stream.
- The level of unsupported borrowing is excluded from the 4% CFR calculation. This is logical because you are otherwise, in the short-term, writing down debt 'twice' (at both 4% and over the asset life).

Under this option authorities need to carefully consider the type of assets they fund through prudential borrowing. For example, in the short-term, it could be financially advantageous to fund schemes that have a long asset life, rather than a short-life, through prudential borrowing. This would reduce the MRP charge. Whilst this is a consideration, and will be borne in mind, it is unlikely to be an attractive option for LBHF. This authority only undertakes prudential borrowing when it is considered affordable and is supported by a business case. For example if IT equipment is purchased through prudential borrowing it is more sustainable for the debt to be repaid over the asset life. This ensures that revenue capacity is retained for its replacement. It also requires Departments to properly cost out their business case.

The total estimated MRP charge for this option is £3.763m which is £0.150m greater than option 1.

Option 4

This is similar to Option 3. It provides for separate treatment for supported and unsupported (prudential borrowing).

The difference is that it provides for schemes that have been financed from unsupported borrowing to be written down by an amount equivalent to the amount of depreciation provision arrived at under standard accounting rules.

This would be technically more difficult for the Council to introduce and would require a change in existing practice. There could also be future complications regarding asset revaluations that could result in significant increases in debt repayment levels.

Option 4 is not considered as attractive as option 3.

Conclusion

Option 3 is current practice and it is recommended that this continue.

Agenda Item 7



London Borough of Hammersmith & Fulham

Cabinet

8 FEBRUARY 2010

LEADER

Councillor Stephen Greenhalgh

DEPUTY LEADER (+ ENVIRONMENT)

Councillor Nicholas Botterill

CABINET MEMBER FOR RESIDENTS SERVICES

Councillor Paul Bristow

CABINET MEMBER FOR PARKS, CULTURE AND HERITAGE

Councillor Frances Stainton

CABINET MEMBER FOR CHILDREN'S SERVICES

Councillor Sarah Gore

CONTRIBUTORS

ENV(BTS)
DFCS
Corporate Asset
Delivery Team
ADLDS

**HAS A PEIA BEEN
COMPLETED?
YES**

CORPORATE PLANNED MAINTENANCE PROGRAMME 2010/2011

**Wards
All**

The purpose of this report is to provide proposals for the 2010/2011 Corporate Planned Maintenance Programme.

Recommendations:

1. That the 2010/2011 Corporate Planned Maintenance Programme and scheme budgets (Appendices A and B to this report) be approved, subject to any amendments as agreed for operational reasons by the Assistant Director Building and Property Management and the Director of Finance and Corporate Services.
2. That the Corporate Planned Maintenance Programme be monitored, including operational changes made by the Assistant Director Building and Property Management and the Director of Finance and Corporate Services, via progress reports to the Deputy Leader.

1. BACKGROUND

- 1.1 The purpose of this report is to provide Members with proposals for the 2010/2011 Corporate Planned Maintenance Programme (CPMP) which is a fundamental element of the Council's strategy for dealing with the backlog of maintenance in response to the Asset Management Plan.
- 1.2 The CPMP is an annual programme of works to be carried out to Council properties excluding Housing and Schools which have their own separate programmes. The CPMP is made up of two main elements. The first element (Appendix A) being revenue funded works primarily covering servicing, associated repairs and testing of plant and equipment within buildings. A large element of this is required to meet statutory obligations (fire alarms, emergency lighting, electrical testing, boilers, lifts, portable electrical appliances, control of legionella) and is therefore unavoidable. The second element (Appendix B) is capital funded and concerns refurbishment works or the replacement of plant and equipment to buildings and arises from building surveys and bids from departments. This element has much more discretion on what is included in the programme for any particular year.
- 1.3 The opportunity is always taken to incorporate, where feasible, improvements to energy efficiency (e.g. new controls, more efficient equipment, Smart metering or higher levels of insulation) and improvements to access for disabled people (deaf alerts to fire alarms, accessible heights for controls, contrasting colours etc). The CPMP programme also co-ordinates and links to the Council's Removal of Physical Barriers (Disability Discrimination Act) programme in the provision of lifts, ramps and accessible toilets.

2. THE 2010/2011 CORPORATE PLANNED MAINTENANCE PROGRAMME – APPENDICES A & B

- 2.1 The unavoidable revenue programme is detailed in Appendix A – total value £1,220,000. This represents an increase from the 2009/10 budget (£1,177,000) due to two factors. Firstly an increase in the maintenance regime for Legionella Prevention and general water system treatment, resulting from the greater utilisation of office accommodation. Secondly and as was the case with the 2009/2010 CPMP revenue programme, a budget increase in line with inflation indices, due to the forecast costs for plant maintenance contract indices showing an increase of approximately 2.65% across the revenue programme.
- 2.2 Appendix B provides details of the recommended new capital schemes for 2010/2011 which match resources. It also provides indicative projects for first consideration for funding in 2011/2012 and 2012/2013. However it should be noted that the programmes for 2011/2012 and 2012/2013 are already over subscribed and hence there is little or no opportunity to bring forward projects currently identified in the un-funded programmes. This will therefore need to be reviewed and prioritised to match the available resources and will subsequently be the subject of the CPMP 2011/2012 report this time next year.

- 2.3 As in previous years it is proposed that in order to deal with any operational changes to buildings or if urgent but un-funded works become apparent through the year, that the programme be subject to change and scheme substitution by the Assistant Director for Building Property Management and the Director of Finance and Corporate Services in conjunction with Corporate Asset Delivery Team (CADT). As was the case for the 2009/2010 CPMP, quarterly monitoring (Cost, Progress and Variation) reports will be issued to CADT and the Environment Cabinet Member meeting (ECM) throughout the year.
- 2.4 The budget allocation against each capital scheme is at this stage indicative and subject to change as detailed design, consultation, and procurement are carried out. Historically some projects have cost more and others less than their initial budget allocation but the overall programme is managed and monitored via the quarterly reports to CADT and ECM to ensure the total expenditure does not exceed resources.
- 2.5 The commitment of any individual capital project over £50,000 is subject to a Cabinet Member Decision providing the schemes falls within the criteria laid down in Contract Standing Orders (Ref 8.3) as detailed in section 6 of this report. The overall spend on the programme and forecasted outturns (Capital and Revenue) are monitored via the General Fund, Capital Programme and Revenue Budget monthly reports to Cabinet.

3. THE 2010/2011 CORPORATE PLANNED MAINTENANCE PROGRAMME - FUNDING

- 3.1 The budget for planned maintenance in 2010/2011 comprises £2.5 million capital. The revenue allocation has increased from the 2009/2010 level of £1.177 million to £1.220 million (See 2.1). This sum funding the unavoidable element of the programme which covers servicing and other non capital works.
- 3.2 Whilst this level of funding will be able to deal with essential health and safety works, items to maintain wind and weather tightness and be able to continue to address the backlog of maintenance, Members should be aware that there is still a significant backlog outstanding (circa £16 million excluding Hammersmith Town Hall Extension).
- 3.3 As well as allocating capital resources the Council's Asset Management Plan continues to address the issue of backlog maintenance along with developing its Corporate Asset Management Strategy in line with the Councils Medium Term Financial Strategy. The backlog continues to be taken into account through the rationalisation of the Council's property portfolio, helping to identify those properties for disposal or refurbishment. The forward capital programme has prioritised and maintained the allocated £2.5 million capital funding for the next three years, in order to be able to continue to address and manage the backlog.
- 3.4 As part of the CPMP process and to support the installation of the new corporate asset management system (CAMSYS), condition surveys of the Council's property portfolio will be carried out during the early part of 2010. The information obtained will provide invaluable up to date information on the

Councils property assets in respect to providing a "road map" for future maintenance and an up to date assessment of the backlog maintenance liability.

4. FEES

- 4.1 Following the market testing of Building Technical Services, the provision of the associated professional services required to deliver this programme of works will be provided by E.C. Harris LLP. This will be in accordance with their contract for service delivery and fees will be applied on the basis of their schedule of rates. Provision for fees at 15%, which includes Client Agent Costs, has therefore been applied to this programme.

5. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 5.1 Provision of £2.5m is set aside within the 2010/11 Capital Programme for the Corporate Planned Maintenance Budget. Allowance is also provided for the £1,220,000 revenue charge within forward financial estimates.

6. COMMENTS OF THE ASSISTANT DIRECTOR FOR PERFORMANCE & PROCUREMENT

- 6.1 In terms of the approval process, the Council's Contract Standing Orders (CSOs) set out a method of awarding contracts for pre-published schemes that have been approved by the Cabinet under the Capital or Planned Maintenance Programmes as a Key Decision.
- 6.2 The CSOs provide that for all schemes under these programmes that are within budget estimates that the appropriate contracts can be awarded under delegated powers to the appropriate Cabinet Member (where the value is less than £1,000,000) or the Leader and the appropriate Cabinet Member(s) (where the value is between £1,000,000 and less than £5,000,000).

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

- 7.1 The Council may lawfully proceed on the basis proposed in the report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Brief Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Correspondence and details of individual schemes, un-funded programmes, indicative programmes for future years	Mike Cosgrave Extension: 4849	BPM/EnvD 6th floor Hammersmith Town Hall Extension King Street Hammersmith, W6 9JU
2.	Property Surveys		
3.	Details of Servicing Contracts to Plant and Equipment		
4.	Asset Management Plan	Miles Hooton Extension: 2835	

Corporate Planned Maintenance Programme 2010/2011**Revenue Element**

ELECTRICAL SERVICING	Fire Alarms/ Emergency Lighting	£ 68,000	
	Security Alarms	£ 74,000	
	Portable Appliance Testing	£ 70,000	
	Electrical Installation Testing	£ 41,000	
	Lighting Protection Testing	£ 11,000	
	Emergency Generators	£ 6,000	
	Car Park Barriers/Automatic Doors	£ 10,500	
	Deaf Alerter Maintenance	£ 13,000	
	TOTAL ELECTRICAL SERVICING		£293,500
MECHANICAL SERVICING	Plant Maintenance (Contract 1)	£254,000	
	Plant Maintenance (Contract 2)	£150,000	
	Gas Health & Safety Works	£20,000	
	Legionella Prevention / Treatment	£56,000	
	Booster Pumps	£10,250	
	Water Treatment(Heating / Cooling)	£10,250	
	TOTAL MECHANICAL SERVICING		£500,500
LIFTS SERVICING	Lift Maintenance Contract	£80,000	
	TOTAL LIFT SERVICING		£80,000
BUILDING SURVEYING WORKS	VARIOUS MINOR WORKS NON CAPITAL	£50,000	£50,000
	Sub Total		£924,000
	2010/11 Contract inflation adjustment		23,000
	Associated Fees		£142,000
	Sub Total		£1,089,000
	ASBESTOS AND CONDITION SURVEYS	£	46,000
	MAINTENANCE OF APPROVED LIST	£	15,000
	THE ENERGY PERFORMANCE OF BUILDINGS DIRECTIVE (ENERGY LABELLING)	£	30,000
	CPMP PROGRAMME MANAGEMENT	£	20,000
	ASBESTOS DATA BASE MANAGEMENT	£	20,000
	Total Revenue Element		£1,220,000

<u>ESTABLISHMENT</u>		<u>WORKS</u>			
		*20010/11	*2011/12	*2012/13	
		£	£	£	£
All Sites	Retention payments from previous years CPMP	100,000	100,000		100,000
Askew Road Library	Replace Main Switchgear	10,000			
Askew Road Library	Internal decorations and repairs	40,000			
Bagleys Lane Depot	External / Internal Decorations and Repairs				50,000
Barons Court Library	Internal Decorations		25,000		
Barons Court Library	Roof redesign and renewal				200,000
Brook Green	Repairs to Perimeter Fencing Etc		20,000		
Cobbs Hall	Repairs to podium deck		50,000		
College Park CC	External / Internal Repairs and Renewals		30,000		
Coverdale Road Hostel	Rewire and new lighting	20,000			
Fulham Palace	Renewal of boiler plant		150,000		
Fulham Palace	The Timber Lodge, Fulham Palace - Internal works to achieve Decent Homes standard	30,000			
Fulham Town hall	Grand Hall - Internal repairs				150,000
Gresswell St 22 HAFAD	Rewire & replace Power & Luminaries (inc emergency lighting)				100,000
Gresswell St 22 HAFAD	Replacement of heating system inc Hot & Cold water supplies				80,000
Gresswell St 22 HAFAD	Internal refurbishment and Repairs				105,000
Gresswell St 22 HAFAD	External repairs to fencing				15,000
Gresswell St 22 HAFAD	Major roof /external envelope repairs and decorations				175,000
Hammersmith Library	External refurbishment and repairs		300,000		
Hammersmith Library	Renewal of service lift		55,000		
Hammersmith Library	Upgrade Power / Lighting - All areas		65,000		
Hammersmith Town Hall	Internal repairs and redecoration - Rolling programme	100,000	100,000		100,000
Hammersmith Town Hall	Refurbishment of toilets/showers - Rolling Programme	80,000	50,000		50,000
Hammersmith Town Hall	Replacement of water Services - Pipework & Insulation - Rolling programme	50,000	50,000		50,000
Hammersmith Town Hall	Phased replacement of split AC units programme		20,000		
Hammersmith Town Hall	Renew main electrical switch panel		50,000		
Hammersmith Town Hall	Repair / Replacement of Car Park access controls	15,000			
Hammersmith Town Hall	Provision of showers and lockers for cyclists	50,000			
Hammersmith Town Hall Extension	Replacement of AC equipment and controls to facilitate the demise of the use of R22 gas	100,000			
Hammersmith Town Hall Extension	Patch repairs to floor coverings	15,000			
Hammersmith Town Hall Extension	Survey / Clean toilet ductwork	15,000			
77 Glenthorne Road	Upgrade Fire Control Panel	45,000			
77 Glenthorne Road	Repair/Replacement and upgrading of AC units on 3rd and 4th Floors	35,000	35,000		
77 Glenthorne Road	External Repairs and Decorations (Including Car Park)				150,000
77 Glenthorne Road	Renewal of Radiators and Upgrading of Controls	30,000	30,000		

ESTABLISHMENT	WORKS	£		
		*20010/11	*2011/12	*2012/13
77 Glenlithorne Road	Lighting replacement to 3rd & 4th Floors and common parts inc sensor controls (Rolling Programme).	30,000	30,000	
77 Glenlithorne Road	Internal Decorations to 3rd & 4th Floors and common parts Repairs (Rolling Programme).	50,000	50,000	
77 Glenlithorne Road	Toilet Refurbishment inc installation of additional showers (Rolling Programme)	50,000	50,000	
Hurlingham Park	Decorations / Repairs to fences, play equipment, surfaces and street assets (Rolling Programme)		60,000	60,000
145 King Street	Upgrade small power outlets to office areas	30,000		
145 King Street	Renew lighting system / ceiling grid and install sensor controls - (Floors 1 and 2))	150,000		
145 King Street	Renew lighting system / ceiling grid and install sensor controls - (Floors 3 and 4))		150,000	
181 King Street	Minor internal adaptations and decoration	25,000		
181 King Street	Install heating system to 1st floor office accommodation	15,000		
Lilla Huset	Replace AC & insulate pipes.	20,000		
Lilla Huset	Replace boiler plant.	25,000		
Linford Christie Stadium (Changing Rooms)	Renewal of power and Lighting to the building	70,000		
Lyric Theatre - Theatre Main Roof	Renewal of roof covering and insulation (Inc Temp roof) Cash flowed £200k in 2010/11 & £50k in 2011/12	200,000	50,000	
Lyric Theatre - Front of House	Renew Air Handling Unit	65,000		
Macbeth Centre	External decorations and roof repairs		100,000	100,000
Macbeth Centre	Internal repairs and redecoration			90,000
Masbro Centre	External decorations & repairs (Leasehold obligations)	10,000	10,000	
Media Café	Replace boiler plant and heating system.			40,000
Mortuary building	Replace Foul Post-mortem Room AC	10,000		
Mortuary building	Renew Air Handling Unit	50,000		
Mortuary building	Refurbishment of Lab facilities by loading bay and general repairs etc	30,000		
Palingswick House Annex	Electrical rewire Power/Lighting			50,000
Ravenscourt Gdns 50 Community Serv's Store	External decorations and roof repairs	50,000		
Ravenscourt Gdns 50 Community Serv's Store	Renew Hot / Cold Water Services	10,000		
Ravenscourt Gdns 50 Community Serv's Store	Internal repairs and redecoration		40,000	
Ravenscourt Gdns 50 Community Serv's Store	Renew Fire Alarm System		15,000	
Shepherds Bush Advice Centre	Internal repairs and decoration internal/external			50,000
Shepherds Bush Village hall	Internal repairs and decorations		20,000	
Tamworth Hostel	Replace/Repair and redecorate windows to second floor	50,000		
Parks, Cemeteries and Open spaces	Decorations / repairs to fences, walls, surfaces and street assets (Rolling programme)	100,000	50,000	50,000
Play and Youth Sites	Various works across the portfolio	50,000	50,000	50,000
Various Buildings (rolling programme)	Security alarm upgrades to comply with ACPO policy	30,000	30,000	30,000
Various Establishments	Replacement of A/C units to various Buildings / Comms rooms.	20,000		
Various Establishments	Fire door upgrades	25,000	25,000	25,000
Various Establishments	Energy initiatives (including the installation of SMART Auto Meter Reading - Rolling Programme)	100,000	100,000	100,000



London Borough of Hammersmith & Fulham

Cabinet

8 FEBRUARY 2010

LEADER

Councillor Stephen Greenhalgh

IMPROVING THE CUSTOMER EXPERIENCE ONLINE

**Wards
All**

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.

CONTRIBUTORS

DFCS
ADLDS
H&F Bridge
Partnership
Channel Strategy
Board

Recommendations:

1. **It is recommended that the customer experience on the H&F website be significantly improved by providing the ability for residents to transact with direct access to their council tax account, and/or their housing benefits account, together with the ability to complete a visitor parking permit application. This project will also deliver radical improvement in personalisation, accessibility and usability for customers using the website.**
2. **To recommend that capital investment of £600,000 be allocated for website improvements from the Invest to Save Fund.**
3. **To note the ongoing net revenue savings of £21,620 per annum in year one rising to £71,557 per annum by year three, to be built into the council's Medium Term Financial Strategy.**
4. **To approve that the Invest to Save Fund be topped up with a £1m transfer from the Housing Benefit Reserve.**

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

- 1.1. The proposals in this paper aim to :
 - encourage customers to use more **cost-effective** online services;
 - to enhance our **reputation** as an efficient, top-performing authority, and
 - to enable us to target better our communications and **marketing** efforts according to individual residents' interests.
- 1.2. **Value for money** – on average, online interactions with customers cost us 27p each, compared to £3 each for phone enquires and £6.56 for face-to-face services (Source SOCITM). This paper represents the next step in moving customer interactions to more cost-effective channels. With more than 2 million visitors a year, if we lose even 10% of interactions to other channels from the web, it costs us £526,000.
- 1.3. **Reputation** – Efficient on-line services which result in customer satisfaction, or even exceed customers' expectations, feed directly into our reputation as a modern, well-organised authority. The opposite is also true – frustrating online experiences can colour residents' overall view of the council. A good website is important to our corporate reputation, our residents' survey ratings and to external inspections and assessments.
- 1.4. Feedback from residents shows that they want to do more online. Building a self-service capability will drive up customer satisfaction, and drive down costs. This is against a background of residents' rising expectations of being able to do business online. We need to get the website right for current users who may not return if the site looks stale or fails to keep pace with developments elsewhere.
- 1.5. We have made a series of improvements to the website over the four years since its relaunch in 2005. However, during that period, other sites have caught up and surpassed H&F. Consequently, the website has gone from one of the leading London borough sites to the bottom quartile in London in the last SOCITM survey. Compared with leading websites like those of Westminster or K&C, our website is good on content and on mapping, but less good on being able to transact online, something which customers routinely expect today.
- 1.6. **Communications** – The site is an increasingly important shop window and it provides our most cost-effective means of communicating with the majority of our residents. Aspects of this proposal enable the first steps in targeting our communications and marketing activities more accurately and effectively based on individuals' interests and needs.

2. PROPOSAL OUTLINE AND CUSTOMER BENEFITS

- 2.1 In order to generate the volume of business required to justify the investment, we need to fundamentally change the way the site works and offer a new level of content and interactivity. In summary, this project will deliver:

- **Single log-in** - The cornerstone of the proposal is a single point for customers to register, reducing the number of times customers have to register as they move between services and increasing the direct connection between resident and council.
- **Self-service** - enabling the customer to interact directly to complete transactions themselves without relying on back-office processes for council tax, benefits and visitor parking permits.
- **E-billing** - to encourage e-payments, this proposal enables customers to view their accounts for council tax and benefits.
- **Personalisation** - when people log in to their accounts, we propose to offer them the option of registering for updates on topics of their choice. We will then use personalisation to target news, service updates, consultations and service marketing to individual customers based on their interests.
- **Maps** - Opening up a range of map-based data held by the council enabling residents to choose the information they want to see on a map, This will significantly increase the value residents get from the website and also save the council time in avoidable contact by phone, email, letter etc.
- **Accessibility** - Improving the access for all residents including those with disabilities by updating the H&F website content to conform to the 'AA' accessibility standard.

2.2 Customers will save time in

- waiting for postal visitor permits to be processed
- phoning or visiting and queuing in council offices to make changes to council tax status or benefits claims
- registering for different services online
- accessing information in new ways (e.g. maps).

2.3 This improvement to the website will act as a catalyst for future changes and facilitates the relatively simpler implementation of future customer transactions in other services.

2.4 In short, this proposal offers an opportunity to dramatically improve the service to residents and transform the council's website into one which could rival the best in the public sector.

3. PROPOSAL DETAILS

3.1 Self-service and e-billing

3.2 A Capital Ambition sponsored project has already confirmed that council tax, housing benefits and parking together account for 70% of typical local authority transactions so the business case is clear to concentrate on these business areas for channel migration.

3.3 Council Tax service:

The volume of annual transactions taken by H&F either face to face or via the telephone shows that the key services to deliver online are as follows:

- View account details
- Change direct debit details
- Apply for an exemption or discount e.g. sole occupancy
- Display property bands and pricing

3.4 Housing Benefits service:

The volume of annual transactions taken by H&F either face to face or via the telephone shows that the key services to deliver online are as follows:

- Create an application – allows the resident to create an application and complete information that is relevant to their claim
- Calculate the expected value of benefit based on the information provided
- View application details

3.5 Visitor Parking Permits:

Building on the successful parking permits renewals, residents are keen to have an easy method of applying for and receiving a visitor permit. With the rollout of electronic 'Smart' Visitor permits to all parking zones where visitor permits are permitted (currently trialled in 3 zones), the service can be automated. This would be initiated from an online registration that checks for a resident's council tax status or whether they have a currently valid residential parking permit, flowing through to automatically update the information that is displayed from their electronic permit in their car.

3.6 **Customer self service portal and registration**

3.7 Customers will be attracted to the website if it is easy to do business online. Removing the need to register over and over for different services is expected to encourage take up. Already the council has 6 methods of online registration. This will gradually reduce to one through the self service portal. Although this does not realise savings in itself, single registration:

- avoids future cost in building further point registration for each service
- removes a deterrent to customers wishing to use the website who find it irritating to have to register for each different service.

To enable the transactional services to work seamlessly, the council needs to build a secure method of registration that enables H&F to authenticate customers to ensure it knows they are who they say they are. This then creates a platform on which personalisation can be built and future services deployed e.g. wider rollout of cashless parking.

3.8 **Usability enhancements and personalisation**

3.9 The web offers the most cost-effective, convenient and quickest means of communicating with residents. It is easier (and cheaper) to cross-sell services

on the website than by traditional marketing methods. Personalisation allows us to gather detailed data on individuals' preferences and to target our marketing – e.g. sending targeted emails on key campaigns to those who express an interest in that topic, marketing children's events at parents, or presenting latest news updates on topics of interest when you log in.

3.10 During registration, the customer will be able to select the categories that they are interested in receiving more information on. These categories will be used to dynamically generate content tailored to them when they next log on.

3.11 There are other, more costly forms of personalisation based on what other people like you are also looking at or based on typical user journeys, but these tend to be less effective on public sector sites than on shopping sites.

3.12 **Accessibility**

Updating the H&F website content to conform to 'AA' accessibility standard by updating all content templates within the Content Management System (CMS) will meet the conditions attached to the .gov.uk domain and enable us to keep up with corporate responsibilities under the Disabilities Discrimination Act. Improving accessibility for disabled users represents an opportunity to improve the access for all residents. See Appendix 1 for more details.

3.13 **Improving mapping capability**

Expanding the GIS mapping on the H&F website will enable residents to choose the information they want to see on a map e.g. show all parking bays that are suspended in an area or location of specific services. This will significantly increase the value residents get from the website and will also save the council time in avoidable contact by phone, email, letter etc.

3.14 **New residents**

A Capital Ambition sponsored project, having established the feasibility of providing an online solution for residents to easily register for various services when they move into a borough, is now building the business case. The project includes H&F, Bexley and Wandsworth LAs and will provide options on services that could be registered this way. Should this project proceed past the business case stage, funding may be available to implement a leading edge solution across the public sector in London to enable new residents to register for services more easily.

3.15 In November 2009, Capital Ambition found it had £3.6m in capital to allocate via a new bidding round. This paper seeks approval for H&F to bid for funding as part of this project.

4. **TIMESCALE**

4.1 An outline timetable is shown below:

Feature	Starting	Completing by
User registration & council tax read-only services	March 2010	end July 2010
Usability & Accessibility Improvements	mid March 2010	end July 2010
Visitor Permits	May 2010	end July 2010
Additional GIS Mapping services	April 2010	end May 2010
Council tax update services	June 2010	mid September 2010
Housing Benefits Services	mid May 2010	end September 2010

5. COSTS, FUNDING AND CASHABLE BENEFITS

5.1 Capital investment of £600,000 is proposed to be allocated for website improvements from the Invest to Save Fund.

5.2 This project will deliver savings as follows:-

- Savings in staff time in processing applications for benefits, council tax changes and payments and parking postal applications.
- The saving increases to £161,557 per annum by year three, the equivalent of 4.5 FTEs
- These estimates are based on the level of take up shown below. If this proves to be more over time then as volumes increase on the web, then savings could be greater. This should be reviewed within two years of the service being implemented.

Cashable benefits		Year 1	Year 2	Year 3	FTE
H&F Council Tax Service	Expectation of channel migration	30%	40%	50%	
	Savings	47,465	57,456	76,608	2
H&F Housing Benefits Service	Expectation of channel migration	15%	20%	25%	
	Savings	36,662	47,880	57,456	1.5
H&F Pay & Park Service	Expectation of channel migration	80%	80%	80%	
	Savings based on full rollout to 26 zones	27,493	27,493	27,493	1
Total		111,620	132,829	161,557	4.5

5.3 There are ongoing support costs of £90,000, leaving a net saving per annum of £71,557 per annum by year three.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

6.1 The proposal delivers the full range of benefits set out in the report but it requires up-front capital investment and will incur on-going revenue support costs. It will also deliver cashable savings.

6.2 It is proposed that the capital contribution of £600,000 be met from the Invest to Save Fund. At present the business case assumes no external funding. A bid will be made for funding from Capital Ambition. If successful, this would reduce the required council contribution.

6.3 The Invest to Save Fund is now largely used up and proposals have been set out for an additional contribution to be made from the capital programme of £0.75m per annum from 2010/11 onwards. In order to pump-prime this initiative it is proposed that £1m be transferred to the Fund from a reserve currently set aside regarding the possible claw back of Housing Benefit subsidy. This reserve currently stands at £2.4m and no major problems have been raised regarding the 2008/09 audit. It is prudent therefore for £1m to be released for another purpose.

6.4 The net savings, rising to £71,557 in year three, will be incorporated within the council's Medium Term Financial Strategy.

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

7.1 There are no direct legal implications. The works will be procured through the council's existing arrangements with H&F Bridge Partnership

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Improving the customer experience online solution proposal.	Jackie Hudson ext 2946	FCS 2 nd floor THX

CONTACT OFFICER:	NAME: Jackie Hudson EXT:2946
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1. RESPONSE TO COMMENTS

- 1.1 **Customer registration or Single sign-on** - The cornerstone of the proposal is a single point for customers to register, reducing the number of times customers have to register as they move between services and increasing the direct connection between resident and council.
- 1.2 Initial areas to benefit from this will be those outlined in this proposal i.e. council tax, benefits, visitor parking permits. Those business areas which already have their own embryonic customer registration, for example hall lettings or resident parking permits, will be changed over time from their existing process to the new single sign-on and benefit from access to a wider range of services.
- 1.3 Future business opportunities include personalised services across adult and children's social care; nationality checking and citizenship ceremonies; sports bookings; cashless parking; planning applications; housing rents, repairs and accessible housing; regeneration - apprenticeships and GP registration. Departments are asked to determine what payback there may be and additional customer benefits from such services use of single sign-on.
- 1.4 **Accessibility** - Hammersmith & Fulham council is committed to making its web site as accessible as possible to all. The main reason is that badly designed websites can make it difficult or impossible for disabled people to use the internet. Secondary reasons are that there is a legal requirement, pressure from government policy and good practice would suggest this. Around 17% of the population may be prevented through poor web design from reaping the benefits of the Internet that others enjoy.
- 1.5 This includes users who are visually impaired or have difficulties using a mouse. The H&F website is compatible with most screen reading software and can be navigated using just the keyboard. An application called BrowseAloud allowing text, including PDFs, to be spoken aloud is available for visually impaired users to download directly from the website. Left hand navigation – which is based on a national standard for all local authorities – contains all our services. Written in simple language, it is designed to help all users find information within three mouse clicks. A keyword search is also situated on the top right hand side of each page for convenience. The design of the site includes web safe colours and accessible fonts. It has been tested by a cross-section of users from within our borough.
- 1.6 Work does, however, need to be done to ensure that when a user with, for example, a visual impairment, accesses the site it has been set up to explain what it is they are viewing., So while text can be read aloud automatically by BrowseAloud, the council needs to ensure staff time is given to record the explanation of the content of a photo, for instance. The work that needs to be done includes removing inappropriate scripts; ensuring data table errors are amended; providing images with alternative text; amending content generated

by others to use clear and simple language. Once the website has been amended two stages of testing are required; one locally by the Communications team of the automated tools; one by the council's expert disability forum which is made up of disabled users. The proposal is requesting funding for resources to lead and deliver this work.

- 1.7 **Commercialisation** - it is recommended that H&F introduces website-wide advertising from 2010/11 which matches commercial opportunities to content - for example by allowing private companies to advertise job opportunities on recruitment pages. An A-Z of private services will be introduced to match the Council's own A-Z which will include private and state schools, minicab companies, childcare, funeral directors, estate agents, electricians etc. Corporate guidelines will be drawn up to ensure companies advertising on the website have appropriate registrations where required. The first step to achieving this has already been introduced in the published version of the A-Z of Services, saving the Council £25,000 a year.
- 1.8 **Savings** - the proposed council tax services provide residents with the ability to view their accounts, pay online and make applications online. These do not cover telephone and face to face enquiries relating to residents moving in and out of the borough, liability, creating payment arrangements and collection of arrears. It is estimated that the solution could impact on 20% of enquiries received through all channels which at 50% take up equates to 2 FTEs out 22 officers.
- 1.9 The benefits solution will provide residents with the ability to view claim details and make applications online. Officers will still need to review the evidence that the claimants provide and then assess the claims. It is estimated that this will mainly impact on the 11,000 new claims received each year which at 25% take up equates to 1.5 FTE.
- 1.10 There is currently 1 FTE processing visitor permits received through all channels and at an 80% take up rate this equates to £27,493. This officer also covers other duties relating to resident and business permits.
- 1.11 Savings have been calculated on on-cost figures of £38,304 for council tax and benefits and £34,366 for visitor permits.

Agenda Item 9



London Borough of Hammersmith & Fulham

Cabinet

8 FEBRUARY 2010

LEADER

Councillor Stephen Greenhalgh

TREASURY MANAGEMENT STRATEGY REPORT

Wards

All

This report explains that CIPFA has published a new Treasury Management Code of Practice and seeks formal adoption of the new Code.

In addition the report provides information on the Council's Treasury Management Strategy for 2010/11 including interest rate projections and borrowing and investment activity reports for the period April to November 2009.

The report seeks approval for borrowing limits and authorisation for the Director of Finance & Corporate Services to arrange the Council's cashflow, borrowing and investments in the year 2010/11.

CONTRIBUTORS

DFCS
ADLDS

HAS A PEIA BEEN COMPLETED? YES

Recommendations:

1. To adopt the new CIPFA's Treasury Management in the Public Services Code of Practice, with effect from 1st April 2010.
2. To adopt the Treasury Management Policy Statement and clauses as per paragraphs 2 and 3 of the report.
3. To approve the future borrowing and investment strategies.
4. In relation to the Council's overall borrowing for the financial year 2010/11, approve the Prudential Indicators as set out in Section 3 of this report.
5. To approved the methodology for establishing credit criteria.
6. To delegate future amendments to the credit criteria methodology to Cabinet.

1. INTRODUCTION

- 1.1. A revised CIPFA Code of Practice on Treasury Management in the Public Services and guidance notes were published in November 2009. The Local Authorities (Capital Finance and Accounting) Regulations 2003 require authorities to “have regard” to code and guidance notes. The Council is required to formally adopt the revised Code of Practice and the treasury management policy statement as set out in paragraph 2 and clauses as set out in paragraph 3 below. The principal reasons for revising the code were that CIPFA has:
 - Published a revised Prudential Code for Capital Finance in Local Authorities (the Prudential Code)
 - Adopted the principles of International Financial Reporting Standards for Financial Instruments
 - Responded to the Icelandic bank crisis, including providing evidence at the Select Committee into local authority investments.
- 1.2. The financial markets have experienced a period of considerable turmoil during the ‘credit crunch’ starting in 2008, focusing attention on a wide range of treasury management practices but, in particular, the assessment of the credit standing of counterparties with whom local authorities transact their treasury business. National reports have been produced by the Audit Commission and the Communities and Local Government Select Committee which have made recommendations that certain elements of the Treasury Management Code and guidance notes be reviewed.
- 1.3. The Department for Communities and Local Government published a consultation paper in November 2009 on proposed changes to the CLG investments guidance which, subject to the outcome of the consultation, will come into effect on 1st April 2010.
- 1.4. The Local Government Act 2003 requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy; which sets out the Council’s policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 1.5. The suggested strategy for 2010/11 in respect of the following aspects of the treasury management function is based upon the Treasury officers’ views on interest rates, supplemented with leading market forecasts provided by the Council’s treasury advisor. The strategy covers:
 - treasury limits in force which will limit the treasury risk and activities of the Council;
 - prudential indicators
 - the current treasury position;
 - the borrowing requirements;
 - prospects for interest rates;
 - the borrowing strategy;
 - the investment strategy;
 - debt rescheduling;

- 1.6. It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:-
- a) increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
 - b) any increases in running costs from new capital projects are limited to a level which is affordable within the projected revenue income of the Council for the foreseeable future.

2. THE TREASURY MANAGEMENT POLICY STATEMENT

- 2.1. CIPFA recommends that the Council's treasury management policy statement adopts the following form of words below to define the policies and objectives of its treasury management activities.

- This Council defines its Treasury Management activities as;

The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

- This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of Treasury Management activities will focus on their risk implications for the organisation.
- This Council acknowledges that effective Treasury Management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

3. CLAUSES TO BE FORMALLY ADOPTED

CIPFA recommends that public service organisations adopt the following four clauses:

- 3.1 This Council will create and maintain, as the cornerstones for effective treasury management:
- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities.

- Suitable treasury management practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

The content of the policy statement and TMPs will follow the recommendations of the Code subject only to amendments where necessary to reflect the particular circumstances of the Council. Such amendments will not result in the Council materially deviating from the Code's key principles.

- 3.2 This Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.
- 3.3 This Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for the execution and administration of treasury management decisions to the Director of Finance and Corporate Services, who will act in accordance with the Council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.
- 3.4 This Council nominates audit committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

4. TREASURY MANAGEMENT PRACTICES

The new code has revised the guidance notes for the Treasury Management Practices. They are attached in full as Appendix A. Behind the Treasury Management Practices are supporting schedules and details of the systems and routines to be employed and the records to be maintained. These will be updated to reflect the changes in the Code of Practice.

5. TREASURY LIMITS 2009/10 TO 2011/12

It is a statutory duty under S.3 of the Local Government Act 2003 and supporting regulations for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the "Authorised Limit".

The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is 'acceptable'.

Whilst termed an "Authorised Limit", the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and the two successive financial years.

5.1 Limits to Borrowing Activity

- a) The Authorised Limit – This represents the maximum amount the Council may borrow at any point in time in the year. It has to be set at a level the Council considers “prudent” and it needs to be set and revised by members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable and encompasses borrowing for temporary purposes. It is not a limit that is designed to be brought into consideration during the routine financial management of the authority. That is the purpose of the Operational Boundary.
- b) The Operational Boundary – This indicator is the focus of day to day treasury management activity within the authority. It is a means by which the authority manages its external debt to ensure that it remains within the self imposed Authorised Limit. Sustained breaches of the Operational Boundary would give an indication that the authority may be in danger of stepping beyond the Prudential boundaries it has set itself.

5.2 Interest Rate Exposures

Interest rate risk management is a top priority for local authority management. While fixed rate borrowing and investment can contribute significantly to reducing the uncertainty surrounding future interest rate scenarios, the pursuit of optimum performance may justify, or even demand, retaining a degree of flexibility through the use of variable interest rates on at least part of a treasury management portfolio. This is a best practice approach to treasury management and is to be encouraged to the extent that it is compatible with the effective management and control of risk.

- a) Upper Limit on fixed rate exposure — This indicator identifies a maximum limit for fixed interest rates based upon the debt position net of investments.
 - b) Upper Limit on variable rate exposure – This indicator identifies a maximum limit for variable interest rates based upon the debt position net of investments.
 - c) Total principal funds invested for periods longer than 364 days – These limits are set to reduce the need for early sale of an investment, and are based on the availability of investments after each year-end.
 - d) Maturity structures of borrowing – This indicator is designed to be a control over an authority having large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates. It is not necessary to include variable rate debt because local authorities do not face substantial refinancing risks. The indicator is, in effect, a limit on longer term interest rate exposure.
- This indicator gives the upper and lower limits for maturity structure of borrowing.

6. PRUDENTIAL INDICATORS FOR 2009/10 – 2012/13

The Prudential Indicators in the table below are relevant for the purpose of setting an integrated treasury management strategy.

The Council is also required to indicate if it has adopted the revised 2009 CIPFA Code of Practice on Treasury Management.

Treasury Management Indicators	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000
Authorised limit for external debt				
Borrowing	506,991	570,171	573,144	575,829
Other Long Term Liabilities	0	0	0	0
Total authorised limit	506,991	570,171	573,144	575,829
Operational boundary				
Borrowing	490,450	506,275	512,555	534,755
Other Long Term Liabilities	0	0	0	0
Total operational boundary	490,450	506,275	512,555	534,755
Upper limit for fixed rate exposure expressed as :- net principal re fixed rate borrowing/ investments	493,000	540,000	547,000	555,000
Upper limit for variable rate exposure expressed as :- net principal re variable rate borrowing /investments	98,000	108,000	109,400	110,000
Upper limit for total principal sums invested for over 364 days	20,000	20,000	20,000	20,000

Maturity structure of fixed rate borrowing during 2010/11	Upper Limit	Lower Limit
Under 12 months	15%	0%
12 months and within 24 months	15%	0%
24 months and within 5 years	60%	0%
5 years and within 10 years	75%	0%
10 years and above	100%	0%

7. CURRENT PORTFOLIO POSITION

7.1 The Council's treasury portfolio position at the 30 November 2009 is shown in the following table.

		Principal		Ave. rate
		£000's	£000's	%
Fixed rate funding	PWLB	475,520		
	Market	0	475,520	5.93
Variable rate funding	PWLB	0		
	Market	0	0	
Total Debt			475,520	5.93
Total Short Term Investments			145,850	1.39
Total Debt net of total Investments			329,670	

7.2 The reason for the difference between the gross and net debt is because the Council has borrowed £77 million for the Decent Homes Initiative and expects this to be used by 31st March 2010. In addition, the Council is holding monies on behalf of Capital Ambition, West London Housing in addition to Section 106 planning money.

8. BORROWING REQUIREMENT

	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
	Actual	Estimate	Estimate	Estimate
New borrowing (including ALMO)	77,000	10,800	22,200 *	6,200

*Note: this includes £16 million of replacement borrowing for maturing loans

8.1 Under the capital finance regulations, local authorities are permitted to borrow up to three years in advance of need. This Council will only consider borrowing up to 1 year in advance of need as the borrowing requirement in later years is only an estimate at this stage. The reason for borrowing in advance is to take advantage of low long term interest rates. There is a short term cost to borrowing in advance of need as currently investment rates are considerably lower than long term borrowing rates. This will be evaluated before any decision is taken to borrow in advance of need.

8.2 Borrowing in advance of need increases the level of temporary investments and thus increases the risk of loss of investment principal. However, the

Council has put in place a prudent methodology to minimise this risk, see paragraph 13.

9. PROSPECTS FOR INTEREST RATES

9.1 The Council appointed Sector Treasury Services as treasury adviser to the Council and part of their service is to assist the Council to formulate a view on interest rates. Appendix B draws together a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates. The following table gives the Sector central view:

9.2 Sector Bank Rate forecast for financial year ends (March)

2010 0.50%
 2011 1.50%
 2012 3.50%
 2013 4.50%

There is downside risk to these forecasts if recovery from the recession proves to be weaker and slower than currently expected.

10. BORROWING STRATEGY

	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Mar-12	Mar-13
Bank rate	0.50%	0.50%	0.50%	0.75%	1.00%	1.50%	3.50%	4.50%
5yr PWLB rate	2.85%	3.05%	3.20%	3.30%	3.40%	3.60%	4.60%	4.85%
10yr PWLB rate	3.90%	4.00%	4.05%	4.15%	4.30%	4.45%	5.00%	5.15%
25yr PWLB rate	4.40%	4.55%	4.65%	4.70%	4.80%	4.90%	5.20%	5.35%
50yr PWLB rate	4.45%	4.60%	4.70%	4.75%	4.90%	5.00%	5.30%	5.45%

In view of the above forecast the Council's borrowing strategy will be based upon the following information.

10.1 Rates are expected to gradually increase during the year, so it should therefore be advantageous to time new long term borrowing for the start of the year. However, a cautious approach is adopted to any borrowing in advance of need as this increases the security risk of investments.

10.2 Under 10 year PWLB rates are expected to be substantially lower than longer term PWLB rates offering a range of options for new borrowing which will spread debt maturities away from a concentration in long dated debt.

10.3 There is expected to be little difference between 25 year and 50 year rates thus loans in the 25-30 year periods could be seen as being more attractive than 50 year borrowing as the spread between the PWLB new borrowing and early repayment rates is considerably less. This would maximise the potential for debt rescheduling and allow the Council to rebalance its debt maturity profile.

10.4 **Sensitivity of the forecast** – In normal times the main sensitivities of the forecast are likely to be the two scenarios below. Treasury officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting the following responses to a change of sentiment:

- If it were felt that there was a significant risk of a sharp fall in long and short term rates, due to a marked increase of risks around relapse into recession or of risks of deflation, then long term borrowing will be postponed.
- If it were felt that there was a significant risk of a sharp rise in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.

11. ANNUAL INVESTMENT STRATEGY

11.1 The Council is required to have regard to the CLG's Guidance on Local Government Investments ("the Guidance") issued in March 2004. and the 2009 CIPFA's Treasury Management in Public Services of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). This strategy also takes into account proposed changes to the CLG's guidance as set out in the consultation paper published in November 2009. The investment strategy has to be approved by full Council, but it is proposed that amendments to the investment methodology will be delegated to Cabinet to enable changes to be made on a timely basis to reflect changes in market conditions.

11.2 The Council's investments priorities are:-

- (a) the security of capital and
- (b) the liquidity of its investments.

Provided that proper levels of security and liquidity are achieved the Council will then aim to achieve the optimum return on its investments consistent with these priorities.

11.3 The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.

11.4. Investment instruments identified for use in the financial year are listed below under the 'Specified' and 'Non Specified' Investment categories. Counterparty limits will be as set by Council.

11.5 The Council in conjunction with its treasury advisor Sector, will use Fitch, Moody's and Standard and Poor ratings plus data on movements in credit default swap to derive its credit criteria. Credit ratings alerts and changes are notified to treasury officers on a daily basis and these are acted upon immediately. In addition officers monitor the financial press and economic reports. The Council is alerted to changes to ratings of all three agencies through its use of the Sector creditworthiness service.

- If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn.
- In addition to the use of Credit Rating the Council will be advised of information in movements in Credit Default Swaps (CDSs) against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Councils lending list. It should be noted that the Council is only monitoring CDS movements for information purposes, and is not actually purchasing any CDSs.

11.6 The DCLG guidance requires authorities to specify their minimum acceptable credit rating. The minimum ratings required by the Council are:

Fitch			
Long Term	Short Term	Individual	Support
A-	F2	C	2

Moody's		
Long Term	Short Term	Financial Strength
A3	P-2	C

S & P	
Long Term	Short Term
A-	A-3

12. INTEREST RATE OUTLOOK FOR INVESTMENTS

Bank Rate has been unchanged at 0.50% since March 2009. Bank rate is forecast to commence rising in quarter 3 of 2010 and then to rise steadily from thereon. Bank Rate forecasts for financial year ends (March) are as follows:-

2010	0.50%
2011	1.50%
2012	3.50%
2013	4.50%

There is downside risk to these forecasts if recovery from the recession proves to be weaker and slower than currently expected.

The Council will avoid locking into longer term deals while investment rates are down at historically low levels unless exceptionally attractive rates are available which make longer term deals worthwhile.

The Council will report on its investment activity as part of a mid year review and at the end of the financial year as part of the Annual Outturn Report.

12.1 Specified Investments

A specified investment is defined in the guidance as an investment which satisfies the conditions set out below:

- (a) The investment is denominated in sterling and any payments or repayments in respect of the investment are payable only in sterling.
- (b) The investment is not a long-term investment (ie over 364 days)
- (c) The investment does not involve the acquisition of share capital or loan capital in any body corporate

Types of specified investments include and may be used by the Council are:

Term deposit – UK government
Term deposits – other Local Authorities
Term deposits – banks and building societies
Money market funds
Callable deposits – under 1 year
Certificates of deposits - issued by banks and building societies.
UK Government Gilts
Treasury Bills

12.2 Non-Specified Investments

The Council has made no investments in non-specified investments to date. These are any investments not meeting the definition in para 12.1 above.

12.3 However if there was a core cash balance available after taking into account the cash flow requirements and the outlook for short-term interest rates then the following non-specified investments could be used after consultation with our Treasury Advisor.

- Term deposits with banks with maturities in excess of one year.
- Term deposits with building societies with maturities in excess of one year
- Term deposits with Local Authorities with maturities in excess of one year.
- Structured deposits.
- Bond Funds with AAA rating credit criteria
- Callable deposits in excess of one year
- Certificates of deposits - issued by banks and building societies in excess of one year.
- UK Government Gilts in excess of one year

13. METHODOLOGY FOR ESTABLISHING CREDIT CRITERIA

- 13.1 Each month the Treasury Section receives an up to date list of the credit rating for individual counterparties from our treasury advisors. In addition to this if any changes in the credit rating of individual counterparties or in banking structures e.g. on mergers or takeovers occur during the month Sector e-mail the amendments to the Treasury Section on a daily basis and the section adds/deletes counterparties as appropriate to/from the approved counterparty list.
- 13.2 The banking sector is still a volatile area and the current policy is that whilst we maintain our lending list in accordance with the methodology in Appendix C. we are continuing to operate a more restricted lending list. For illustrative purposes Appendix D is attached to show the countries and organisations on the lending list at the present time using this methodology. This means that organisations will be added to and removed from the lending list during the year depending on changes to the ratings.
- 13.3 **Nationalised Banks and Part Nationalised Bank** in the UK have credit ratings which do not conform to the credit criteria usually used to identify banks which are of high credit worthiness. In particular, as they are no longer separate institutions in their own right, it is impossible for Fitch to assign them an individual rating for their stand alone financial strength. Accordingly, they have been assigned an F rating which means that at a historical point of time, they have failed and are now owned by the Government or E rating which means it requires external support and is part owned by the Government.

However it should be noted that the individual rating is only one component of Fitch's rating. These institutions are now recipients of an F1+ short term rating as they effectively take on the creditworthiness of the Government itself i.e. deposits made with them are effectively being made to the Government. They also have a support rating of 1; in other words, on both counts, they have the highest ratings possible.

It should also be noted that in December 2009 the individual ratings on both the Lloyds Banking Group and The Royal of Scotland Group have been upgraded by Fitch from E to C and E to D/E respectively whilst still part nationalised. This reflects Fitch's view that there have been improvements in the groups' capital combined with some progress in restructuring their balance sheet.

14. DEBT RESCHEDULING

- 14.1 The introduction of different PWLB rates on 1st November 2007 that introduced a spread between the rates applied to new borrowing and repayment of debt, has meant that PWLB to PWLB debt restructuring is now much less attractive than before that date.
- 14.2 The reasons for any rescheduling to take place will include:
- The generation of cash savings and / or discounted cash flow savings
 - Help fulfil the strategy outlined in paragraph 10 above; and

- Enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

15. HAMMERSMITH & FULHAM HOUSING MANAGEMENT SERVICES (HFHMS)

H& F Homes submitted a bid in 2005/06 for £192 million to the DCLG for supported borrowing for the Decent Homes Initiative. This funding has been drawn down since 2005/06 but for 2009/10 there was a borrowing requirement of £77 million and this borrowing was taken in November 2009. This borrowing will be supported through Housing Revenue Account Subsidy. There is a further borrowing requirement for the Decent Homes Initiative of £4.7 million in 2010/11.

16. INVESTMENT CONSULTANTS AND INVESTMENT TRAINING

- 16.1 Sector Treasury Services Ltd were appointed on 1st February 2009 for a three year period following a tendering exercise. Sector provide interest rate forecasts, economic updates, strategy reviews, training for treasury management staff and advice on the formulation of suitable borrowing and investment strategies and advice on investment counterparty creditworthiness.
- 16.2 The Council is a member of the Cipfa treasury management network which provides a forum for the exchange of views and training of treasury management staff independent of the treasury management consultants. It also provides a quality check on the services received from the consultants.
- 16.3 Treasury management staff are required to attend the Cipfa network meetings and Sector seminars and training events on a regular basis throughout the year to ensure that they are up to date at all times on developments in treasury management and continue to develop their expertise in this area.

17. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 17.1 The comments of the Director of Finance are contained within this report.

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

- 18.1 The statutory requirements are set out in the body of the report.

19. COMMENTS OF THE VALUE FOR MONEY SCRUTINY COMMITTEE

19.1 Verbal comments from the Value for Money Scrutiny Committee will be reported at the Cabinet meeting.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1	Borrowings and Investments Ledger	Rosie Watson Ext. 2563	Ground Floor Town Hall
2	CIPFA-Prudential Code - Accounting for Capital Finance	Rosie Watson Ext. 2563	Ground Floor Town Hall
3	Various Economic commentaries	Rosie Watson Ext. 2563	Ground Floor Town Hall

APPENDIX A

TREASURY MANAGEMENT PRACTICES

CIPFA recommends that the Council's treasury management practices (TMPs) include these of the following that are relevant to its treasury management powers and the scope of its treasury management activities:

TMP 1 Risk Management

General Statement

The responsible officer will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect, all in accordance with the procedures set out in TMP6 Reporting requirements and management information arrangements. In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out in the schedule to this document.

i) Credit and counterparty risk management

This council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited, and will limit its investment activities to the instruments, method and techniques referred to in *TMP 4 Approved instruments methods and techniques* and listed in the schedule to this document. It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financial arrangements.

ii) Liquidity risk management

This council will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives.

This council will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

iii) Interest rate risk management

This council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with *TMP 6 Reporting requirement and management information arrangements*.

It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of

flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be subject to the consideration and, if required, approval of any policy or budgetary implications.

iv) Exchange rate risk management

It will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels.

v) Refinancing risk management

This council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the council as can reasonably be achieved in the light of market conditions prevailing at the time.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over-reliance on any one source of funding if this might jeopardise achievement of the above.

vi) Legal and regulatory risk management

This council will ensure that all its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under *TMP 1 (i) Credit and counterparty risk management*, it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with the council, particularly with regard to duty of care and fees charged.

vii) Fraud, error and corruption, and contingency management

This council will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

viii) Market risk management

This council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

TMP 2 Performance measurement

This council is committed to the pursuit of value for money in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its treasury management policy statement.

According, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the council's stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements. The performance of the treasury management function will be measured using the criteria set out in the schedule to this document.

TMP 3 Decision-making and analysis

This council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at that time. The issues to be addressed and processes and practices to be pursued in reaching decisions are detailed in the schedule to this document.

TMP 4 Approved Instruments, method and techniques

This council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in the schedule to this document, and within the limits and parameters defined in *TMP1 Risk management*.

TMP 5 Organisation, clarity and segregation of responsibilities, and dealing arrangements

This council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

The principal on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

If and when this council intends, as a result of lack of resources or other circumstances, to depart from these principles, the responsible officer will ensure that the reasons are properly reported in accordance with *TMP 6 Reporting requirements and management information arrangements*, and the implications properly considered and evaluated.

The responsible officer will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangements for absence cover. The responsible officer will also ensure that at

all times those engaged in treasury management will follow the policies and procedures set out. The present arrangements are detailed in the schedule to this document.

The responsible officer will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds. The present arrangements are detailed in the schedule to this document.

The delegations to the responsible officer in respect of treasury management are set out in the schedule to this document. The responsible officer will fulfil all such responsibilities in accordance with the council's policy statement and TMPs and, if a CIPFA member, the Standard of Professional Practice on Treasury Management.

TMP 6 Reporting requirements and management information arrangements

This council will ensure that regular reports are prepared and considered on the implementation of its treasury management policies; on the effect of decisions taken and transactions executed in pursuit of those policies ; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.

As a minimum:

The council will receive:

- An annual report on the strategy and plan to be pursued in the coming year.
- A mid-year review.
- An annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the council's treasury management policy statement and TMPs.

The Cabinet will receive regular monitoring reports on treasury management activities and risks.

The body responsible for scrutiny, such as audit or scrutiny committee, will have responsibility for the scrutiny of treasury management policies and practices.

The Council will report the treasury management indicators as detailed in the sector specific guidance notes.

The present arrangements and the form of these reports are detailed in the schedule to this document.

TMP 7 Budgeting, accounting and audit arrangements

The responsible officer will prepare, and this council will approve and, if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with *TMP1 Risk Management*, *TMP 2 Performance measurement*, and *TMP 4 Approved instruments, methods and techniques*. The responsible officer will exercise effective controls over this budget, and will report upon and recommend any changes required in accordance with *TMP 6 Reporting requirements and management information arrangements*.

This council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

TMP 8 Cash and cash flow management

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of this council will be under the control of the responsible officer, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the responsible officer will ensure that these are adequate for the purposes of monitoring compliance with *TMP 1 Liquidity risk management*. The present arrangements for preparing cash flow projections, and their form, are set out in the schedule to this document.

TMP 9 Money laundering

This council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this are properly trained. The present arrangements, including the name of the officer to whom reports should be made, are detailed in the schedule to this document.

TMP10 Training and qualifications

This council recognises that the importance of ensuring that all staff involved in the treasury management functions are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The responsible officer will recommend and implement the necessary arrangements.

The responsible officer will ensure that Council members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and responsibilities.

Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

The present arrangements are detailed in the schedule to this document.

TMP11 Use of external providers

This council recognises that responsibility for treasury management decisions remains with the council at all times. It recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such services providers, it will ensure it does so for reasons which have been submitted to a full evaluation of the costs and benefits. It will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subject to regular review. And it will ensure, where feasible and necessary, that a spread of service providers, is used, to avoid over reliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will be observed. The monitoring of such arrangements rests with the responsible officer, and details of the current arrangements are set out in the schedule to this document.

TMP12 Corporate governance

This council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

This council has adopted and has implemented the key principles of the Code. This together with the other arrangements detailed in the schedule to this document, are considered vital to the achievement of proper corporate governance in treasury management, and the responsible officer will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

Appendix B

Interest Rate Forecasts

The data below shows a variety of forecasts published by a number of institutions. The first three are individual forecasts including those of UBS and Capital Economics (an independent forecasting consultancy). The final one represents summarised figures drawn from the population of all major City banks and academic institutions.

The forecast within this strategy statement has been drawn from these diverse sources and officers' own views.

1. INDIVIDUAL FORECASTS

Sector interest rate forecast – 23.11.09

	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13
Bank rate	0.50%	0.50%	0.50%	0.75%	1.00%	1.50%	2.25%	2.75%	3.25%	3.50%	3.75%	4.25%	4.25%	4.50%
5yr PWLB rate	2.85%	3.05%	3.20%	3.30%	3.40%	3.60%	3.85%	4.15%	4.55%	4.60%	4.80%	4.80%	4.85%	4.85%
10yr PWLB rate	3.90%	4.00%	4.05%	4.15%	4.30%	4.45%	4.60%	4.80%	4.90%	5.00%	5.10%	5.10%	5.15%	5.15%
25yr PWLB rate	4.40%	4.55%	4.65%	4.70%	4.80%	4.90%	5.00%	5.05%	5.10%	5.20%	5.30%	5.30%	5.35%	5.35%
50yr PWLB rate	4.45%	4.60%	4.70%	4.75%	4.90%	5.00%	5.10%	5.15%	5.20%	5.30%	5.40%	5.40%	5.45%	5.45%

Capital Economics interest rate forecast – 5.11.09

	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
5yr PWLB rate	2.85%	2.65%	2.15%	2.15%	2.15%	2.15%	2.15%	2.15%	2.15%
10yr PWLB rate	3.75%	3.15%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%
25yr PWLB rate	4.25%	3.95%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%
50yr PWLB rate	4.35%	4.15%	4.05%	4.05%	4.05%	4.05%	4.05%	4.05%	4.05%

UBS interest rate forecast (for quarter ends) – 30.10.09

	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11
Bank Rate	0.50%	0.50%	0.50%	0.75%	1.00%	1.50%	2.00%	2.50%	3.00%
10yr PWLB rate	3.75%	3.90%	4.05%	4.40%	4.75%	4.90%	5.15%	5.40%	5.40%
25yr PWLB rate	4.40%	4.45%	4.65%	5.00%	5.15%	5.40%	5.65%	5.90%	5.90%
50yr PWLB rate	4.50%	4.55%	4.75%	5.10%	5.25%	5.50%	5.75%	6.00%	6.00%

2. SURVEY OF ECONOMIC FORECASTS

HM Treasury – summary of forecasts of 23 City and 12 academic analysts for Q4 2009 and 2010 published in November 2009. Forecasts for 2010 – 2013 are based on 21 forecasts in the last quarterly forecast – November 2009.

BANK RATE FORECASTS	quarter ended			annual average Bank Rate			
	actual	Q4 2009	Q4 2010	ave. 2010	ave. 2011	ave. 2012	ave. 2013
Median	0.50%	0.50%	1.30%	0.70%	1.80%	3.00%	3.70%
Highest	0.50%	0.50%	2.30%	1.30%	3.30%	4.30%	4.60%
Lowest	0.50%	0.50%	0.50%	0.50%	0.50%	1.00%	1.40%

APPENDIX C

METHODOLOGY FOR ESTABLISHING CREDIT CRITERIA

The follow methodology has been used to establish the credit criteria for an organisation or group.

All Countries where investments are placed should have a minimum **Sovereign rating** of AA+

The Council will use all 3 credit rating agencies Fitch, Moody's and Standard & Poor to derive its credit criteria. The methodology has a mathematical basis and gives a score to each of the ratings. An average score is then calculated for each of the constituent rating for Long Term, Short Term, Individual and Support. A sum of the averages is then taken and duration calculated based on this final value. The methodology is completely objective and mathematical, applying equal weight to each credit rating component.

The system also takes into account negative and positive rating watches and outlook.

The methodology applies a ranking and scoring procedure to the credit rating to obtain a number, based on all the credit ratings of every rating agency, which is then compared to the scoring bands.

Scoring procedure for the 3 Credit Rating Agencies

Long Term Ratings

Fitch		Moody's		S&P	
Rating	Scoring	Rating	Scoring	Rating	Scoring
AAA	1	Aaa	1	AAA	1
AA+	2	Aa1	2	AA+	2
AA	3	Aa2	3	AA	3
AA-	4	Aa3	4	AA-	4
A+	5	A1	5	A+	5
A	6	A2	6	A	6
A-	7	A3	7	A-	7

Short Term Ratings

Fitch		Moody's		S&P	
Rating	Scoring	Rating	Scoring	Rating	Scoring
F1+	1	-	-	A-1+	1
F1	2	P-1	2	A-1	2
F2	3	P-2	3	A-3	3

Only Fitch and Moody's use Individual Ratings

Individual Ratings

Fitch		Moody's	
Rating	Scoring	Rating	Scoring
-	-	A+	0.5
A	1	A	1
-	-	A-	1.5
A/B	2	B+	2
B	3	B	3
-	-	B-	3.5
B/C	4	C+	4
C	5	C	5

Support Ratings

As only Fitch uses Support ratings, there is no need to create any equivalency tables and we can use the rating directly into the calculation.

We then calculate the scoring for each counterparty on the scoring procedure.

Example

	Fitch				Moody's			S&P	
	Long Term	Short Term	Indiv	Support	Long Term	Short Term	FRS	Long Term	Short Term
Bank									
Australia and New Zealand Banking Group	AA-	F1+	B	1	Aa1	P-1	B	AA	A-1+
Scoring	4	1	3	1	2	2	3	3	1

The Average for Long Term Rating is Fitch 4, Moody's 2 and S&P 3 = 9
9 divided by 3 (the no. of agencies) = 3

The Average for Short Term Rating is Fitch 1, Moody's 2 and S&P 1 = 4
4 divided by 3 (the no. of agencies) = 1.333

The Average for Individual Rating is Fitch 3 and Moody's 3 = 6
6 divided by 2 (the no. of agencies) = 3

The average for Support Rating is Fitch 1 as it is the only agency that uses Support Ratings

The sum total of these averages = 3+1.333+3+1 = 8.333

The score is now placed within the predetermined bands.

Bands

Colour	Lower Boundary	Upper Boundary
Purple	4.00	8.50
Orange	8.50	10.50
Red	10.50	12.50
Green	12.50	14.50
No Colour	14.50	30.00

Where:-

Purple - Exposure limit of £25 Million with a maximum duration of 24 months.

Orange - Exposure limit of £25 Million with a maximum duration of 364 days.

Red – Exposure limit of £20 Million with a maximum duration of 6 months.

Green – Exposure limit of £10 Million with a maximum duration of 3 months

No Colour – 0 months duration

In the example a score of 8.33 would place the bank in the Purple band and gives it a suggested maximum duration of 24 months.

Credit Watch/Outlook Overlay

To take into account credit watch and outlooks from the three credit rating agencies an overlay has been developed which penalises a counterparty's score.

The methodology focuses just on the negative and positive outlooks and watches. Although stable, evolving and developing outlooks are still considered important when looking for a broader credit perspective, they can not be correlated with a direct impact in the change of counterparties score on the credit list.

Watches – are considered short term actions, where as **outlooks** are considered over a longer period of time.

To take account of the effect of a bank being on **negative watch**, one point is added to the score of the relevant credit rating e.g. if Moody's placed a bank's short term rating on negative watch, we would add one point to its score. The opposite is applied for positive watches, 1 point is deducted.

To take account of the effect of a bank being on **negative outlook**, then 1/2 point is added to the score of the relevant credit rating e.g. if Moody's placed a bank's short term rating on negative outlook, we would add 1/2 point to its score. The opposite is applied for positive outlooks, 1/2 point is deducted.

In the example above for Australia and New Zealand Group if Fitch had placed the bank on negative watch we would have added one point to the Fitch Long Term score to penalise the bank

The Average for Long Term Rating is Fitch 4 +1, Moody's 2 and S&P 3 = 9 divided by 3 (the no. of agencies) = 3.333

Then when the sum total had been added together it would have changed from 8.333 to 8.666 which would move it down to a lower band – Orange.

Banks that do not have a four way credit rating

To account for banks that do not have a full 4 way credit rating i.e. Long Term, Short Term, Individual and Support ,adjustments will be made to that bank's score.

By not having a full set of ratings it can skew the score for a bank making it higher as only 2 or 3 variables are being taken into account. See example below.

Example

	Fitch				Moody's			S&P	
	Long Term	Short Term	Indiv	Support	Long Term	Short Term	FRS	Long Term	Short Term
Bank									
Jyske Bank					Aa2	P-1	B-		
Scoring					4	2	3.5		

The average score is going to be:-

Long Term - 4, Short Term – 2, Individual 3.5, Support – 0 = 9.5

As this bank is only rated by Moody's and therefore does not have a four way approach. Currently they have a score of 9.5 putting them into the Orange band.

This colour of Orange is biased upwards as only 3 ratings have been taken into account, so it is intended to drop the colour of the bank by one band for every missing rating.

So if an bank only had a Long and Short Term rating, the initial colour would be reduced by 2 bands.

Applying CDS spreads to the credit list

CDS spreads are used as it has been proven that credit rating agencies lag market events and thus do not provide investors with an “up to date” picture of the credit quality of a particular bank.

CDS spreads are used as an overlay to the credit ratings. CDS spreads provide perceived market sentiment regarding the credit quality of an institution. Since they are traded instruments, they reflect the market perception related to that entity's credit quality. Credit ratings look at a firm's fundamentals i.e. balance sheet, income statement etc. and tend to focus on a longer term view of the firm.

It is important to note that not all entities will have an actively traded CDS spread.

Trend analysis

The weekly credit list provided by Sector shows the 1 week, 1 month and 3 month percentage change in a counterparty's CDS spread. This allows Treasury officers to monitor the short, medium and long term trends of CDS spreads.

Benchmark analysis

The benchmark CDS index which measures the "average" level of the most liquid financial CDS spreads in the market is the iTraxx Senior Financials Index. This is an index published by Markit who are the leading company in CDS pricing and valuation. The index is based on an equal weighting of CDS spreads of 25 European financial companies.

The iTraxx can be used to see where an institution's CDS spread is relative to that of the market and judge its creditworthiness in that manner, as well as looking at the credit rating.

Adjusted duration

The methodology employs the rule that if the CDS spread of a bank/building society is below or equal to the level of the iTraxx, then it is deemed "In Range." It retains its' colour and duration.

If the bank/building society's CDS spread is between the iTraxx level and the iTraxx level + 50bps, then it is deemed "Monitoring." When a bank/building society is "Monitoring" its colour and duration is reduced by one band.

If the bank/building society's CDS spread is above the iTraxx level + 50bps, then it is deemed "Out of Range" its colour becomes no colour and is removed from the list.

Exceptions to this methodology

Nationalised and Part Nationalised Banks

See paragraph 13.3

In light of this the colour Blue is used, for UK nationalised or part nationalised banks
Exposure limit of £35 Million with a maximum duration of 364 days.

Government

Debt Management Office
Treasury Bills
Government Gilts

No maximum amount because if we have no capacity to place funds with other financial institutions we need to place them with the government.

Public Authorities

Unitary Authorities
Local Authorities
Borough and District Council's
Met. Police
Fire and Police Authorities

These authorities do not have credit ratings but statute suggests that credit risk attached to these authorities is an acceptable one.

Exposure limit of £25 Million with a maximum duration of 364 days.

Money Market Funds

All funds have a AAA credit rating which have a 60 day weighted average maturity. These funds allow instant access to cash, and provide enhanced yield and security.

Exposure limit of £10 Million – no maximum duration as these are instant access funds.

	Fitch rating				Moody's rating				S & P rating				Duration	CDS Data				CDS Benchmark Data				Adjusted Duration	Additional Notes		
	S Term		Indiv		S Term		FSR		L Term		S Term			A		18/12/2009	11/12/2009	18/09/2009	3 Month % Change	(Below)/Over Benchmark	(Below)/Over Benchmark			CDS Status	Adjusted Duration
	L Term	S Term	Indiv	Support	L Term	S Term	FSR	Support	L Term	S Term	L Term	S Term		A	A-1	76.7	77.6	78.0	-1.2	-1.6	-6.8			-8.1	In Range
Denmark - Sovereign	AAA																							S&P has downgraded the long term rating on 'Negative Outlook'. At the same time the short term rating has been affirmed.	
Danske Bank AS	AA+	F1	B/C	1	Aa3	P-1	C	A	A-1																
Finland - Sovereign	AAA																								
Nordea Bank Finland Plc	AA-	F1+	B	1	Aa2	P-1	B-	AA-	A-1+																
France - Sovereign	AAA																								
BNP Paribas	AA	F1+	B	1	Aa1	P-1	B	AA	A-1+															Fitch has placed the long term rating on 'Negative Outlook'. Moody's has placed the long term rating on 'Negative Outlook'. S&P has placed the long term rating on 'Negative Outlook'.	
Cajon Corp and Investment Bank(Rating Agency)	AA-	F1+	C	1	Aa3	P-1	D	AA-	A-1+																
Scotiabank	A+	F1+	B/C	1	Aa2	P-1	C+	A+	A-1																
Germany - Sovereign	AAA																								
Deutsche Bank AG	AA-	F1+	B/C	1	Aa1	P-1	B	A+	A-1															Fitch has placed the long term rating on 'Negative Outlook'. Moody's has placed the long term rating on 'Negative Outlook'. S&P has placed the long term rating on 'Negative Outlook'.	
Norddeutsche Landesbank Grozentrale	A	F1	C	1	Aa2	P-1	C-	A-	A-2																
Netherlands - Sovereign	AAA																								
Bank Nederlandse Gemeenten	AAA	F1+	A	1	Aaa	P-1	A	AAA	A-1+																
ING Bank NV	A+	F1+	C	1	Aa3	P-1	C+	A+	A-1																
Co-operative Centrale Raiffeisen - Boerenbond	AA+	F1+	A	1	Aaa	P-1	B+	AAA	A-1+																

	Fitch rating		Moody's rating		S & P rating		Duration	18/12/2009	11/12/2009	18/09/2009	Week % Change	3 Month % Change	(Below)/Over Benchmark	(Below)/Over Benchmark	Adjusted Duration	Additional Notes	
	L Term	S Term	L Term	S Term	L Term	S Term											AAA
Singapore - Sovereign	AAA		AAA		AAA		Not Applicable								Not Applicable	Moody's has placed the long term FSR rating on 'Negative Outlook'.	
DBS Ltd	AA-	F1+	Aa1	P-1	AA-	A-1+	Orange	40	40	55	0	-27.3	-43.5	In Range	Orange		
	Fitch rating		Moody's rating		S & P rating		Duration	18/12/2009	11/12/2009	18/09/2009	Week % Change	3 Month % Change	(Below)/Over Benchmark	(Below)/Over Benchmark	Adjusted Duration	Additional Notes	
	L Term	S Term	L Term	S Term	L Term	S Term	Duration	18/12/2009	11/12/2009	18/09/2009	Week % Change	3 Month % Change	(Below)/Over Benchmark	(Below)/Over Benchmark	Adjusted Duration	Additional Notes	
	AAA		Aaa		AAA		Not Applicable								Not Applicable		
	AAA		Aaa		AAA		Not Applicable	104.4	91.3	64.5	14.4	61.9	20.9	Monitoring	Not Applicable	S&P has affirmed the sovereign rating and placed it on 'Negative Outlook'.	
	AA-	F1+	Aa2	P-1	AA	A-1+	Orange	84.6	65.8	74.6	-1.4	13.4	1.1	Monitoring	Red	Fitch has placed the long term rating on 'Positive Outlook'. Moody's has placed the long term rating on 'Negative Outlook'. S&P has placed the long term rating on 'Negative Outlook'.	
Banco Bilbao Vizcaya Argentaria	AA-	F1+	Aa2	P-1	AA	A-1+	Orange	139.7	147.7	139.6	-2.1	0.1	56.2	Out of Range	Purple	Moody's has placed the long term rating on 'Negative Outlook'. S&P has placed the long term rating on 'Negative Outlook'.	
Banco Popular Espanol	AA-	F1+	Aa3	P-1	A	A-1	Orange	81.6	83.5	72.6	-2.3	12.5	-1.9	In Range	Purple	Moody's has placed the long term rating on 'Negative Outlook'. S&P has placed the long term rating on 'Negative Outlook'.	
Banco Santander	AA	F1+	Aa2	P-1	AA	A-1+	Purple							In Range	No Data Available		
Confederacion Espanola de Caja de Ahorros	AA-	F1+	Aa3	P-1	AA	A-1+	Orange							In Range	No Data Available		
	Fitch rating		Moody's rating		S & P rating		Duration	18/12/2009	11/12/2009	18/09/2009	Week % Change	3 Month % Change	(Below)/Over Benchmark	(Below)/Over Benchmark	Adjusted Duration	Additional Notes	
	L Term	S Term	L Term	S Term	L Term	S Term	Duration	18/12/2009	11/12/2009	18/09/2009	Week % Change	3 Month % Change	(Below)/Over Benchmark	(Below)/Over Benchmark	Adjusted Duration	Additional Notes	
	AAA		Aaa		AAA		Not Applicable	54.3	50.7	45.8	7.1	18.8	-29.2	In Range	Not Applicable		
	AA-	F1+	Aa2	P-1	AA-	A-1+	Orange							In Range	Orange	Moody's has placed the FSR rating on a 'Negative Outlook'.	
Nordea Bank AB	AA-	F1+	Aa2	P-1	AA-	A-1+	Orange							In Range	Orange	Moody's has placed the FSR rating on a 'Negative Outlook'.	
Svenska Handelsbanken AB	AA-	F1+	Aa2	P-1	AA-	A-1+	Orange	57.5	59.5	59.3	-3.4	-3	-26	In Range	Orange		
	Fitch rating		Moody's rating		S & P rating		Duration	18/12/2009	11/12/2009	18/09/2009	Week % Change	3 Month % Change	(Below)/Over Benchmark	(Below)/Over Benchmark	Adjusted Duration	Additional Notes	
	L Term	S Term	L Term	S Term	L Term	S Term	Duration	18/12/2009	11/12/2009	18/09/2009	Week % Change	3 Month % Change	(Below)/Over Benchmark	(Below)/Over Benchmark	Adjusted Duration	Additional Notes	
	AAA		Aaa		AAA		Not Applicable	84.4	76	46.5	11	81.5	0.8	Monitoring	Not Applicable	S&P has placed the sovereign rating on 'Negative Outlook'.	
	AA-	F1+	Aa3	P-1	AA	A-1+	Orange	62.7	64.7	63.9	-3.1	-1.8	-20.8	In Range	Orange	Moody's has placed the long term and FSR rating on 'Negative Outlook'. S&P has placed the long term rating on 'Negative Outlook'.	
Abbey National	AA-	F1+	Aa3	P-1	AA	A-1+	Orange							In Range	Orange	Moody's has placed the long term and FSR rating on 'Negative Outlook'. S&P has placed the long term rating on 'Negative Outlook'.	
Alliance & Leicester Plc	AA-	F1+	Aa3	P-1	AA	A-1+	Orange	63.7	64.1	65.7	-0.6	-2.9	-19.8	In Range	Orange	Fitch has removed the individual rating from 'Negative Watch'. The outlook on the long term is 'Negative Watch'.	
Barclays Bank Plc	AA-	F1+	Aa3	P-1	AA	A-1+	Orange	87.5	88.7	76.6	-1.4	14.3	4	Monitoring	Red	Moody's has placed the long term and FSR rating on 'Negative Outlook'.	
Clydesdale Bank	AA-	F1+	A1	P-1	A+	A-1	Red							No Data Available	No Data Available	Moody's has placed the long term and FSR rating on 'Negative Outlook'.	

Agenda Item 10

London Borough of Hammersmith & Fulham



Cabinet

8 FEBRUARY 2010

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

Councillor Sarah Gore

**REPORT ON THE INCREASED DEMAND FOR
CHILD PROTECTION SERVICES
FOLLOWING THE BABY PETER CASE**

**Wards
All**

This report outlines the financial impact in Hammersmith and Fulham of increased social care costs following the Baby Peter case.

CONTRIBUTORS

DChS
DFCS
ADLDS

Recommendations:

- 1. To note the service reviews and other mitigating action within Children Services to address spending pressures within the Complex Needs division.**
- 2. To note that the 2010-11 estimates contain a growth proposal of £1m in recognition of the continued spending pressure faced by the Complex Needs division following the Baby Peter case.**
- 3. To approve a virement of £1m in 2009-10 from reserves to support spending pressures faced by the Complex Needs division following the Baby Peter case.**

1. BACKGROUND

- 1.1 The publicity surrounding the death of Baby Peter (Nov 2008) generated a heightened awareness of children's need for protection by both the public and professionals and has led to a significant increase in referrals and child protection activity nationally and locally. Appendix A sets out the operational impact on the Complex Needs division since November 2008.
- 1.2 This report outlines the financial impact in Hammersmith and Fulham, including the need for additional funding and mitigating measures introduced within the Complex Needs division and the Children's Services Department to contain spending pressures in 2008-09, 2009-10 and in 2010-11
- 1.3 The 2008-09 outturn position for CHS was an overspend of £0.562 million (excluding asylum costs). The increased social care activity that followed Baby Peter's death and other pressures within the Complex Needs division contributed to the department's outturn position with an overspend of approximately £1m.
- 1.4 The areas of pressure during 2008-09 can be separated into three key areas of staffing, transport and contact costs as set out below, (excluding legal costs that were funded corporately).

	£000
Additional social work costs in order to address the increase in referrals as a result of the recent Baby Peter publicity	545
Complex Needs Transport: Extra expenditure on contact and transport of Looked After Children.	350
Increased Contact costs as a result of court directed arrangements.	100
Total	995

- 1.5 The department contained the outturn position to £0.562 million through use of alternative funding opportunities and some in-year savings.

2. 2009-10 REVENUE POSITION

- 2.1 As part of the analytical review of the 2008-09 outturn it was identified that the continuing increased demand pressures would need to be countered by significant spend reductions within the department in order to contain the overspend as much as possible. A Budget Action Plan was prepared and

implemented in order to deliver total cost reductions of £1.1m, including (initially) £0.25 million within Complex Needs for 2009-10.

- 2.2 However, as set out in Appendix A, the pressure on the service as a result of the Baby Peter case continues to increase. The general “front door” indicators of new work coming into the Department are: the number of Initial Child Contacts, Initial Assessments, and Core Assessments; these have all shown between 20% and 30% increases as compared with last year.
- 2.3 In addition, key indicators relating to the number of child protection investigations undertaken, the number of initial child protection conferences, the number of children on the child protection list, and the number of care proceedings have shown a much higher rate of increase of between 55% - 85%.
- 2.4 All of this increased volume, together with other spending pressures within Complex Needs incurs additional expenditure. However the department is responding by attempting to minimise unbudgeted expenditure and to ensure that it can demonstrate increased value for money in the delivery of these services.

3. COMPLEX NEEDS SERVICE REVIEWS AND ACTION PLANS

- 3.1 One of the reviews that has been initiated has been a review of the transport arrangements for looked after children which has resulted in the introduction of a number of controls, greater scrutiny of new contact arrangements and a review of existing ones. As a direct consequence of this review, the monthly costs associated with transport have decreased by an average of 50% during the year with a reduction of 60% in the number of journeys undertaken in the same period.
- 3.2 In addition the service had an action plan associated with the achievement of an MTFS headcount target for the division of 5% [14 posts] .This has been more than doubled to the deletion of 31 funded posts during 2009-10.
- 3.3 The full list of prioritised service reviews is set out below
 - Review of the Contact Service
 - Further review of the structure of the Division
 - Review of social work caseloads
 - Review of the Emergency Duty Team [Out of Hours Service]
 - Review of the service to 18+ care leavers,
 - Review of Preventative Services
 - In conjunction with Joint Commissioner, review of joint funded placements.

4. CHILDREN SERVICES DEPARTMENT

4.1 However, the spending pressures faced by Complex Needs cannot be fully contained within the division. Both in 2008/09 and 2009/10 the department's financial position has been predicated upon the need to move funding in from other divisions to support the spending pressures faced.

4.2 A major area of consideration for the department is the need to drive efficiencies out of the commissioning process. The proportion of the Council's budget that is available for commissioning is about £6m. The presumption is that the Department will deliver 20% the target saving i.e. £1.2 over 5 years. So far the following initiatives are being worked on.

- * £70k from management costs
- * £170k from staff cost efficiencies
- * £270k recommissioning family support services
- * £260k recommissioning youth services

= £770k

4.3 In total, £860k of funding has been redirected into Complex Needs in 2009-10 to support spending pressures and as substitution for undeliverable MTFS initiatives.

5. 2009-10 FUNDING REQUIREMENT

5.1 In spite of the many initiatives introduced during the current year, the revenue forecast shows that further spending pressures on the department are expected to be sustained in the current year, and that activity levels higher than those reflected in the budget will also continue to rise. The following table sets out the spending pressures specifically relating to Complex Needs as a consequence of the Baby Peter case.

Reason	Estimated Cost
Cost of staff to accommodate the increase in referrals etc.	838,000
Increased care proceedings, courts fees and PLO	660,000
Increase court ordered supervision of contact	179,000
Increased security required to manage those new cases where parents are threatening	63,000
The cost of additional looked after children in fostering / residential placements	155,000
Serious Case Reviews	10,500
Independent Audit on the quality of safeguarding in Baby Peter type cases.	30,500
Total additional costs	1,936,000

- 5.2 In addition to the spending pressures set out above, the Complex Needs division is facing other pressures totalling £1.7m. However, the initiatives adopted by the department have reduced the overall departmental overspend to £1.3m
- 5.3 In light of the continuing pressure on the Complex Needs division of the Children Services Department it is recommended to draw down £1m from reserves to fund expenditure specifically related to the impact of the Baby Peter case.
- 5.4 The department would then be expected to deliver a balanced budget for 2009-10 and beyond.

6. 2010-11 FUNDING REQUIREMENT

- 6.1 Initial analysis has indicated that spending pressures affecting the child protection service could increase to £2.5m in 2010-11. The department's response to this has been three-fold. Significant efficiencies are to be derived from a number of service reviews within the Complex Needs [Complex Needs] division. In addition to this there will need to be a redirection of resources into the division from elsewhere in the department. Whilst these initiatives will deliver significant resources totalling £1.5m it is expected that a further £1m will be required and this is contained as a growth proposal in the 2010/11 estimates.

7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 7.1 The monthly Corporate Revenue Monitor Report has highlighted the budget pressures facing Children's Services over recent months. Cabinet have noted such pressures and have previously approved the draw down of £0.660m from balances to help the 2009/10 position. The report sets out the on-going spending pressures affecting the complex needs division and the response by the Children's Services department to contain expenditure as much as possible. It is proposed that an additional £1m draw down from balances be approved.
- 7.2 Provision has been made within the MTFs to finance £1m of growth in children's services relating to the baby Peter case from 2010/11 onwards and the further draw down in the current year would reflect the increased level of spend that could not have been fully anticipated when setting the estimates for the current year.
- 7.3 In order to achieve a balanced budget in the current year, Children's Services will have to produce further savings of £300k as set out in the CRM period 7. This will be monitored through the remainder of the year. The Council's general reserves stood at £14.8m as at 1st April 2009 and

Cabinet have so far approved that a total of £0.860m be drawn down in the current financial year. It is now proposed that a further £1m be drawn down. A budget recovery plan has been put in place to minimise all other emergent spend pressures.

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

8.1 The comments from the Assistant Director (Legal and Democratic Services) have been incorporated into the appendix of 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.	Financial Information	Dave McNamara	CHS, Cambridge House
2.	Child Protection Services – Background papers	Steve Miley	CHS, Cambridge House

Appendix A

REPORT ON THE INCREASED DEMAND FOR CHILD PROTECTION SERVICES FOLLOWING THE BABY PETER CASE

1 PURPOSE

1.1 The publicity surrounding the death of Baby Peter (Nov 2008) generated a heightened awareness of children's need for protection by both the public and professionals and has led to a significant increase in referrals and child protection activity nationally and locally. This report outlines the impact in Hammersmith and Fulham, covering both the increased child protection activity and the consequential additional costs.

2 BACKGROUND

2.1 Harm to children remains a serious problem in society. Children continue to be harmed by physical injury, sexual abuse, and their development may be impaired by neglect or emotional abuse. The increasing prevalence of drug and alcohol misuse by parents significantly impacts on child protection numbers. Increasing awareness of the impact of domestic violence on children's self image and confidence has widened the scope of child protection to include these children. These changes in society, together with increasing awareness by the public and professionals of the shared responsibility for protecting children by referring children who may be at risk of harm, has led to a higher number of children needing protection. Although the number relative to the total child population remains small.

2.2 Child protection involves the identification and assessment of the care provided to children who may be a risk of harm from their parents/carers; the development of a plan to reduce the risk of harm to those children by the coordination and provision of services; it also requires continuous monitoring of the effectiveness of that plan; and action taken to seek a court order to remove children where risks to children cannot be reduced by the child protection plan and services.

2.3 Since the publicity surrounding the Baby Peter case higher demand for child protection services has impacted on the following areas:

- **Contact and Assessment (CAS).** Our "front door service" responds to new referrals by screening all communication with the Department, deciding what should be passed on to other services and where necessary follows up referrals with an assessment or child protection enquiry. CAS will investigate child protection referrals and where indicated, call an initial child protection conference to bring all agencies working with children together. Where the risk to children is immediate and high, CAS will take emergency action to remove children.

- **Family Support and Child Protection (FSCP).** Where further work is needed, after the first case conference, the FSCP service will take the case over. Their role is to assess and coordinate work to reduce the risk to children. They will monitor the multi agency plan to ensure progress is being made; and where sufficient progress is not made and children remain at risk they will take the case to court seeking a court order for the removal of the children.
- **Safeguarding and quality assurance (SQA).** This service provides the coordination of child protection case conferences, the independent chairs of case conferences and if a child becomes looked after (formerly known as “in care”) the independent chair of the child’s looked after review meeting which reviews the plans for looked after children at regular intervals. The service provides an independent check on the appropriateness of the child protection plan and the quality of service provision. It is a regulatory requirement that this service is at “arm’s length” from the delivery of operational services.
- **Legal.** If at any point the risk to children is so significant that the assessment concludes they should not remain at home either the CAS or FSCP service may make an application to court to seek the removal of the children from the care of their parent. Legal services provide specialist advice and guidance in the making of this decision, and coordinate where necessary the written application and evidence, and brief the barrister providing the advocacy for the Local Authority in the court proceedings.
- **Contact service and transport/escorting costs.** Where children become looked after by an order of the court a contact order specifying the amount of contact between the parents and the children will usually be made. This contact has to be arranged and monitored; this is done by our contact service at Askham Centre. Contact is usually for up to two hours, between three and five times a week; necessitating someone to bring the child to the centre, a contact supervisor to monitor and note the interactions between the parent and the child and then write up notes which may be used in court. The cost implications extend beyond the contact supervision time to include the transport costs and the cost of escorting the child to the contact centre. Two thirds of the fostering placements are outside the Borough boundary due to the difficulty in recruiting sufficient local foster carers. A significant cost of providing contact is transport and escorting costs.
- **Placements for children.** Where children need to be removed from the care of their parents the Council needs to provide a fostering placement for them or residential care if there are special circumstances which mean a foster carer could not manage the child. The average cost of a fostering placement is £23k per year plus staffing costs for an in house placement and £44k for a purchased placement from an independent provider (which includes the staffing costs). Where children cannot remain in fostering placements then the cost for residential care is

between £100k and £150k per year. Where for child protection reasons children need to be removed a significant proportion of the Local Authority costs arises from placement costs.

- **Schools and other external agencies.** Schools have an important role in the identification of children needing child protection services and in monitoring children where a child protection concern exists; where there is a concentration of children with child protection concerns some schools have reported difficulty in maintaining the necessary level of attention and monitoring of children without taking staff away from other tasks.

3 THE INCREASED LEVEL OF DEMAND

3.1 Demand remains at a significantly higher level than a year ago and shows no sign of abating.

3.2 The general “front door” indicators of new work coming into the Department are: the number of Initial Child Contacts, Initial Assessments, and core assessments; these have all shown between a 20% and 30% increase as compared with last year.

- Initial child contacts¹ have increased from an average of 590 per month prior to 1st October 2008 to 700 per month in the period since then. (18%)
- Referrals² were averaging 125 a month in the six month prior to October 2008 and since then have averaged 153 a month. (20% increase).
- Initial Assessments³ have increased from an average of 106 per month in the 6 months prior to 1st October 2008 to 127 per month in the period since then. (19%)
- Core assessments⁴ have increased from an average of 40 per month in the first 6 months prior to 1st October 2008 to 53 per month in the period since then (32%).

3.3 As well as the general indicators noted above reflecting an increase in demand, so have the specific child protection indicators shown an increase as compared with last year; the key indicators are the number of child protection investigations undertaken, the number of initial child protection conferences, the number of children on the child protection list, and the number of care proceedings. These child protection indicators have shown a higher rate of increase than the general indicators listed in para 3.2 and have increased by 55% - 85%.

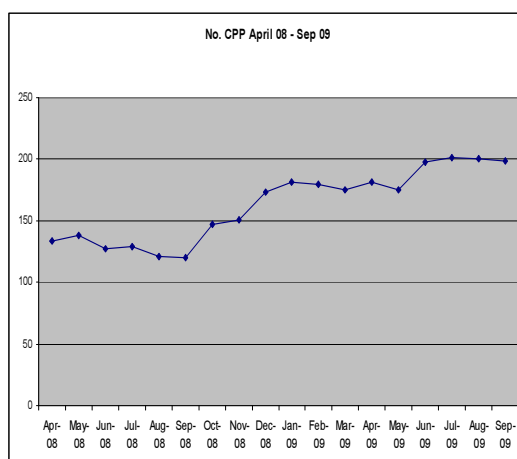
¹ A contact is a communication received by the Department about a child.

² A referral is defined as a request for services to be provided by the social services department

³ An Initial Assessment is the initial information gathering which must be done within 7 working days

⁴ A core assessment is defined as an in-depth assessment which addresses the central or most important aspects of the needs of a child and the capacity of his or her parents or caregivers to respond appropriately to these needs..

- The number of child protection enquiries has increased from an average of 23 a month to 36 a month – an increase of 56%.
- Initial child protection case conferences have increased from an average of 10 per month to 18.5 per month – an increase of 85%
- The number of children on the child protection list has increased from 121 a year ago to just over 200 today – an increase of a 65% (see table below)



3.4 Care proceedings. Not all child protection plans are effective in reducing risk to children and where the risk remains high then court action is needed to protect children. So a logical consequence of having high number on the child protection list is that a higher number of children in care proceedings will result. There is currently a high proportion of the looked after population involved in care proceedings. New tracking arrangement have been put in place and Legal Services estimate that there has been an increase of 11% in the number of care proceedings since the conviction in November 2008 of the mother of Baby Peter and her partner. This level of increase is actually much lower than reported nationally.

Care Proceedings

	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09
Ongoing care proceedings at start of month	47	44	48	53	51	46	47	45
(number of children)	76	73	78	91	87	79	82	83
New care proceedings	1	4	8	7	0	3	3	

this month -								
(number of children)	1	5	16	10	0	6	12	

4 THE IMPACT OF THIS ADDITIONAL DEMAND

4.1 Regulatory requirements and Ofsted inspection have recently had a focus on the timescales for Initial Assessment and Core Assessments. Some Local Authorities have been heavily criticised in the unannounced Ofsted inspection for not meeting timescales; the referral must be completed in 24hrs, the Initial Assessment in 7 working days and the core assessment in 35 working days. In order to maintain the same quality of work and to meet the tight timescales for the increased number of referrals and child protection work the Department has required additional social worker hours to meet the increased demand and undertake the assessment and work with families. The timescales for these assessments have improved and are above the national average as shown in the following tables.

Initial Assessments % of IA completed within 7 working days of referral - NI59			Core Assessments % of CA completed within 35 working days of Initial Assessment - NI60		
	2008	2009		2008	2009
H&F	76.4	80.0	H&F	83.0	85.0
SN	77.7	78.5	SN	79.4	81.0
England	70.7	72.0	England	80.0	78.0

4.2 Section 3.3 shows that the biggest increase in demand is in the child protection areas – these are the more lengthy and time consuming processes for staff. The work with children on the child protection list usually last a year and can be up to two years. Care proceedings involves intensive work and numerous court statements and court appearances over a year. So the increases in general demand and the high increases in child protection work - particularly those families with children on the child protection list, coupled with the intensive work required in court proceedings, has led to the need for more staff to undertake the whole range of work from receiving referrals through to coordinating case conferences and finally undertaking care proceedings.

4.3 For children on the child protection list there are likely to be six formal multi agency meetings (case conferences or child protection planning meeting know as “core group” meeting) case conferences per year. In addition the case conferences require organisation and minuting; the high number of conferences has stretched agencies and up to a third of conferences have had to be rescheduled to ensure they are quorate adding to the additional administrative burden.

5 QUALITY OF CHILD PROTECTION WORK

5.1 It is clear that demand on the division is high. In such circumstances the quality of work can suffer. However the monitoring of timescales, internal audits and an

unannounced Ofsted inspection of CAA have all shown that the Department is maintaining the required quality standards. All the key services CAS, FSCP and SQA, with temporary additional posts, have been able to allocate the extra work, maintain timescales for Initial Assessment and core assessments, and maintain standards across a range of work which has tight internal and external scrutiny.

- 5.2 As part of the Laming report recommendations Hammersmith and Fulham undertook an audit of the child protection work undertaken with an external consultant. This work concentrated on children under the age of two who came to the attention of children's social care, (like Baby Peter). It was undertaken in 3 stages. The first stage was a full case file audit of all children 'under two' subject to a child protection plan and a random selection of case files of children 'under two' referred to children's social care.
- 5.3 The second stage of the 'under two' work involved a choice of 10 cases where there was evidence of good practice and where there were concerns about interventions. This work involved interviewing social workers, team managers and one other key professional. The outcomes of this thorough examination were - an endorsement of child protection practice in the borough as no child's case was seen to be presenting with concerns consistent with the criticisms made in the Baby Peter case. There were some recommendations that centred around practice areas in relation to thresholds in cases where care leavers become parents, consistent management oversight, Framework I and ICS issues and case progression. These are being tracked through an action planning system by the Safeguarding and QA unit.
- 5.4 The third piece of work involved an examination of 30 children's files where a child protection enquiry had been commenced within the contact an assessment service.
- 5.5 The key message from these audits was that frontline child protection practice was assessed as 'safe' with no cases of immediate concern noted.
- 5.6 The recent Ofsted inspection of the CAS service was an excellent result as Hammersmith and Fulham was one of less than half the Local Authorities in the country to get through this post Baby Peter examination with a positive result. The Ofsted inspection praised the work in Hammersmith and Fulham for the efficient arrangements for the allocation and oversight of cases, good systems of performance management and high morale among the staff. Unlike the majority of Ofsted inspection of this area of the child protection work there were no areas of "priority actions" required of the Department. The additional posts in CAS (as outlined below) were essential in achieving this excellent result.
- 5.7 The forthcoming safeguarding inspection (date to be determined but expected next year) will also be a significant test of the standards of child protection practice in the Department. This is the new Ofsted inspection regime put in place after the Laming report and will involve a thorough examination of the standards of child protection and looked after children. Eight inspectors visit the service for two weeks. This in depth assessment will be a thorough examination

of the child protection work in this Department and between the agencies working in this Local Authority.

5.8 Because of the size of this increased demand without additional posts it would not be possible to allocate the increased work and to maintain the necessary standards required for effective child protection work. Nor would the Department be in a good position to manage the forthcoming in depth Ofsted inspection of child protection work.

6 ADDITIONAL STAFFING NEEDED TO MEET THIS DEMAND

6.1 In order to manage this additional demand additional staffing resources have been needed in Contact and Assessment, Family Support Child Protection and Safeguarding Quality Assurance.

6.2 In total 13 posts have been needed to manage the increased demand.

	Manager/Chair	Social workers	Screeener	Case conference Coordinator
CAS	1	4	1	0
FSCP	0	4	0	0
SQA	1	0	0	2
Total	2	8	1	2
Total number of temporary posts 13				

- In CAS – a team manager, screening office (screen the initial contacts), and four social workers to manage the increased front door demand.
- In FSCP – four additional social workers have been brought in to manage the increased number of children on the child protection list – now over 200 compared with 120 in September 2008.
- In SQA – 3 additional staff has been needed to chair and coordinate case conferences

7 ADDITIONAL CONSEQUENTIAL COSTS

7.1 In addition to the posts outlined above the increase in child protection demand has impacted on legal cost, contact costs, and placements costs.

7.2 Legal costs. Each set of legal proceedings can last a year or more and involve regular court hearing, culminating a final hearing lasting up usually 5 days or more. Care proceedings are particularly expensive. The Local Authority has to pay the court to initiate proceedings; the main payments are to the in house lawyer service who works closely with the social worker to assess and prepare the case, and payments to the external barristers who represent the Local

Authority in court. Additional costs arise from assessments commissioned by the Local Authority to strengthen the case, together with any expert assessments ordered by the court.

7.3 Contact costs. For each child who is involved in proceedings the court will order contact to be arranged between the child and the parents. Sometimes due to conflict between the parents the contact arrangements have to be separate. Contact costs can vary significant but can involve:

- transport costs (public transport, which is the default position, or taxi depending on the age of the child, distance, availability of public transport).
- escorting the child – where the foster carer cannot bring the child to the contact an escort will be used.
- supervision of the contact – all court directed contact has to be supervised and notes taken; this forms part of the overall assessment of the capability of the parents to meet the children’s needs.
- security costs – where there is a threat of parents abducting the child or threatening staff additional security needs to be brought in.

7.4 The aim is to always place children with a foster carer; however there is a shortage of local foster carers and two thirds of our foster carers live outside the borough. Where possible they take children to school but if they have children of their own or have other looked after children attending another school they may need support. An escort for the child can be provided and where necessary if public transport is not appropriate (usually due to distance or time) taxi support as well. Contact usually takes place after school for children of school age to reduce costs. Contact costs can be up to £300 per week. The increase in proceedings has led to additional pressure on the transport and contact expenditure.

7.5 Placement costs. Similarly the increase in proceedings has led to additional cost of placements that the Department would not otherwise have had.

7.6 Agency social workers. In the immediate aftermath of the publicity surrounding the criminal case and the Laming report, a number of social workers concluded that they no longer wished to work in child protection. In the FSCP service the number of agency social workers rose to 66% of the staffing (18 out of 27 social workers); agency social workers cost up to £15k per annum more than permanent staff. So there has been a significant impact on the staffing costs of the Department in this financial year.

7.7 Additional support measures (independent mentoring, a support group) and a retention bonus have been put in place and the number of agency staff has been significant reduced. So the cost of agency social workers should not be an ongoing problem if we can maintain these staffing level. There is an ongoing

cost of these support measures.

Service	Reason	Estimated Cost
Additonal Cost of Staffing	Cost of additional posts and agency oncosts to accommodate the increase in referrals etc.	838,000
Legal	Increased care proceedings, courts fees and PLO	660,000
Supervision of Contact	Increase court ordered supervision of contact	68,000
Security	Increased security required to manage those new cases where parents are threatening	63,000
Transport	Increased transport to get children to contact / school etc	111,000
Escorts	Required when foster carers cannot take children due to other children / commitments	included in above
Placement Cost	The cost of additional looked after children in fostering / residential placements	155,000
Serious Case Reviews		10,500
Audit of Under 2's	Independent check on the quality of safeguarding in Baby Peter type cases.	30,500
	Total additional costs	1,936,000

8 TOTAL FINANCIAL IMPACT

- 8.1 The total financial impact to date of the rise in child protection demand is £1,936k.
- 8.2 The great financial risk comes from a potential increase in children's placements costs. Hitherto the impact on the number of placements has not been significant in 09/10 as children are only now beginning to become looked after following a period of time on the child protection list and in proceedings. A number of children have or are expected to become looked after as a consequence of the increase in referrals following the Baby Peter case. There are currently 80 children in proceedings which is an 11% increase on previous years. Generally half of the children in proceedings are accommodated during proceedings and therefore an additional 5 children have been accommodated as a result of the increase post Baby Peter. These children have been placed where possible in foster care, either in house or agency. The cost of these placements in 09/10 is £155k.
- 8.3 Additional financial pressure arises from children on the verge of care proceedings. There are currently 40 children currently subject to Public Law Outline. This new procedure, introduced in April 2008, requires Local

Authorities to formally write to parents and meet with them and their solicitor where the concerns are such that the Local Authority is considering initiating care proceedings. If all of these children move to proceedings in 10/11 and 50% become accommodated in fostering placements the full year cost would be £620k. Therefore the full year cost of the additional placements will be £775k. This will be significantly more should any of these children need to be accommodated in residential placements.

- 8.4 The increase in activity since the Baby Peter case has not diminished and therefore the Department has not been able to reduce the staffing to pre October 08 levels. It is expected that the continued public awareness and referrals from other agencies will cause the level of activity to be sustained for the coming year and possibly beyond. The full year impact of the additional staffing is £718k across the three teams affected.
- 8.5 The funding currently provided in 2009/10 for legal fees and staffing has been allocated on a one off basis from corporate contingency. The ongoing costs will not be able to be accommodated in the Children's Services budget for 10/11.

9 FUTURE PROJECTIONS

- 9.1 It is difficult to predict with any certainty the length of time that these additional costs will impact on the Department. There will be a continuing impact if there is either (a) continued higher referrals and child protection numbers and/or from (b) a potential increase in the number of looked after children arising from the current high number of children on the child protection list and (c) those where the Department has given formal notification that it will initiate care proceedings if parents do not cooperate with the child protection plan.
- 9.2 Regarding (a) the high referrals and child protection enquiries/numbers on the child protection list– the current high demand shows no sign of reducing though the number on the child protection list does appear to have reached a plateau.
- 9.3 Regarding (b) There is a statistical correlation between numbers on the child protection list and numbers of children removed through care orders as inevitably there are a proportion of children on the child protection list for whom the plans to reduce the risk to them are not effective (often due to parents resistance or difficulty in overcoming their misuse of drugs or alcohol) and so court action seeking removal has to be taken. So a higher number of children on the child protection list will subsequently probably mean higher numbers in court. In Hammersmith and Fulham since Baby Peter there has been an 11% increase in proceedings. But nationally the increase is reported to be between 55% and 75%. The family courts received 755 care and supervision order applications in July, 270 more than in the same month last year. The total for the period April to July was 2,826, almost 75% higher than the same period last year, and averages out at 707 per month, compared with 408 over the same time last year.

- 9.4 Regarding (c) Those children who the Department is worried about and are on the verge of taking to court are listed under the Public Law Outline. There are currently 39 children being dealt with under the Public Law Outline; it records those children where the Local Authority has serious concerns that unless steps are taken by the parents to rectify matters then the Department will have to go to court. The high number of children in this procedure suggests that in the course of the next year the number of care proceedings will rise.
- 9.5 There is a time delay between increased numbers on the child protection list and the full impact on the looked after children numbers; the Department will work with parents with the aim of reducing the risk to children; some time is needed to see if those plans are effective; however if repeated case conferences confirm that the risk to children remains high then the Department must consider stronger action. Any child who has been on the child protection list for over 15 months triggers a special review to assess if court action should be taken.
- 9.6 It is therefore likely that over the next year we will see the impact of high child protection list numbers on care proceedings numbers and the looked after population.

10 CONCLUSION AND RECOMMENDATION

- 10.1 The analysis of the activity shows that there has been a general increase in demand (referrals and Initial Assessment's) and a significantly higher increase in the child protection activity (child protection enquiries, initial case conferences, children on the child protection list).
- 10.2 The increased number of care proceedings is lower than the national increase; but the number of children on the verge of care proceedings (under the Public Law Outline) reflects a growing pressure which could translate into care proceedings and more looked after children; it therefore needs to be carefully monitored.
- 10.3 Internal audits and Ofsted inspection results to date show that with the increase in staffing levels the quality of work has been maintained. The forthcoming in depth Ofsted inspection of safeguarding and looked after children (expected any time from Jan 2010 onwards) will be a key test of how the Department is managing the increased child protection demands.
- 10.4 The total financial impact of meeting this increased demand in this financial year is £1,936k.
- 10.5 The additional costs for 2010/11 are difficult to predict given how much of the costs are associated with looked after children's placements and the number of new looked after children is not accurately predictable.

London Borough of Hammersmith & Fulham



Cabinet

8 FEBRUARY 2010

LEADER

Councillor Stephen Greenhalgh

DEPUTY LEADER (+ENVIRONMENT)

Councillor Nicholas Botterill

CABINET MEMBER FOR PARKS, CULTURE & HERITAGE

Councillor Frances Stainton

CABINET MEMBER FOR HOUSING

Councillor Lucy Ivimy

CABINET MEMBER FOR CHILDREN'S SERVICES

Councillor Sarah Gore

CONTRIBUTORS

CSD
BPM- VPS
ADLDS
DFCS

HAS A PEIA BEEN COMPLETED?
YES

DEVELOPMENT OF WORMHOLT AND WHITE CITY COLLABORATIVE CARE CENTRE AND HOUSING SCHEME LAND DISPOSAL AND SWAP

Wards
Wormholt and White City

To enable the Council's preferred scheme for the Collaborative Care Centre Development (known as the Site A scheme) to progress requires land to be swapped between Wormholt Park with land at Sawley Road and Bryony Road as well as a transfer of additional land to Building Better Health (White City) Limited (the developer). The land swap between Wormholt Park and land at Sawley Road and Bryony Road does not result in any net loss of open space.

A separate report on the exempt part of the Cabinet agenda provides confidential financial information about this matter.

Recommendations:

- 1. To approve the proposed swap of land within Wormholt Park with land at Sawley Road and Bryony Road as detailed in appendix 1.**

- 2. To approve that the additional land required for the Site A scheme as detailed in appendix 2 be added at nil consideration to the land already leased to Building Better Health (White City) Limited under the lease dated 27th February 2007.**

1. INTRODUCTION AND BACKGROUND

- 1.1 Following Cabinet approval on 6th September 2005 a conditional Agreement was completed date 28th July 2006, with Building Better Health (White City) Ltd (BBH) for the development of the former Janet Adegoke Leisure centre site to provide a range of facilities with the objective of improving economic, social and environmental well being. This agreement provided for Building Better Health to pursue a Site A scheme or a Site B scheme. The preferred scheme being Site A (a larger site) since by accommodating an improved physical design and layout of the proposed development it provided increased improvements to the economic, social and environmental well being for the area.
- 1.2 At the time the whole of Site A could not be transferred to BBH because:-
 - (a) part of Site A is within Wormholt Park and subject to 1909 restrictive covenants in favour of the Church Commissioners for England to preserve the land as open space; and
 - (b) the same part of Site A could not be sold without the Council having completed the public consultation procedures for sale of open space under section 123(2A) of the Local Government Act 1972.
- 1.3 Consequently an alternative scheme was proposed for a smaller Site B which excluded the land affected by the 1909 restrictive covenants and the open space but which would require a re-design of the development. At the time both Sites A and B had the same open market value as determined by the council's external valuation consultants. The agreement detailed the benefits to be obtained by Site A and encouraged BBH to remove the restrictive covenants and pursue a Site A scheme with a Site B scheme as a fall back position.
- 1.4 The area of land to be swapped between the Park and the adjacent land at Sawley Road and Bryony Road is of equal area with no net loss of open space as detailed in appendix 1. In order to undertake such a swap (assuming the restricted covenant can be lifted) requires public consultation via a Public Notice under Section 123(2A) of the Local Government Act 1972.
- 1.5 To enable the development to progress and the capital receipt to be received by the Council, the unencumbered smaller Site B was leased to BBH for a term of 250 years commencing 27th February 2007, but BBH was placed under an obligation to progress the Site A scheme to planning permission whilst the land swap and removal of the restrictive covenant issues were pursued. The expectation being that upon the resolution of the land swap and removal of the restrictive covenant the additional land required for Site A would pass to BBH at nil cost (both sites being of equal value). If Site A could not be achieved then under the agreement the parties agreed to (but were not obliged to) work towards an alternative Site B scheme.

- 1.6 The capital receipt received by the Council from BBH represented a discount on the open market value however taken with partnering services received from BBH and the economic, social and environmental well being benefits to residents from the development provided compliance with s123 of the Local Government Act 1972 concerning disposal at less than best consideration.

2. PROGRESS ON SCHEME A

- 2.1 Building Better Health (White City) Limited (BBH) received planning permission for the preferred scheme, the Site A Scheme in June 2009. This in turn required minor amendments to the boundary of Site A to fit the building footprint.
- 2.2 An agreement has been reached with the Church Commissioners (recently extended until December 2011) for the Commissioners to lift the restrictive covenant upon a payment by BBH to them.
- 2.3 A Public Notice under Section 123(2A) of the Local Government Act 1972 concerning the revisions to the open space boundaries and details of the land to be swapped was published in a local newspaper for two consecutive weeks week commencing 21st September 2009 and there was a 28 day period for any objections to be considered. This period closed on 6th November 2009 and no objections were received by this date nor have any objections been received since this date. Subject to Member approval this land swap may now be progressed.
- 2.4 Consequently with the removal of the Section 123(2A) and restrictive covenant constraints to the Site A scheme it can now move forward to development.
- 2.5 This however requires further land to be leased to BBH from the Council than originally leased to them under a 250 year lease dated 27th February 2007 and detailed in the March 2007 Cabinet report in order for them to implement the preferred scheme. Whilst the Council would receive back some land from Site B as part of the lands swap with the Wormholt Park the net effect is to lease a further 470m² of land to BBH. Details of Site A and B are provided in appendix 2.
- 2.6 Two issues arise over the value of this additional land and the intention to pass the land at nil cost to BBH. Firstly whether this would have issues over state aid and secondly the need to satisfy s123 of the Local Government Act 1972 concerning disposal at less than best consideration. Whilst the two sites were valued at the same level in 2007 the period of time to the current proposed transfer makes this in effect a new transaction.
- 2.7 The market value of the additional land to be transferred is considered by the Council's external valuation consultants to have a nil value due to its location and the fact it would have no development use to any other party, i.e. it has no

value on the open market. Consequently the valuation of the land on the basis of EU State aid is nil and so State Aid does not apply to this transaction.

- 2.8 Under s123 of the Local Government Act 1972 (unlike state aid) consideration also needs to be given to special purchaser value as well as open market. Site A now has granted planning permission and site B alone does not. If BBH were only able to proceed with a scheme on site B it would involve significant additional cost, risk and the delay associated with preparing and securing a new scheme design and planning permission. Consequently to BBH as a special purchaser the additional land is in effect a “ransom strip”. In these circumstances this additional land has a potential value. This is however a technical valuation exercise and does not take into account the development history of the site, not least that the Site A scheme is the Council’s preferred scheme and the Council has required BBH to pursue this scheme to planning permission rather than Site B due to the improved physical design and layout achievable on Site A.
- 2.9 It is recommended that although there is in pure valuation terms a premium to be paid for the additional land as a special purchaser by BBH, it is still made at nil value. The Council has the power to dispose of land at less than best consideration without the Secretary of State’s consent if the value is less than £2million and the Council considers that the disposal will help to secure economic social and/or environmental well being objectives.
- 2.10 BBH have been requested to make a payment for the additional land and have responded that they are unable to do so due to the amount of cross subsidy made by them in terms of the Health and Care Centre, affordable housing and Section 106 contribution. This already makes the scheme on the margins of viability and if they have to pay for the additional land then they would need to cover this by a reduction in the cross subsidy. BBH also consider that the payment requested is a circular argument as they claim that they have done what was asked of them by the Council by pursuing a Site A scheme and that they have achieved planning permission for this site which included the requirement for this additional land.
- 2.11 It was the intention of the parties for the Site A scheme to be pursued and the development agreements imposes no obligation on BBH to make additional payment should the Site A scheme be required rather than the Site B scheme. However the Council would not be prevented from insisting upon an additional payment if it saw fit. The Council clearly benefits from economic, social and/or environmental well being objectives by having the Site A scheme as detailed in section 3 below and more specifically by way of the superior physical design and layout achieved.
- 2.12 To revert to a Scheme on site B would involve considerable cost to BBH both in terms of abortive costs for the Site A scheme and new costs to progress Site B. These costs would have to come from the Scheme itself reducing the benefits to BBH and the Council. The Council would also incur additional costs to develop a Site B scheme and abortive costs from the Site A scheme. There is no absolute obligation on BBH to pursue a Site B or Site A scheme and the

site could now be sold to a third party without restriction and (subject to planning) could be developed for an alternative use. Under this basis the regeneration benefits of the Site A scheme would be lost. The Council would only receive any additional value for the sale of the site generated over the capital receipt received less the costs incurred by BBH to date. Whilst this has not been quantified it is not expected the Council would receive any significant sum over its own costs to date, particularly in the current market.

- 2.13 The disposal of the additional land at nil cost would be conditional upon BBH progressing the implementation of the Site A scheme in line with planning permission and demonstrating to the Council that the scheme is viable which will be achieved if BBH provides the following:-
- (i) draft heads of terms between BBH and the residential developer and its approval by the Council's external surveyors (such approval not to be unreasonably withheld) and the Council's legal advisers.
 - (ii) evidence of initial approval from the primary care trust (prior to LIFT Stage 1 approval) of the health centre component of the scheme.

3. BENEFITS TO BE OBTAINED FROM THE DEVELOPMENT

Context

- 3.1 The White City Health and Care Centre development sits within the Council's wider regeneration strategy and forms the western anchor of the White City Opportunity Area.
- 3.2 It is a partnership project delivered through LIFTco with H&F NHS (the PCT) and BBH (Building Better Health) to provide integrated health and social care services in a new state-of-the art building. The development includes 179 housing units (70 of which are affordable), retail space and a café. Through the proposed Section 106 agreement the development will lead to improvements to the local park (and necessary highways works) to a combined value of £1.5m.
- 3.3 The Wormholt and White City ward is one of the most deprived areas of the borough with high levels of unemployment, poor housing options, higher standard mortality rates, higher levels of referral to adult social services and significantly poorer health outcomes than elsewhere in the Borough. Existing services operate reactively from inflexible, poorly designed spaces and struggle to cope with demand, placing significant pressure on acute front-line services.
- 3.4 This project supports the Council's objectives as set out in the Community Strategy leading to a 'healthier borough' and will lead to an improvement in overall well-being in the area.

Strategic importance

- 3.5 The new health and care centre is central to the NHS H&F plans as an early implementer of polysystems and will act as a main hub for health and care services in the north of the borough. The polysystem model is being developed with the Local Authority to provide an integrated response to the needs of local residents.
- 3.6 Wormholt and White City has one of the highest standardised mortality rates in the borough. There are significant health problems within the White City estate, high teenage pregnancy rates and the highest concentrations of residents on the Council's disability and mental health registers. This scheme is required urgently to deliver improved health and care services, leading to better outcomes for people living in the north of the borough and reducing pressure on acute provision.
- 3.7 The health and care centre will offer a wide range of services that include:
- GP services
 - Minor surgery and diagnostic services
 - Speech & language therapy, with a special emphasis on pre school services as the local population need is comparatively high
 - Podiatry
 - Wound management and leg ulcer clinics
 - Physiotherapy
 - Musculoskeletal services
 - Pain services
 - Sexual health and family planning services
 - Midwife and early pregnancy services
 - Smoking cessation
 - Weight management and dietetics
 - Integrated Diabetes services, combining all the assessment and annual health check services required to reduce the onset of preventable complications and improve health.
 - Breathlessness clinic
 - Integrated respiratory and cardiac services
 - Breast Screening
 - Community Dentistry and Special Dental Services to enhance access
 - Baby clinics & child health services
 - Pharmacy
 - Integrated learning disability services
 - Day opportunities services
 - Physical disability services
 - Integrated mental health services for the north of the borough
 - Some voluntary sector provision
- 3.8 The new centre was conceived and designed to promote health and well being, with services using shared space and working together as part of a single system to deliver high quality and effective services to residents. In

addition to services based in the new building a wider range of relevant services such as employment advice, health promotion, drug and alcohol services and children's social care are also to be provided on a session basis to meet the needs of the local population.

- 3.9 White City estate is the second most deprived neighbourhood in the borough. There are significantly higher levels of households in overcrowding, unemployment and working age people in receipt of benefits. Levels of home ownership are also low.
- 3.10 Further to the Health and Care Centre and the support this will offer to residents across a range of health, care and support issues, the development will bring economic and environmental benefits.
- 3.11 The commercial element of the scheme will provide local jobs and the area will benefit from an iconic building designed by Rogers Stirk Harbour. The Section 106 agreement provides for improvements to highways and significantly to Wormholt Park. The development of market housing will support the development of mixed and sustainable communities within an area of intense social housing. 39% of units will be affordable intermediate housing allowing residents an opportunity to get on the housing ladder.

4. CONCLUSIONS AND RECOMMENDATIONS

- 4. In reality with the investment made to date by both the Council and BBH on the Site A scheme this is the only viable scheme to pursue. Whilst to revert to Site B would contain any development within land already entirely leased to BBH, a scheme on Site B would not provide the same level of benefits as the approved scheme for Site A nor would it be likely that such a scheme would proceed in practice given the history, the need to re-design the project and the abortive costs involved. The Council will gain extensive economic social and environmental well being objectives from the Site A scheme which justifies the disposal of the additional land for nil consideration to BBH. Such disposal would be subject to conditions relating to implementing the approved Site a scheme in line with the 2009 planning permission and section 106 agreement. Officers consider that such disposal would be in compliance with s123 of the Local Government Act 1972 concerning disposal at less than best consideration.

5. COMMENTS OF THE DIRECTOR OF COMMUNITY SERVICES

- 5.1 Given the importance of this scheme to the delivery of improved health and social care services in the north of the borough, the Director of Community Services supports these recommendations.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

6.1 As one piece of land is being exchanged for another at nil value there is no overall impact on the Council's balance sheet. There will be no consequences for the Council's revenue account.

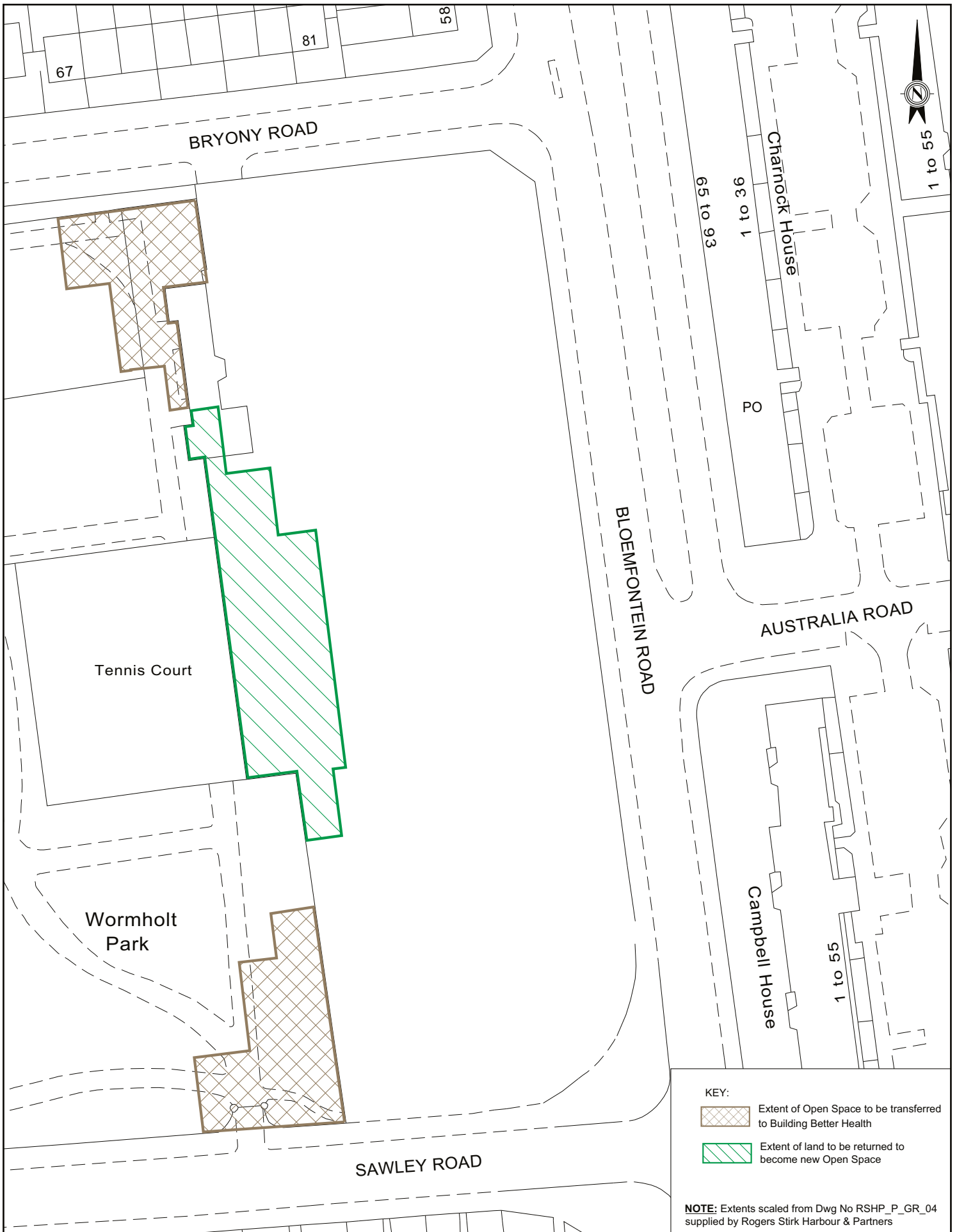
6.2 Further comments are provided in the exempt report also on this agenda.



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

7.1 The Council has retained external lawyers to advise on this matter and their advice is incorporated in the report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Public Notice Details External legal advice	Name Miles Hooton Ext. 2835	Environment 6 th Floor Town Hall Extension
2.	Building Better Health (White City) Development	Name Sarah McClinton Ext. 2588	CSD Glenthorne Road
3.	Cabinet Report 19 th March 2007 & 6 th September. Valuation and scheme viability reports.	Name Miles Hooton Ext 2835	Environment 6 th Floor Town Hall Extension



- KEY:**
-  Extent of Open Space to be transferred to Building Better Health
 -  Extent of land to be returned to become new Open Space

NOTE: Extents scaled from Dwg No RSHP_P_GR_04 supplied by Rogers Stirk Harbour & Partners

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Environment Services Town Hall Extension, King Street London W6 9JU Tel. 020 8748 3020			
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PROJECT

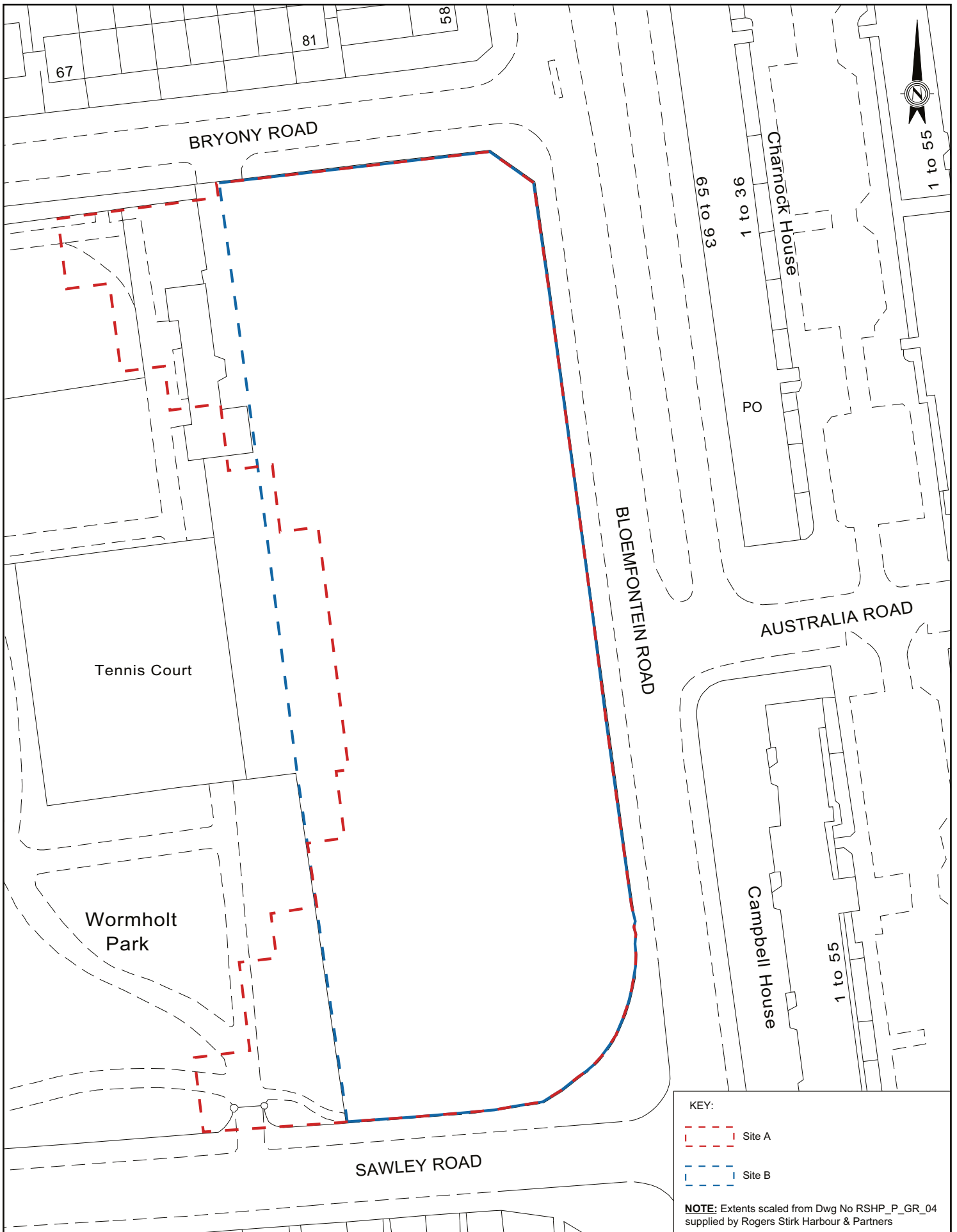
WHITE CITY LIFT SCHEME APPENDIX 1

Page 170

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NOTES	Date	Rev	Init
Extents amended	JAN '09	A	WAS

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KEY:

--- Site A

--- Site B

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DWG No.	Revision	Date	
73550/11/2	A	JAN '10	

PROJECT

WHITE CITY LIFT SCHEME APPENDIX 2

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NOTES	Date	Rev	Init
Extents amended	JAN '09	A	WAS

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London Borough of Hammersmith & Fulham

Cabinet

8 FEBRUARY 2010

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

**RAVENSCOURT PARK – STATION
ACCESSIBILITY**

**Ward
Ravenscourt Park**

This report outlines proposals to carry out pedestrian accessibility improvements around Ravenscourt Park Station.

CONTRIBUTORS

Recommendation:

DENV
DFCS
ADLDS

That the Director of Environment be authorised to take the decision whether or not to implement the improvement works outlined in Section 4, in consultation with the Deputy Leader and Cabinet Member for environment, following public consultation.

HAS A PEIA BEEN COMPLETED? YES

1. BACKGROUND

- 1.1 In January 2008 the London Borough of Hammersmith & Fulham (H + F) put forward a funding submission to Transport for London (TfL) for £304.5k (incl. 40% contingency) for an "Area Based Scheme – Station Access" for Ravenscourt Park Station. This envisaged an area based improvement looking particularly at pedestrian accessibility to and from the station and between the station and surrounding bus stops. The improvements will also 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.
- 1.2 A briefing note was presented to ECM on 12 February 2009, outlining the funding submission to TfL and proposed pedestrian accessibility improvements around the station.
- 1.3 £25k was allocated by TfL which was spent largely on consultation, surveys and pre-design of the scheme. A further £17k has been allocated by TfL to complete the consultation and detailed design phase to be able move into the implementation phase.
- 1.4 Ravenscourt Park Station was chosen because of high entry and exit usage figures, its proximity to Hammersmith Town Centre, the borough's Main Civic Centre, Social Services and Ravenscourt Park itself. Ravenscourt Park Station's catchment area holds also the largest percentage of population aged 65+ and the largest percentage of population with illness and disability indicators within the borough.
- 1.5 H + F is a member of the WestTrans sub-regional partnership which has been part of the selection and design process. A dedicated Station Access Co-ordinator has been employed through the partnership to support the six West London authorities through the process.

2. CONSULTATION

- 2.1 Officers discussed scheme design options directly with a local residents group and local businesses in early 2009. Latymer Upper School was consulted directly in September 2009. TfL and London Underground have been consulted on an ongoing basis. The Hammersmith town centre management has also been informed about this project.
- 2.2 Local and statutory consultation took place in January 2010. There were five responses to the consultation, four from individual residents and one from the Ravenscourt Park Residents Group. This is summarised below:

Consultee	Comments & Response
Resident	Supports the widening of the western footpath and hence the narrowing of Dalling Road as it will reduce speeding. Would also like to see a 20mph zone introduced in the area.
Resident	Is concerned that the widening of the western footpath and hence the narrowing of Dalling Road will cause cars to be scraped and lose wing mirrors. <i>The new carriageway width will be at least 3.6m, which is within the standards.</i>
Resident	Is pleased that the proposed lighting in the alleyway will face towards the Hitchcock King building yard. Is concerned that the widening of the northern footpath and hence the narrowing of Ravenscourt Place will cause the road to be too narrow. <i>The new carriageway width will be at least 3.6m, which is within the standards.</i> Is concerned that relocating the parking bays on Ravenscourt Road to opposite the junction with Ravenscourt Place will cause problems due to many people performing 3-point turns at this junction. <i>The new carriageway width at this point will be within the standards. This manoeuvre could cause problems at this junction, however this would also be an issue without the relocated parking bay.</i>
Resident	Believes the signage and posts at the Ravenscourt Road / King Street junction need to be rationalised. <i>This is to be undertaken as part of the decluttering of Ravenscourt Road.</i> States that the crossover outside 14 Ravenscourt Place is redundant and that footway and parking bay should be reinstated. <i>This will have to be investigated further with the resident that this crossover serves.</i>
Residents Group	Does not support the widening of the eastern footway Ravenscourt Road because: <ul style="list-style-type: none"> • It will encourage people to congregate there. • It will cause the carriageway to become too narrow and cause traffic congestion. <i>The new carriageway width will be approximately 5m, which is within the standards.</i> • Relocating the parking bays on Ravenscourt Road to opposite the junction with Ravenscourt Place will cause problems due to many people performing 3-point turns at this junction. <i>The new carriageway width at this point will be within the standards. This manoeuvre could cause problems at this junction, however this would also be an issue without the relocated parking bay.</i> • The narrowing of the carriageway will exacerbate the problem of illegal parking on Ravenscourt Road. <i>Enforcement could be targeted in this area to try and deter the illegal parking.</i>

3. SURVEYS AND ANALYSIS

3.1 An attitudinal station user survey and pedestrian counts were carried out in January 2009. While the pedestrian counts demonstrated to officers the desirable walking paths to and from the station it was important to ask station users about any problems and/or potential improvements. The survey showed that the lighting and signage around the station should be improved. It is planned to carry out post-implementation attitudinal surveys.

- 3.2 A Crime and Disorder Audit was carried out in January 2008, which identified that CCTV is provided in the area but lighting in some of the vicinity needs enhancing. Furthermore, there has been a high level of reported cycle theft from outside Ravenscourt Park Station. The scheme will enhance and compliment the CCTV cover and lighting, and various options (including a cage) are being considered regarding making the cycle parking more secure.

4. 2010/11 PROPOSALS

- 4.1 It is proposed that the 2010/11 funding available for Station Access Improvements around Ravenscourt Park Station will be allocated to measures as follows:

4.2 Ravenscourt Place

- Northern footway repaving and widening.
- Repave footway outside station entrance.
- New cycle stands.

4.3 Alleyway between Ravenscourt Place and Dalling Road

(Please note: The proposals for the alleyway are subject to London Underground Limited's approval as the land owners, which are still ongoing)

- Repaving of alleyway.
- Replace and relocate fence.
- Install 2No. CCTV cameras.
- Install 3No. wall mounted lamps. *(If permission is granted by the owner, otherwise stand alone columns will be used)*

4.4 Dalling Road

- Western footway repaving and widening.
- Relocation and removal of street furniture.
- Signage improvements.

4.5 Ravenscourt Road

- Eastern footway repaving and widening.
- Relocation and removal of street furniture.
- New parking bay with possible inclusion of dedicated motorcycle parking, an electric charging point and a car club bay.
- Signage improvements.

5. FUTURE WORK

- 5.1 Local, statutory and station user consultation will take place in January 2010.

5.2 It is planned to carry out post-works attitudinal surveys.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

6.1 An additional £17,000 has been allocated by TfL to complete the scheme consultation and design, which will enable implementation in 2010-11. The total allocation for this stage of the scheme in 2009-10 is now £25,000.

6.2 Subject to the successful completion of step 2, TfL have approved in principle funding in the region of £300,000 to implement the Ravenscourt Park Station access scheme for 2010-11.

6.3 At present the costs are based on an estimate. This is subject to change once the detail of the scheme has been costed. The funding however is limited to the amount approved by the TfL board plus a contingency. Any variation in costs in excess of the contingency can not be assumed to be funded by TfL unless this is approved in advance. Alternatively, officers may need to manage the workload to ensure that expenditure is contained within the approved provision

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

7.1 There are no legal implications. The proposed works fall within the council's powers under the Highways Act 1980.

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

No.	Description of Background Papers	Name/Ext of hold of file/copy	Department/ Location
1.	Ravenscourt Park Station Area Accessibility Step 1 bid to TfL.	Björn Volk, ext. 2377	ENV / HTHX / 4th Floor
2.	ECM report - 12/02/09.	Björn Volk, ext. 2377	ENV / HTHX / 4th Floor
3.	Stage 2 Road Safety Audit.	Matt Veale, ext. 3084	ENV / HTHX / 4th Floor
4.	Crime & Disorder Audit.	Matt Veale, ext. 3084	ENV / HTHX / 4th Floor

Alleyway between Ravenscourt Place and Dalling Road



Dalling Road



Footway outside station entrance

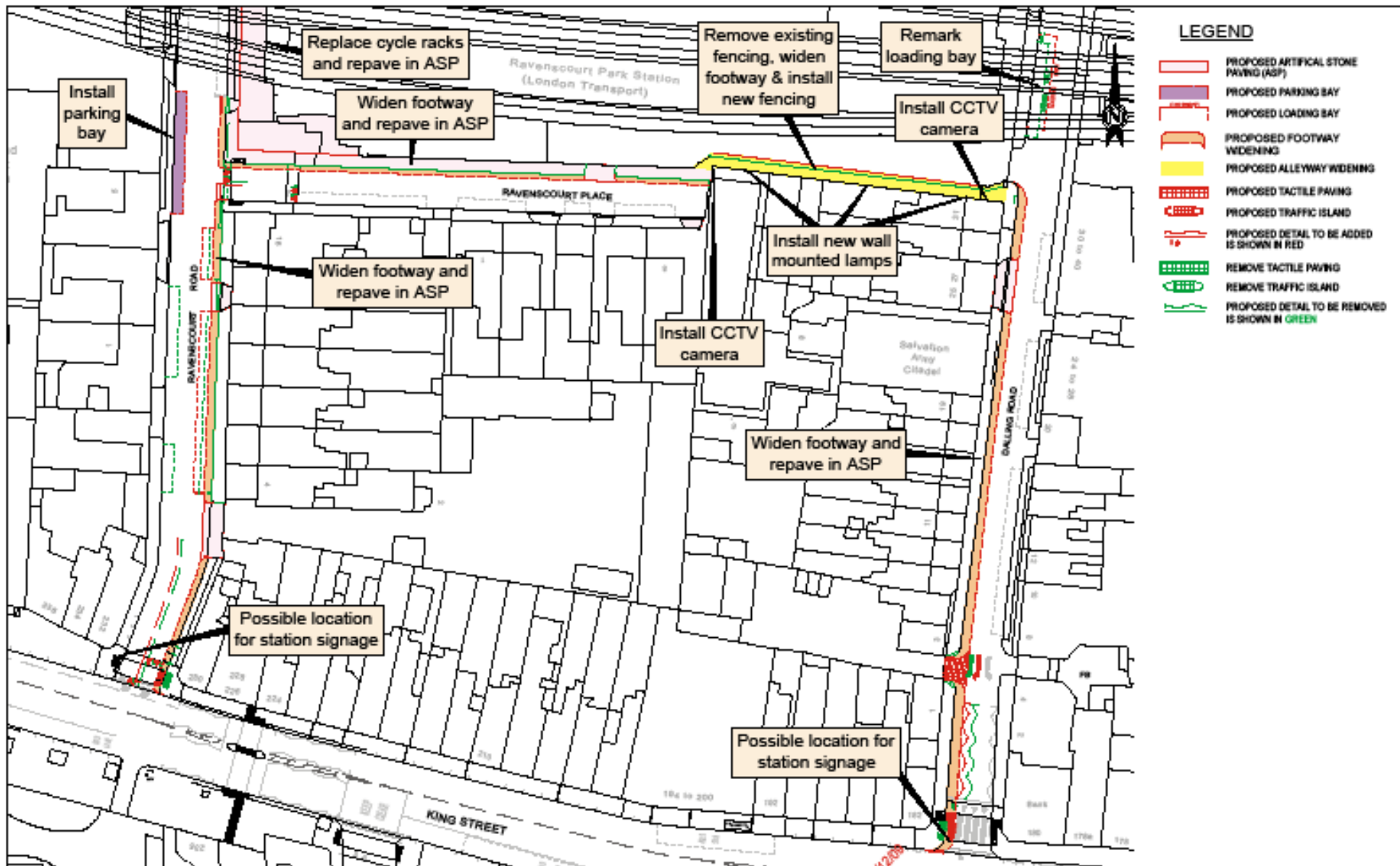


Ravenscourt Place



Ravenscourt Road





LEGEND

- PROPOSED ARTIFICIAL STONE PAVING (ASP)
- PROPOSED PARKING BAY
- PROPOSED LOADING BAY
- PROPOSED FOOTWAY WIDENING
- PROPOSED ALLEYWAY WIDENING
- PROPOSED TACTILE PAVING
- PROPOSED TRAFFIC ISLAND
- PROPOSED DETAIL TO BE ADDED IS SHOWN IN RED
- REMOVE TACTILE PAVING
- REMOVE TRAFFIC ISLAND
- PROPOSED DETAIL TO BE REMOVED IS SHOWN IN GREEN

HAMMERSMITH & FULHAM COUNCIL Environment Services Town Hall Extension, King Street London W6 5AJ Tel. 020 8748 3020	Drawn	Checked	Approved	NOTES	Date	Rev	Init
	BJN						
	Scale	NTS	Original Street Size	A4			
	Drawn No.	Revision	Date				
	87310/6/1		DEC. '09				

RAVENSOURT PARK STATION ACCESS PROPOSED DESIGN

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DRAFT & UNFORWARDED 08/12/09



London Borough of Hammersmith & Fulham

Cabinet

8 FEBRUARY 2010

**CABINET MEMBER
FOR HOUSING**
Councillor Lucy Ivimy

**HOUSING REVENUE ACCOUNT BUDGET
STRATEGY 2010/11**

**Wards
All**

This report sets out the budget strategy for the Housing Revenue Account (HRA) to 2013/14, with detailed revenue estimates and the proposed rental and service charge increases for 2010/11.

In line with Hammersmith and Fulham Homes' medium term strategy, a set of efficiency proposals are contained within this report. Due to continuing pressure on the HRA in 2010/11, additional efficiencies are also proposed to be made from 2010/11 onwards.

The increase in tenants' rents is based on the Government's rent restructuring system, and currently averages across all stock at 1.31%.

CONTRIBUTORS

CSD
DFCS
ADLDS
H&F Homes

Recommendations:

That Cabinet:

- 1. Approves the Housing Revenue Account Budget for 2010/11 as set out in Appendix 1.**
- 2. Agrees to an average increase in weekly rent of 1.31%, in line with the rent restructuring system.**
- 3. Endorses the Medium Term Financial Strategy for the HRA as set out in Appendix 1.**
- 4. Approves the efficiency proposals set out in the Appendices to this report**
- 5. Approves the increases in service charges and other fees and charges as set out in the body of the report.**

1. INTRODUCTION

- 1.1. This report details the HRA revenue budget for 2010/11, showing the efficiency items, expected Housing Subsidy levels, and the impact on Housing rents which affect the budget. The report also outlines the medium term financial targets set for the HRA and how it is proposed to meet them.
- 1.2. The report is presented to the Housing Scrutiny Committee in order that the committee can comment on the budget proposals in advance of any formal decision being taken. The report is then passed to Cabinet for consideration.

2. BACKGROUND

- 2.1. The HRA is a ring-fenced account within the Council's General Fund relating to the management of the Council's housing stock. The items that can be credited and debited to the HRA are prescribed by statute, and the Council has no general discretion to transfer items into and out of the HRA.
- 2.2. The ring-fence was introduced in Part IV of the Local Government and Housing Act 1989, and was designed to ensure that rents paid by local authority tenants accurately reflected the cost of associated services. This ring-fence also means that Council Tax cannot be used to subsidise housing rents, and rents cannot be used to subsidise Council Tax.
- 2.3. Expenditure in Hammersmith and Fulham's HRA is divided into three main components, with responsibility for delivery resting with either the Council or H&F Homes:

Table 1: HRA Budget Areas

Area & 2010/11 Net Budget	Managed by	Description
The Management Fee (£23.7m)	H&F Homes	Fee paid by the Council to H&F Homes for management services
The Managed Budgets (repairs budget of £14.5m and income budgets of £67.0m)	H&F Homes on behalf of the Council	Repairs costs, and rental income collection. These are included in the Council's financial ledger but are managed by H&F Homes

The Retained Budgets (£28.9m – service budgets of £5.8m, subsidy of £12.7m and a capital budget of £35.8m)	Council	Budgets relating to strategic and retained services provided by the Council.
--	---------	--

3. THE FINANCIAL CONTEXT

- 3.1 Following a worse than expected outturn on the HRA in 2008/09, remedial action has been undertaken during 2009/10 to review budgets and deliver £1.9m of additional savings. As a result, the HRA is forecast to have a closing balance of approximately £3.5m at the end of 2009/10.
- 3.2 Further efficiencies can be made from 2010/11 onwards which will allow service delivery and efficiency to improve, whilst balances are expected to recover to over £4.7m by 2013/14). The medium term budget is shown in Appendix 1.
- 3.2 The Council and H&F Homes are committed to setting clear and ambitious targets for delivering savings to demonstrate to tenants and leaseholders the core aims of improving value for money and spending their money wisely. The 2010/11 budget put forward for the LBHF retained budgets includes efficiencies of £0.19m and no growth items. The H&F Homes proposed budget for 2010/11 also requires no growth, but will generate efficiencies on the Management Fee of £2.58m, and on the Managed Repairs budgets of £0.79m.
- 3.3 The draft subsidy determination for 2010/11 was announced on 9 December 2009 and gives LBHF subsidy of £13.25m.
- 3.4 The government has initiated a wide ranging review of the subsidy system, as there are national concerns that the system is no longer appropriate. The final determination that is due to be issued in February therefore is not anticipated to provide any precedence for future years. The funding regime may change significantly for future years beyond 2010/11.
- 3.5 A national consultation exercise is currently underway to determine the possibilities for fundamental reform of the subsidy system including the possibility for increased local influence over the Housing Revenue Account.

4. RENT RESTRUCTURING

- 4.1. The Council's discretion over the level of rent charged to tenants is severely curtailed by the government's Rent Restructuring initiative. Rent restructuring aims to align rents across the social housing sector, using the mechanism of a standard 'formula rent'.
- 4.2. The draft determination announced on 9 December 2009 gives a fixed average national guideline rent increase of 3.1% in 2010/11. The Housing Subsidy paid by the government to the Council assumes that rental income will increase by a set percentage (2.86% for 2010/11) as the Council moves towards the formula rent. The current Council rent increase under rent restructuring is 1.31%, and therefore lower than government assumptions. The difference is caused by the effect of limits imposed as part of the rent restructuring regime on individual rents.

5. RENTAL INCOME

- 5.1. The draft HRA budget for 2010/11 assumes an increase in tenant rents in line with the Government's rent restructuring system. The application of rent restructuring in Hammersmith and Fulham currently leads to a target rental increase of 1.31%. This is reflected in the actual rents charged to tenants.
- 5.2. The recommended rental increase of 1.31%, in line with current rent restructuring, will lead to increased rental yield to the HRA of £1.2m in 2010/11. The changes are shown in the following table:

Table 2: Summary of Rent Budget Movements

Description	£000
Net Rent Budget 2009/10	55,419
Add back 2008-09 savings	500
	55,919
Rent Increase of 1.3%	733
Adjustment for disposals	(232)
Adjustment to write offs	181
Net Rent Budget 2010/11	56,601

- 5.3. Negative adjustments to the net rental budget are made for an assumed loss of rent on properties disposed of during the year.
- 5.4. A 1.31% increase in rents equates to an average weekly rental increase for tenants of £1.12. An analysis of the weekly increase across all tenants is shown in the following table:

Table 3: Analysis of Weekly Rent Increases

Rent increase per week	Number
(£2.01 -£3.00)	2
(£1.01 - £2.00)	38
(£0.01 - £1.00)	111
£0.00	1
£0.01 - £1.00	2,336
£1.01 - £2.00	10,458
Total	12,946

- 5.5. 99% of tenants will see an increase of between £0.01 and £2.00 per week.
- 5.6. The rent and service charges for temporary on licence properties and hostels are also subject to adjustments in line with rent restructuring, the application of which leads to a net reduction in charges of 1%. This is caused in part by the reconfiguration of the Council's hostels portfolio, and by the existing rent levels of the remaining properties previously exceeding the level applicable under the rent restructuring system. This adjustment aligns the hostel rent levels with the level applicable under rent restructuring.

6. MEDIUM TERM FINANCIAL STRATEGY FOR THE HRA

- 6.1. The guiding principles of the Council's medium term HRA financial strategy are as follow:
- To maintain balances at a minimum of 4% of gross revenue expenditure
 - To generate sufficient efficiencies to allow significant investment in service improvements in-line with the Council's priorities
 - To bring performance on repairs and rent and service charge collection in line with the best in London
 - To increase tenant and leaseholder satisfaction levels by improving the services provided to council tenants and leaseholders (e.g. caretaking, horticultural maintenance)
 - To deliver an average of 5% efficiency savings each year on the Management Fee, and Managed and Retained Budgets, over the medium term.

7. HOUSING SUBSIDY

- 7.1. At the time of submitting this report, the CLG has not yet issued the final Subsidy Determination for 2010/11. However, the draft Subsidy Determination was issued on the 9th December. This provides the Council with a provisional subsidy allocation of £13.25m. This is £0.78m lower than the subsidy received in 2009/10, and is due to the net effect of an increase in the guideline rent offset by further capital borrowing costs arising as a result of the Decent Homes programme.
- 7.2. Earlier internal financial models forecast a subsidy figure of £12.6m for 2010/11. The figure derived from the draft determination is £0.64m higher, and this is explained in the main by a slight increase in the Council's Consolidated Rate of Interest and the consequent increase in borrowing costs, a lower actual guideline rent increase, and an increase in the management allowance. Only the latter change benefits the HRA position, as any changes in subsidy for capital financing and guideline rents are reflected respectively in changes in actual borrowing costs and in actual rents charged.
- 7.3. Maintenance allowances remain the same as for 2009/10. The major repairs allowance has increased by 3.2%, though there is no net revenue benefit of this as the MRA is used as a proxy for depreciation.
- 7.5. Until the outcome of the work on the reform of council housing finance is known, CLG propose that significant changes to the current system should be avoided, and therefore the 2010/11 draft determination has been issued using similar parameters as those employed in previous years. The final determination for 2010/11 is expected in February 2010.

8. CAPITAL CHARGES

- 8.1. Capital Charges represent the cost to the HRA of borrowing that has taken place to fund the Capital Programme, including the Decent Homes Programme. For 2010/11, there is an estimated increase in these costs of £1.12m. This is mainly the result of planned additional borrowing for the Decent Homes Programme. The costs of borrowing are reflected in the amount of Subsidy receivable.

9. BUDGET EFFICIENCIES

- 9.1. The financial strategy for the HRA assumes the delivery of significant annual efficiencies from 2010/11 onwards. There are proposed efficiencies of £0.19m for 2010/11 in the LBHF retained budgets. This represents a 3.5% reduction on controllable budget. HFH have put

forward total efficiencies of £3.37m in 2010/11 against the budgets they manage.

- 9.2. The following table sets out the efficiency proposals for the retained HRA budgets

Table 4: Summary of Retained Budget Efficiencies

Council Retained Budgets	
Description	2010/11 Saving £000
Alternative funding of Strategic Regeneration team	(61)
Capitalisation of staff time in Housing Strategy	(15)
Restructuring of Wardens service in Safer Communities	(60)
Reorganisations and policy changes in Housing Options	(50)
Total	(186)

- 9.3. These items are explained in more detail in Appendix 2.

- 9.4. The following table sets out the efficiency proposals put forward by H&F Homes.:

Table 5: Summary of Management Fee & Managed Repairs Efficiencies

H&F Homes Management Fee and Managed Repairs Budget	
Description	2010/11 Saving £000
Management Fee	
Stepped Efficiencies initiated in 2009/10	(1,629)
Reduction in 2009/10 Invest to Save growth	(385)
Review of support & finance functions	(150)
Further VfM Programme Initiatives	(418)
Sub-Total	(2,582)
Responsive Repairs Budget	
Repairs Programme	(789)
Total	(3,371)

- 9.5. These proposed efficiencies are explained in more detail in Appendix 3.

10. BUDGET GROWTH

- 10.1. Neither the Council nor H&F Homes have identified any growth items for 2010/11.

11 INFLATION AND SLA ADJUSTMENTS

- 11.1 No inflation has been applied to staffing budgets, utilities or other contracts, as inflationary pressures have been accommodated within the existing envelope of resources.
- 11.2 The 2010/11 SLA charge which the HRA is receiving from the Council has risen by £392k. This increase is due to changes across a number of the support areas covered by the SLA.

12. FEES AND CHARGES

Heating Charges

- 12.1 Tenants and leaseholders who receive communal heating (around 1,950 properties in total) pay a weekly charge towards the energy costs of the scheme. The Council meets the costs of heating in the year, and recharges tenants and leaseholders based on an estimated cost and usage.
- 12.2 Recent years have witnessed significant increases in global energy prices, and this has led to corresponding increases in Communal Heating charges in 2007/08 (two consecutive increases of 19% each), 2008/09 (5%), and 2009/10 (20%).
- 12.3 The contract for the supply of gas (the major energy source for heating) was renewed at the end of September 2009 and will be for one year only. The Council is part of the LASER energy procurement group, which purchases energy on behalf of 48 local authorities. A system of flexible procurement is used which should ensure that LASER tenders for new energy contracts on a rolling basis, so that it can purchase when rates are low.
- 12.4 Based on the new energy contract rates which have been received to date, it is proposed that no adjustment is made to charges in 2010/11., This is based on the expectation that the increases seen in global energy prices which have occurred in recent years are not likely to recur in the near future. If any additional adjustments to the heating charges are required for 2010, then a further report will be presented to explain these changes.

Garage and Parking Space Rents

- 12.5 At present there are several different charging rates. These reflect high and low demand areas and two levels of charge to private tenants. The two charges to private tenants separate those who bought their dwelling through Right to Buy from those who are not former council tenants. Current council rents for garages and parking spaces are lower than comparable private sector garages and spaces. The recommendation of officers for 2010/11 is that garage and parking space rents are increased by 2.86% in line with the council's guideline rent increase.

Water Charges

- 12.6 Currently the council pays water charges on meters where these exist. Consideration is being given to a change to the council being charged according to rateable value for all properties.
- 12.7 All other service charges, fees and levies will be increased by 2.86% in line with the council's guideline rent increases, unless stated otherwise in this report.

HAFFTRA Levy

- 12.8 At Borough Forum on 22nd October 2009, it was proposed that the HAFFTRA levy is extended for 2010/11. The levy would be increased in accordance with the Tenant Participation Compact in line with the rent increase of 1.3%. Due to the small increase, this would have no effect on the current weekly levy of 23 pence.

13 COMMENTS OF ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 13.1 As explained in the body of the report, the HRA is "ring fenced" and what may be debited and credited to it is prescribed by statute. In addition the Council has a statutory duty to balance the HRA

14 COMMENTS OF DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 14.1 Comments are contained within the body of the report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Brief Description of Background Papers	Name/Ext. of holder of file/copy	Department/Location
1.	Housing Revenue Account Budget Working Papers	Peter Benz Ext 2805	H&F Homes & Council Hammersmith Town Hall Extension
2.	Housing Subsidy Determination working papers	Peter Benz Ext 2805	H&F Homes & Council Hammersmith Town Hall Extension

Appendix 1 – HRA Budget Model

	Current Year 2009/10 £000	Year 1 2010/11 £000	Year 2 2011/12 £000	Year 3 2012/13 £000	Year 4 2013/14 £000
Management of Dwellings					
H&F Homes Management Fee	26,750	23,669	23,277	23,277	23,277
Retained Budgets	5,906	6,128	6,235	6,391	6,583
Total Management of Dwellings	32,656	29,797	29,512	29,668	29,860
Repairs and Maintenance	15,081	14,453	14,653	14,636	14,602
Capital Charges	32,238	36,095	35,928	36,534	37,241
Total Expenditure	79,975	80,345	80,093	80,838	81,702
Income					
Dwelling Rents	(55,385)	(57,012)	(59,521)	(61,499)	(63,509)
Other Managed Income	(11,438)	(9,656)	(9,730)	(9,833)	(9,961)
Housing Subsidy	(14,341)	(13,250)	(11,120)	(9,837)	(9,294)
Total Resources	(81,164)	(79,918)	(80,371)	(81,170)	(82,763)
(Surplus)/Deficit	(1,189)	426	(278)	(332)	(1,061)
Projected Year End Working Balance	3,503	3,077	3,355	3,687	4,748

Appendix 2 – Community Services HRA Efficiency Proposals

Title	Description	2010/11 £000	2011/12 £000	2012/13 £000
Housing Options	Lower than anticipated demand for the Home Buy initiative has enabled a saving on staff costs	4	4	4
Housing Options	Following a reduction in the use of Temporary On Licence properties and a change to the policy of providing furniture for these properties, payments to an external provider are to cease.	20	20	20
Housing Options	Reorganising the Housing Support function has produced staff savings	26	26	26
Housing Strategy	Capitalisation of staff time spent on Regeneration projects	15	15	15
Strategic Regeneration	The core team is to be funded through Section 106 agreements and opportunities for capitalisation	61	61	61
Safer Communities	Reorganisation of Estate Wardens & ASBU service	60	60	60
Total		186	186	186

Appendix 3 – H&F Homes Efficiencies Proposals

Title	Description	2010/11 £000	2011/12 £000	2012/13 £000
Management Fee				
Stepped Efficiencies				
	Re-organisation and market-testing of Estate and Housing Management Services	813	1,000	1,000
	Reorganisation of Repairs Ordering Centres, Customer Service provision, Technical and repairs teams and Rehousing and voids teams; Reorganisation of management arrangements of area offices	802	1,005	1,005
	Moving off-contract Supplies and Services procurement to on-contract	6	6	6
	Annual reduction of rent arrears	8	10	10
	Subtotal	1,629	2,021	2,021
Reductions in One-off Growth				
	Paying for staff residential accommodation.	40	40	40
	Audit Commission Fee	68	68	68
	Key Service Improvements	206	206	206
	Statutory Annual Corgi Health Check	71	71	71
	Subtotal	385	385	385
New Efficiencies				
	Review of central support and finance functions	150	150	150
	Planned continuation of Value for Money Programme for Income Management, Tenancy Management and Re-housing	418	418	418
	Subtotal	568	568	568
	Management Fee Total	2,582	2,974	2,974
Responsive Repairs Budget				
	Service improvement through enhanced contractor management	789	789	789
	Repairs Total	789	789	789
	Grand Total	3,371	3,763	3,763



London Borough of Hammersmith & Fulham

Cabinet

8 FEBRUARY 2010

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

RIVERSIDE WALK ENHANCEMENT REPORT

This report outlines the evolution, content and consultation that has led to the completion of the Riverside Walk Enhancement Report.

Wards
Ravenscourt Park
Hammersmith
Broadway
Fulham Reach
Palace Riverside
Sands End

CONTRIBUTORS

DENV
DFCS
ADLDS

Recommendation:

That the Riverside Walk Enhancement Report attached as the Appendix to this report be adopted as a policy document.

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

- 1.1 This report relates to Unitary Development Plan (UDP) policies, specifically Local Implementation Plan for Transportation 2005-2009 whereby the Council is committed to “development, in terms of its design and layout, to facilitate ease of access by disabled people and others”. Additionally the Riverside Walk Enhancement Report has been structured in accordance with the relevant river-related policies stated in the UDP, as well as the policies relating to the designated conservations areas as the borough’s riverside fall entirely within six designated conservation areas. Additionally, this report relates to London Plan (revised 2008) which stresses the importance of strategic walking routes. Additionally, this document brings together both the guidance provided in the Council’s Streetsmart document, and relevant guidance on riparian biodiversity as specified by the Environment Agency’s ‘Estuary Edges’ document.

2. BACKGROUND

- 2.1 With the recent rise in development that has been occurring in the borough along the banks of the Thames, a resource was needed that culminated all guidance, policies and general information for the purpose of providing developers and riparians a widely adopted and consistent resource with the objective to create a consistent riverside walk. The provision of a fully connected, high quality riverside walk is the key underlying objective. Previously, a number of riverside walk related documents have been compiled by the council as well as other associated partners in the past; therefore it is within this document that all relevant and existing documentation has been compiled.
- 2.2 The Riverside Walk Enhancement Report seeks to be the one stop shop resource when dealing with riverwalk related issues regarding planning, ownership, biodiversity or the maintenance of the footway. In order to facilitate this, the Highways department has been working with Riparians and local residents groups since its inception in 2006 with the creation of the Riverside Walk Working Party. This working party is made up of a representative of the Planning Department (Paul Goodacre), the chair of the Historic Building Society, Angela Dixon, the Chair of the West London River Group Roger Weston, and Annelise Johns from the Highways and Engineering Department. The members of this working party have been responsible for the research and development of this document.
- 2.3 The structure of this document uses a hierarchy of policy and guidance arranged into the six riverside conservation areas, depicted using Egis mapping and aerial photos to illustrate the character and links of each section of the river.

3. PROPOSAL

Approval is being sought for the adoption of this document as a Council document.

4. CONSULTATION

- 4.1 This document has been written with the support of the borough's local residents who have been an integral part of the research, writing and production of this document. However, a three week internal consultation was undertaken on August 20th to September 9th 2009. This was followed by a six week external consultation that took place between October 26th and December 2nd 2009 with all relevant stakeholders. The external consultees included, the Environment Agency, Thames Water, Port of London Authority, Riparian owners (St, Georges, Sainsbury's and Helial Bar), both the Hammersmith and the Fulham Society's, English Heritage, HAFAD, Walk London, TfL, neighbouring riparian boroughs, Metropolitan Police Service and relevant residents associations.
- 4.2 The report was met with a wide a large level of support. However, the attached report reflects the detailed comments that were received.

5. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 5.1 The cost of this report has been met from existing Highways and Engineering budgets and has not resulted in an increase in expenditure or reduction of income. There have therefore been no financial implications related to the production of this report.

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

- 6.1 There are no legal implications related to the production of this report. It is noted that the report is neither intended to be a local development framework document nor a supplementary planning document but rather a first port of call for persons interested in the Thames Riverside Walk.

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Riverside Walk Enhancement Report	Annelise Johns, ext 3005	Highways & Engineering, 4 th Floor, THX

CONTACT OFFICER:	NAME: Annelise Johns EXT: 3005
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Draft

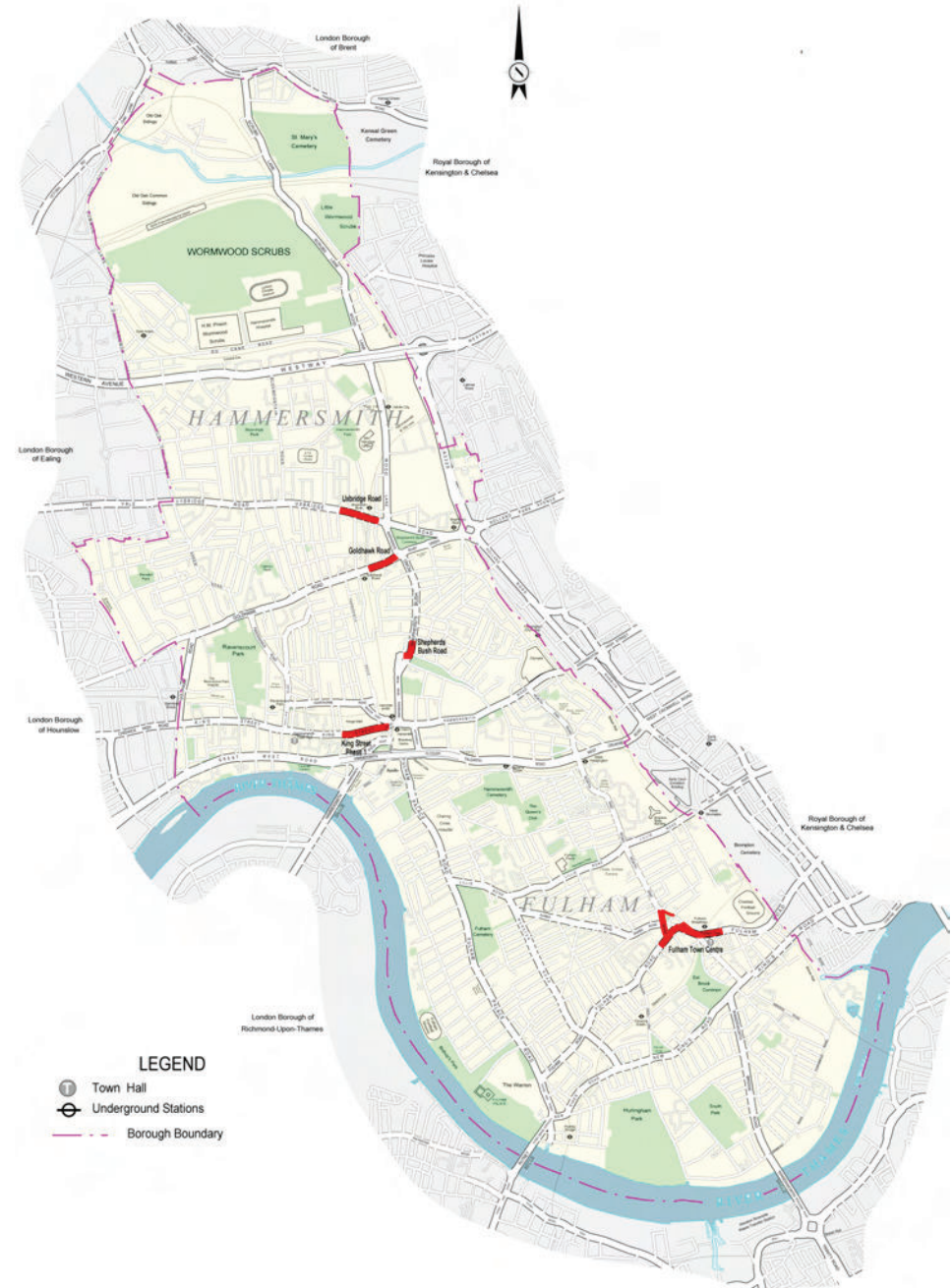
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Acknowledgements

This document was written and its production was led by Annelise Johns of the Highways and Engineering Department, Paul Goodacre of the Council's Conservation and Design Department, Angela Dixon, Hammersmith and Fulham Historic Building Group, and with the assistance of Roger Weston, *Thames Strategy* - Kew to Chelsea and West London River Group.

The graphics were prepared by Shina Bid and the maps by Brent Cole and Brent Nijssen.

We extend our thanks to Steve McAndrews, for his arboriculture insights and finally, Graeme Swinburne for his support and commitment to the delivery of this document.



Foreword

By Councillor Nicholas Botterill; Deputy Leader & Cabinet Member for Environment.



In the London Borough of Hammersmith and Fulham, we are fortunate to have five miles of river frontage. The River Thames and its unique environment is unquestionably the Borough's greatest natural asset.

The Council has acknowledged the importance of the riverside in its planning policies. Environmental improvements, both large and small, have been secured and implemented as a result.

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It is timely for us to review our riverside to ensure that we enhance its character and maximise its potential to become a high quality open space, attractive, and well-connected, with improved landscaping and bio-diversity - a resource that is available and accessible to all.

For most of the Borough's residents, the River Thames is not far away. Access to five miles of river walk, along which many of the Borough's best parks, views and traffic free environments can be enjoyed, is a much-valued amenity.

With this document we are promoting the Riverside Walk and stating our intention to protect and enhance the amenity of the riverside as the Thames passes through our Borough.

I hope those with interests in the riverside and its future will support our approach, and share our vision.

Structure Of The Document

This report has been prepared by a multi-disciplinary working group of officers in collaboration with, and using the extensive knowledge of, local residents.

The document has been informed by the existing policies and guidance from earlier studies and strategies that have promoted the Riverside.

The Council has defined the boundary of the Thames Policy Area within the Borough in line with strategic guidance, and has adopted the Thames Strategy: Kew to Chelsea as Supplementary Planning Guidance to the Unitary Development Plan.

The Greater London Authority recognises the strategic importance to London of waterside spaces

and routes in its policies on the Blue Ribbon network contained within the London Plan.

These policies remain the basis of the Council's approach to the riverside.

For ease of reference, the current policy context for the Borough's riverside, including design standards and guidance for improvements to the Riverside Walk, is reviewed in Appendices A and B.

Following a brief introduction, this document outlines the broad enhancement objectives for the Riverside Walk.

The report then divides the length of the riverside into six character areas. These areas are based on the conservation area designations along its length, from the Mall conservation area at the Borough's western boundary, to the Sands End conservation area at its eastern boundary.

For each character area and sub-area, the historical context and character is analysed, the opportunities for improvements are highlighted, and an outline of proposed enhancement works is presented. The enhancement proposals have been developed by the group following a series of site visits and workshops.



Introduction

The River Thames is of strategic importance to London and its region having had a major influence on the settlement pattern and the development of the capital into a world city. It provides the setting for many of London's internationally renowned townscapes and landscapes. Furthermore, the Thames and the riverside have, in more recent times, become an important leisure and recreational facility and a corridor of significant ecological and nature conservation value. The river has been described as a "wildlife super highway".

The River Thames is the main topographical feature in the Borough, defining its southern boundary. It contributes to the character and development patterns of Hammersmith and Fulham in many ways. The bridges across the Thames, for example, have a major effect on accessibility in the Borough. There is a strong relationship between the river, the river edge, landward development and open spaces within the borough.

The riverside in Hammersmith and Fulham has seen many changes over the centuries, and the last thirty years are no exception. Several key sites have been the subject of major development proposals. In this time accessibility to the river, and an appreciation of the amenity value of the river has significantly developed with the shift away from old riverside industries creating the opportunity for opening up the riverside for new uses and new facilities.

The London Borough of Hammersmith and Fulham is keen to develop and promote the amenity value of the river and ensure that the riverside in the Borough contributes to the wider context of the Thames, namely the long-distance Thames Path National Trail, running some 180 miles along the banks of the river from its source in Kemble Gloucestershire to the Thames Barrier at Greenwich.

The provision of a fully connected, high quality riverside walk is the key underlying objective. Visual links between the river and its hinterland should be strengthened making routes on the Riverside Walk to be aware of their connections to inland development.

The quality of the adjoining developments and open spaces which provide the setting for the walk are equally important. Where the walk passes alongside open spaces, the open area becomes an integral part of the route and its design should acknowledge this relationship and its riverside setting. The Riverside Walk can, to some extent, borrow from these adjoining open spaces. However, it will be important that opportunities to add to the natural landscape along the walk itself are seized, in order that the appearance of the green corridor is reinforced and the habitat value for wildlife is increased.

Where new developments are proposed on riverside sites, their design should respect the riverside setting, and the built form should allow for connections to the riverside, and the provision of a Riverside Walk no less than 6 metres wide in all cases, incorporating if possible additional adjacent open space. It should be of an appropriate high quality design, materials and planting. The Council would adopt and maintain the route as a public highway.

In 2005, the Council launched Streetsmart which developed a new approach to designing and maintaining the borough's streets. A multi-disciplinary approach to street design was introduced and a commitment made to carry out a full analysis of the character of the townscape proposed for change, known as the "Streetscape Healthcheck". Designs are then developed from this analysis to

ensure that they are appropriate to their specific context and thereby reinforce local distinctiveness. The Streetsmart methodology has been adopted for this report and should be followed when developing the proposals further; it is particularly relevant to the five miles of Riverside Walk where the character of the local environment alongside the river varies throughout its length from Chiswick Mall to Chelsea Creek. The use of Streetsmart methodology will ensure that any proposals respect the local character of each part of the walk and the adjoining area.

In recognition of the importance of the riverside and its environs to the townscape of the borough, the entire riverside is covered by seven conservation area designations for each of which the Council has published a conservation area profile which includes an appraisal and general design guidelines. These are, The Mall, Fulham Reach, Crabtree, Bishops Park, Putney Bridge, Hurlingham and Sands End. The profiles describe the special character of each conservation area and how the river contributes to that character, including views of the river corridor as a whole and river-related use. Conservation area designations relate to the stretches of differing character, and provide the basis for the analysis included in this report, and the foundation upon which proposals for the riverside can be developed.

Enhancement Objectives

The overarching goals for the riverside are to achieve a fully connected, high quality Riverside Walk with priority given to pedestrians, to encourage and promote its use, to enhance its character and to improve biodiversity and the green landscape along this linear open space.

Improvements to the riverside should fulfil the following objectives:

Improve accessibility and connectivity.

The Riverside Walk is a linear open space, which acts as a connecting link between a series of open spaces, big and small. The use and value of it would be enhanced by improving pedestrian permeability both along the path and in the streets and passages that lead to and from it. This should be achieved through appropriate townscape design to make routes available and accessible to all, and through discreet signage which is consistent and legible.

Create a sense of place.

The use of the river and lands adjacent to the Riverside Walk largely define the local character and sense of place. By incorporating cultural and historical details into the design of the Riverside Walk a sense of place can be reinforced.

Infrastructure such as wharves, piers, cranes, drawdocks and steps are evidence of the important industrial heritage of the Thames and contribute much to the character of the Riverside Walk and the creation of a sense of place. Proposals for development and regeneration should aim to restore and maintain evidence of heritage elements. Plaques giving relevant history and recording names and uses of disused wharves will be erected where appropriate.

River related sport and community recreational facilities should be encouraged as they generate value and a sense of local ownership. Existing parks, playgrounds and open spaces adjacent to the walk add character and spaciousness, and should be protected and enhanced. Existing visual connections to the river which contribute to the wider character should be protected.

Improve quality of the environment

Much of the riverside area is already dedicated as public footway maintained at public expense out of limited financial resources. It is therefore important that the riverside walkway specification is of a high quality in order to limit or reduce future maintenance costs. Furniture, paving and lighting that is high quality and consistent in design and are in keeping with local character can greatly enhance the Riverside Walk and thus encourage its usage. The pallet of materials are intended to be appropriate to the character of the Riverside Walk. The pursuit of quality and consistency of design is equally important where the route diverts inland. Materials and street furniture should conform to standards set out in the Council's Streetsmart Guide (see Appendix B), which would ensure that the design specification provides for ease of maintenance and cleansing.

Improve safety and security.

People on the Riverside Walk should feel safe and secure when using the route.

Use can be maximised by ensuring the public are not deterred by poor lighting, uneven surfaces or spaces that can be perceived as unwelcoming. Lighting should generally be in accordance with Streetsmart standards (see appendix B), but may need to be adapted to minimise the impact on nocturnal wildlife. Consideration should also be given to the

safety of river users by the provision of grab chains and ladders on river walls where appropriate, and by the suitable design of parapets and balustrades, to facilitate egress from the river.

Protect and enhance biodiversity

Existing mature trees add greatly to the appearance of the Riverside Walk and are much valued features along many stretches. Additional tree planting and soft landscaping using indigenous species should be introduced along the route, reflecting and reinforcing the character of the area. Where the Riverside Walk is restricted in width, every effort should be made to ensure sympathetic planting and landscape management on the landside of the walk where space allows.

Green spaces provide opportunities for wildlife and the improvement of landscape and visual amenity. Biodiversity along and adjacent to the Riverside Walk can be improved by various measures. For example, by installing timber fenders along the river wall to provide micro-habitats for specialist flora and invertebrates. Furthermore, with fewer working wharves along the Thames, there is little commercial need for a vertical wall, thus there may be opportunities to improve biodiversity by an alternative design for flood defence which would "make space for water" and create habitat and encourage biodiversity.

Appendix C provides generic soft landscaping guidelines for the Riverside Walk in Hammersmith and Fulham.

Whilst soft landscaping enhancements would be expected to bring their own rewards by increasing insect and bird species, opportunities to encourage other specific animals should be sought. In particular the re-introduction of the water vole

[*Arvicola amphibious*] should be encouraged where there is soft banksides to burrow in, and grasses and reeds to feed on. Locations along this highly urbanised stretch of the Thames will be limited but certain foreshore locations with little modification could be appropriate as could ponds close to the riverside walk. Barnes Wetland Centre may prove a useful local inoculation of this protected species, that could be used with the appropriate permissions from Natural England and WWT.

The Mall

The boundary of the Mall study area is shown on the map opposite. It is subdivided into five areas which reflect the variations in character of this study area

Brief History Of The Area

The name Hammersmith has long been associated with the northern bank of the River Thames extending from Chiswick to borough boundary at Chiswick Mall to just below Hammersmith Bridge. This historic part of the riverside is now within the Mall Conservation Area.

Given the importance of the river for communication and transport, it is likely that the earliest settlement in the Hammersmith area would have been close to the river, perhaps based around Hammersmith Creek. By the 17th century a small dock had been developed there to supply the Cromwell Brewery nearby and take produce from Hammersmith market gardens to the London city markets.

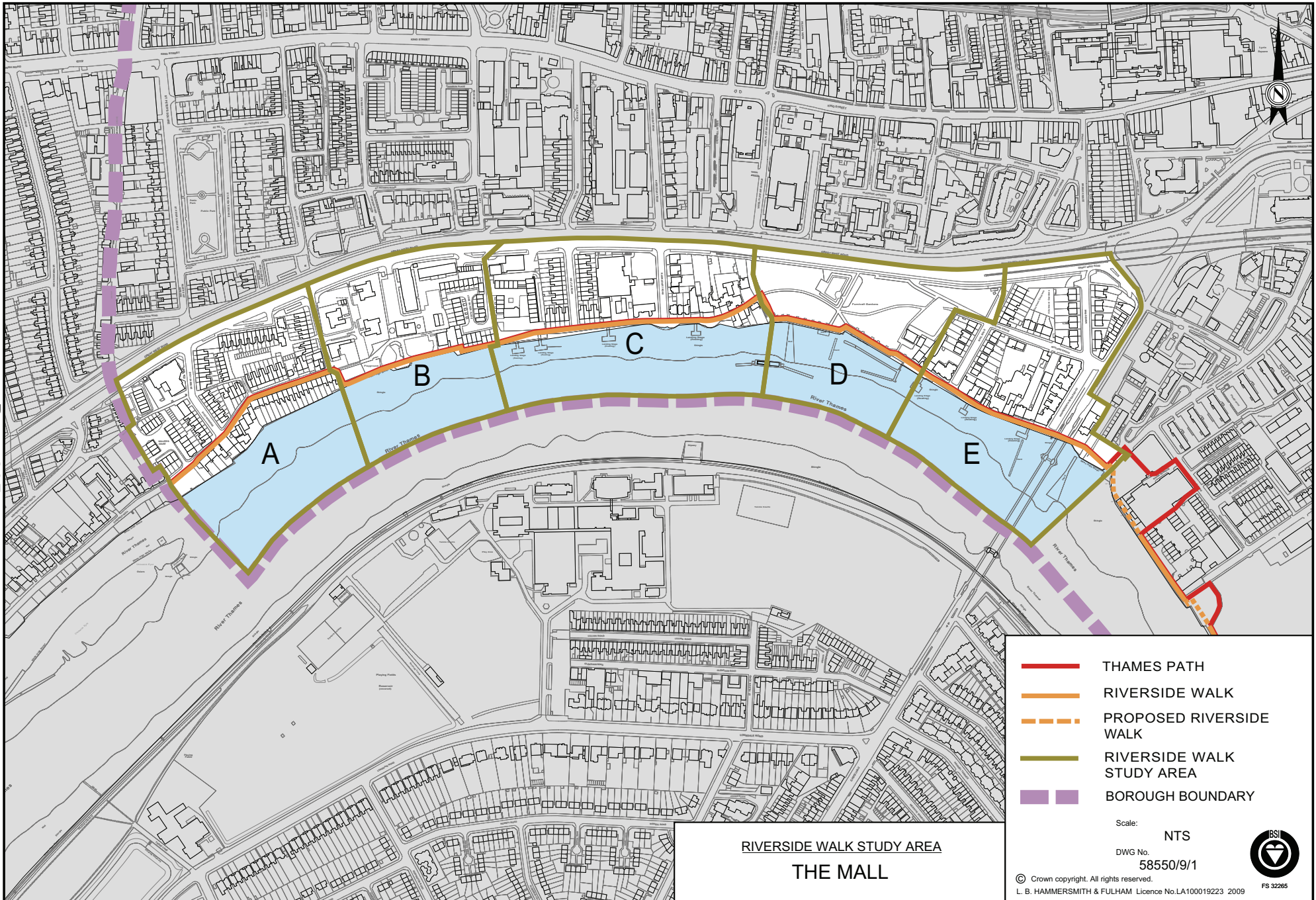
From the mid 17th century a number of substantial houses were built along the waterfront. The south facing bend in the river and the rural setting were regarded as particularly healthy. The area became an important residential quarter with the best houses situated on the waterfront. By the 18th century the settlement pattern continued from Queen Caroline Street to Lower, Upper and Chiswick Malls, with houses overlooking the Thames.

Character Appraisal

The character of this area derives from the historic built form and its relationship with the river. Fragments of 17th and 18th century Hammersmith survive and these are focused around the three groups of listed buildings: Hammersmith Terrace, Upper Mall and Lower Mall. These are much valued for their historic and outstanding architectural quality.

Of great importance to this area is the riverfront and river with its splendid panoramas both upstream to Chiswick Mall and downstream past Hammersmith Bridge. The listed Grade II* Hammersmith Bridge is the major landmark along this stretch of riverside. It forms the focus to many views along the river and itself affords impressive views of the study area. The rural character of the southern bank is visually important providing a leafy backdrop to views out from the area. The river's recreational use adds much to the area's character and appearance with several boat houses and clubs located along the frontage. The predominant land use is residential, however, other uses include offices, education and open space. The area contains two significant open spaces – the Upper Mall open space and Furnivall Gardens. Both of these spaces run seamlessly to the riverside, integrating the riverside walk into the landscaped open space in an attractive way. There are a number of pubs along the river front, which together with the piers, landing stages, steps and residential moorings add interest and ensure that this part of the riverside area is an important amenity used year-round by many people.





RIVERSIDE WALK STUDY AREA
 THE MALL



The Mall: Sub-area A: Chiswick Mall to Hammersmith Terrace

Character Appraisal

As the route crosses the borough boundary, the Riverside Walk runs inland along Chiswick Mall, where glimpses of the river can be seen through gardens leading down to the river's edge. It passes Hammersmith Terrace, an elegant row of listed Grade II, mid-18th century houses

The main character of this stretch is derived from the groups of terraces of different scales and styles, and the variety of internal views due to the compact nature of the fabric and irregular street pattern. Generally, views of the river are screened and there is a strong sense of enclosure.

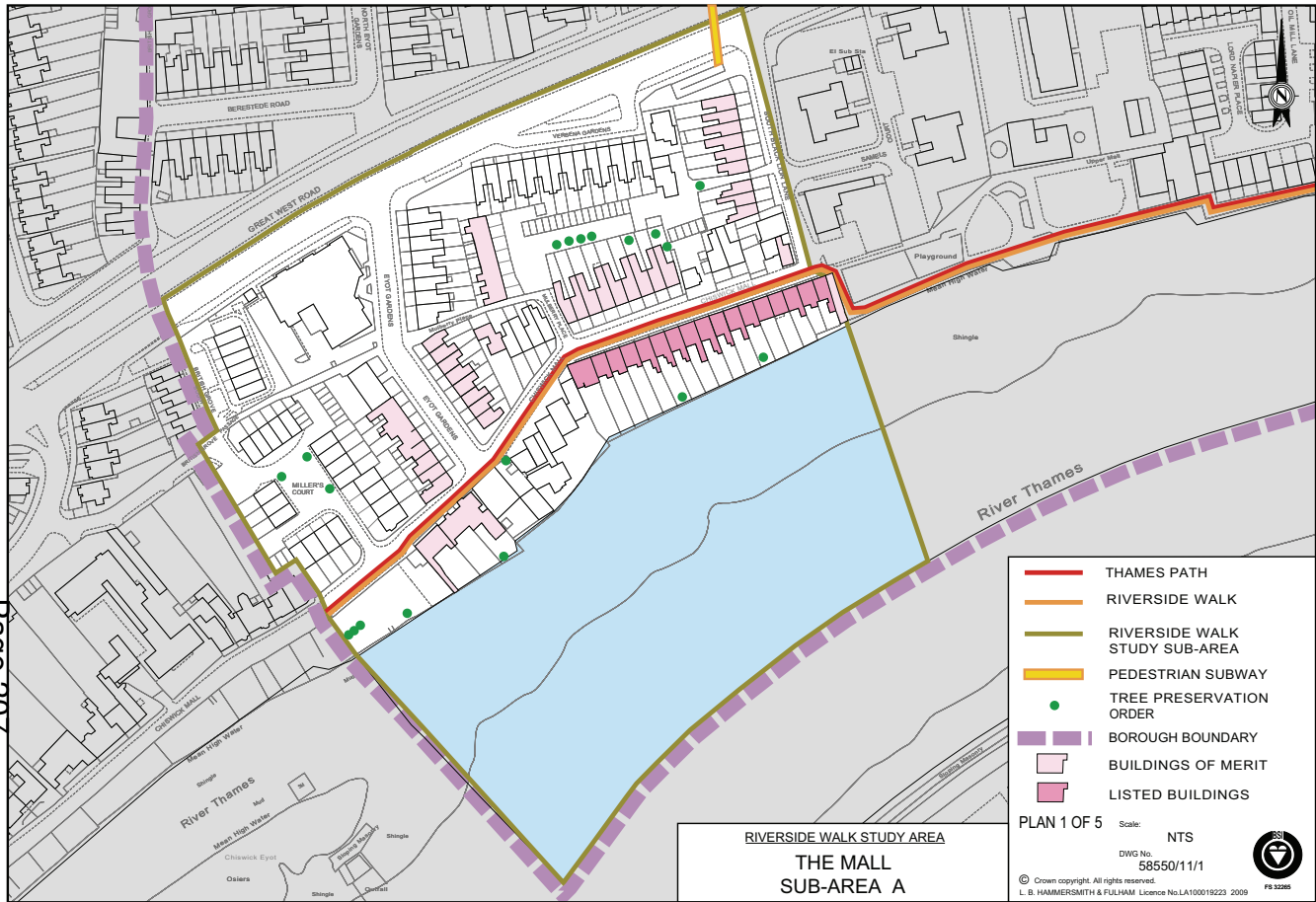
The footway on the south side of Chiswick Mall is very narrow in places and access on the northern footway is restricted around South Black Lion Lane making it difficult for disabled users. Black Lion Lane runs at right angles to the River at the downstream boundary of this sub-area. It was once an important historical connection from King Street to the river and Black Lion Stairs, but is now severed by the Great West Road and accessed via a subway. St Peter's Church can be seen looking north from South Black Lion Lane, and is a reminder that the whole area formed an entity before the construction of the Great West Road.



Improvement Opportunities

Where the Riverside Walk diverts inland along Chiswick Mall and Hammersmith Terrace, pedestrians commonly opt to use the road rather than the pavement due to the low volume of traffic. However there is opportunity to improve footway accessibility along this stretch. The pavements along the north side of Chiswick Mall would benefit from being upgraded using the Streetsmart palette of materials; and lighting appropriate to the age and character of the townscape would improve the appearance of this stretch.

This stretch would also benefit from improving the connections leading to the Riverside Walk, thereby reinforcing the historical connections to the riverfront, particularly along Black Lion Lane.



Proposed Enhancement Works

Small Scale

- Reinforce connectivity from adjoining streets to the river with clear and consistent signage
- Install drop kerbs where necessary
- Replace inconsistent paving along Chiswick Mall. Repave to Streetsmart standards
- Install lighting appropriate to the architectural character of the townscape



The Mall: Sub-area B: Black Lion Lane to Oil Mill Lane

Character Appraisal

From Black Lion Stairs the Riverside Walk runs alongside the river. The character along this stretch is greatly influenced by the adjacent Upper Mall Open Space. This park area is bordered by two very popular riverside public houses; the picturesque Black Lion P.H. in South Black Lion Lane sits alongside the section of retained wall from the demolished waterworks with a plaque to Tierney Clark [who designed the first Hammersmith Bridge], at the upstream end. The Old Ship P.H. at the downstream end. Some parts of the Riverside Walk and park are set on different levels, with steps and ramps leading onto a raised viewing platform and into areas of the park. An interpretation board located at the river wall and benefiting from the panoramic views is a valuable asset here. There are plenty of benches in this area and heritage lighting adds to the character. The low infilled balustrade allows for uninterrupted views upstream, downstream and across to the wooded towpath. The path is laid with precast concrete slabs of consistent colour with rough granite setts along the edges. This paving design was formalised here and is now promoted in the Council's Streetsmart Guide for the Riverside Walk.

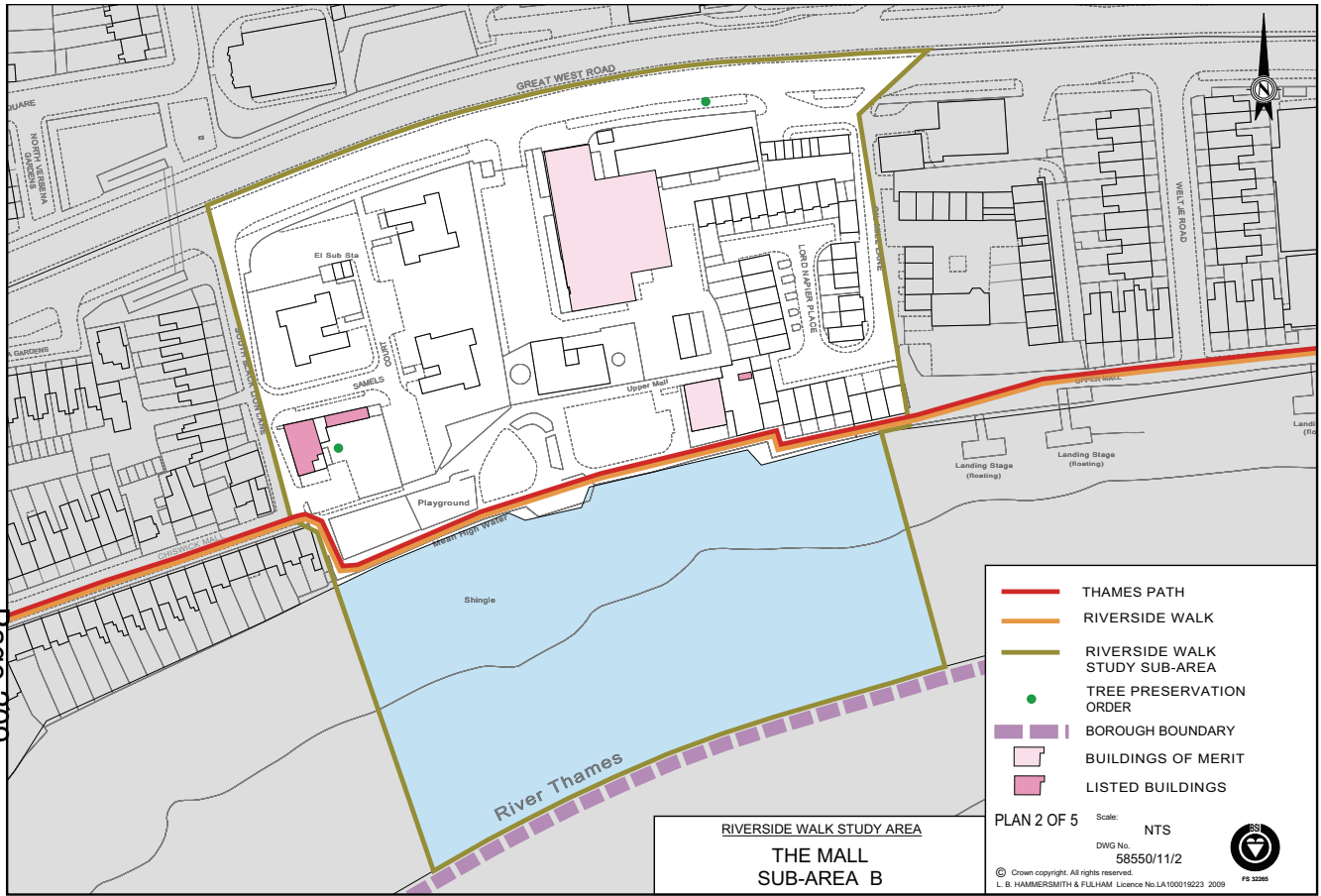
Moving downstream past the Old Ship P.H., with its listed porch on the rear elevation, the Riverside Walk narrows slightly and runs underneath flats which over-sail the path. It then opens out onto the wide open space in front of Linden House (Grade II), home to the London Corinthian Sailing Club, founded in 1894. Pedestrians, cyclists, sailors and rowers use this stretch heavily.



Improvement Opportunities

The park adjacent to the Riverside Walk influences the overall character of this stretch. Thus there is potential to strengthen the relationship with the river, through improved landscaping, accessibility and connectivity throughout the park.

The paving outside Linden House is inconsistent in style and aside from the elevated signalling box used for starting races, this expanse is relatively featureless and would benefit from being upgraded. Improvements would create a sense of place that enhances the current use of the site while improving amenity and biodiversity.



Proposed Enhancement Works

Small scale

- Reaffirm existing separation of pedestrians and cyclists with improved signage
- Plant to enhance the Riverside Walk for pedestrians and improve biodiversity, both in the park and along the walk e.g. by Black Lion Stairs and along the back wall of the park
- Plant specimen native tree in pit designed for this use in paving
- Repair Black Lion Stairs
- Consider small heritage plaque on Black Lion Stairs
- Encourage owners of the Old Ship P.H. to put listed porch on view

Large scale

- Improve landscaping in the park particularly along the rear wall and around the public houses
- Refurbish hard surfacing and install street furniture based on the Streetsmart design pallet
- Refurbish the play area with sympathetically designed equipment
- Consider an improvement scheme which includes both hard and soft landscaping for the area in front of Linden House



The Mall: Sub-area C: Upper Mall from Linden House to Furnivall Gardens

Character Appraisal

From the open space in front of the listed Linden House, the Riverside Walk becomes narrower and shares its route with a residential access road, Upper Mall. This road is privately owned, although the footway is maintained by Hammersmith and Fulham council.

Upper Mall is predominantly residential but includes a number of boat clubs, school buildings and a small museum. This section of the Riverside Walk is enclosed by a strong built frontage facing the river on one side and a high infilled balustrade on the other. This is the oldest stretch of the river wall, with two curved bastions dating from c.1650. The river wall between numbers 20 and 36 Upper Mall is listed. Along some of this stretch the balustrade is around 1.5m high, restricting views out across the river. Victorian style lighting enhances the character and appearance of the townscape.

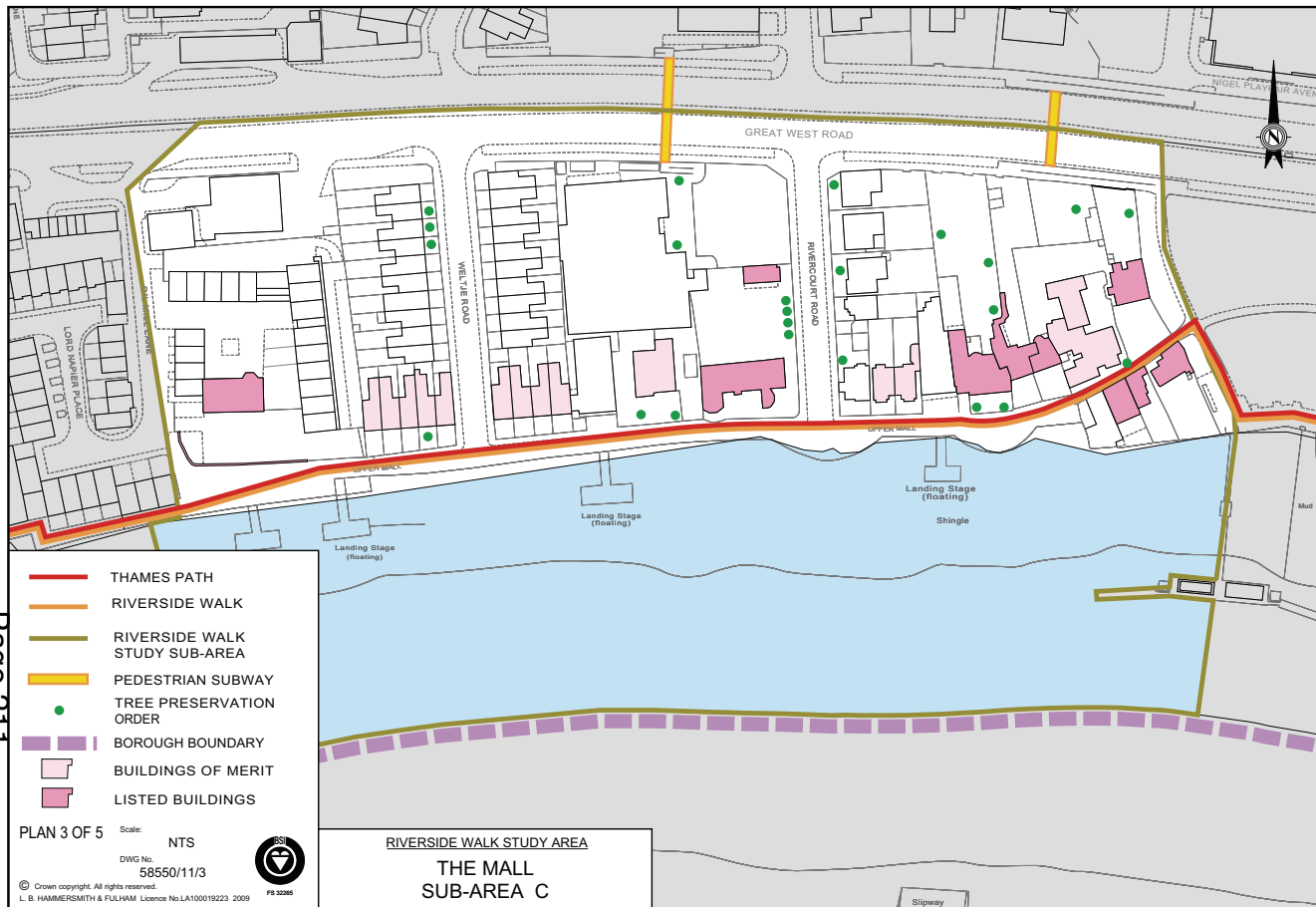
Kelmscott House (Grade II), dating from c.1785, forms part of a group of historic properties facing the riverfront. William Morris lived here from 1877 until his death in 1896 and established his design workshops and printing press on the premises. Numbers 13 and 15 are the former Doves Bindery (Grade II) where the Doves Press operated and Cobden Sanderson lived. The Dove P.H. (Grade II) dates to 1790. Here the picturesque narrowness of the passageway which opens out dramatically into Furnivall Gardens, revealing impressive river views, is a key element of the stretch.



Improvement Opportunities

Along Upper Mall, parked cars currently dominate this publicly accessible private road and more often than not also park across the pavement. This creates a de-facto shared service where pedestrians, cyclists and car users co-exist, though currently in an unsatisfactory manner. The road surface is in poor condition and there is street sign clutter. There is opportunity here to greatly improve this stretch, which would benefit users of the riverside walk and in particular those users with disabilities.





Proposed Enhancement Works

In collaboration with owners, the council will explore ways of improving the current layout of this stretch of Riverside Walk. An improved design along Upper Mall would ideally create a shared surface with pedestrian priority. A new layout would protect resident parking, improve accessibility and allow the potential replacement of the elm trees that once stood in the bastions along this stretch of river.

Small scale

- Plant additional trees
- Improve signage
- Replace broken bollards

Large scale

- Repave the section of the Upper Mall footway leading to the Dove Passage with old York stone paving, consistent with the existing passageway leading to Furnivall Gardens

The Mall: Sub-area D: Furnivall Gardens

Character Appraisal

Here the Riverside Walk opens up as it passes alongside Furnivall Gardens - one of the borough's most impressive public parks due to its riverside setting. The Gardens benefit from the absence of any boundary fencing, providing an integrated connection with the Riverside Walk. Tree canopies create a sense of shelter and tranquillity.

The Gardens were laid out to celebrate the Festival of Britain, on land which was one of the oldest parts of historic Hammersmith known as "Little Wapping". This centred on Hammersmith Creek, into which ran Stamford Brook. All that is visible of this former creek is the outfall to the river, close to the Dove Pier. Within the grounds there is an enclosed garden that covers the site of a Quaker burial ground,

Due to the low height of the balustrade, there are good views along the Thames in both directions. The recreational and residential boats moored at the western edge of this area provide interest and activity at the water's edge, strengthening links with the river.



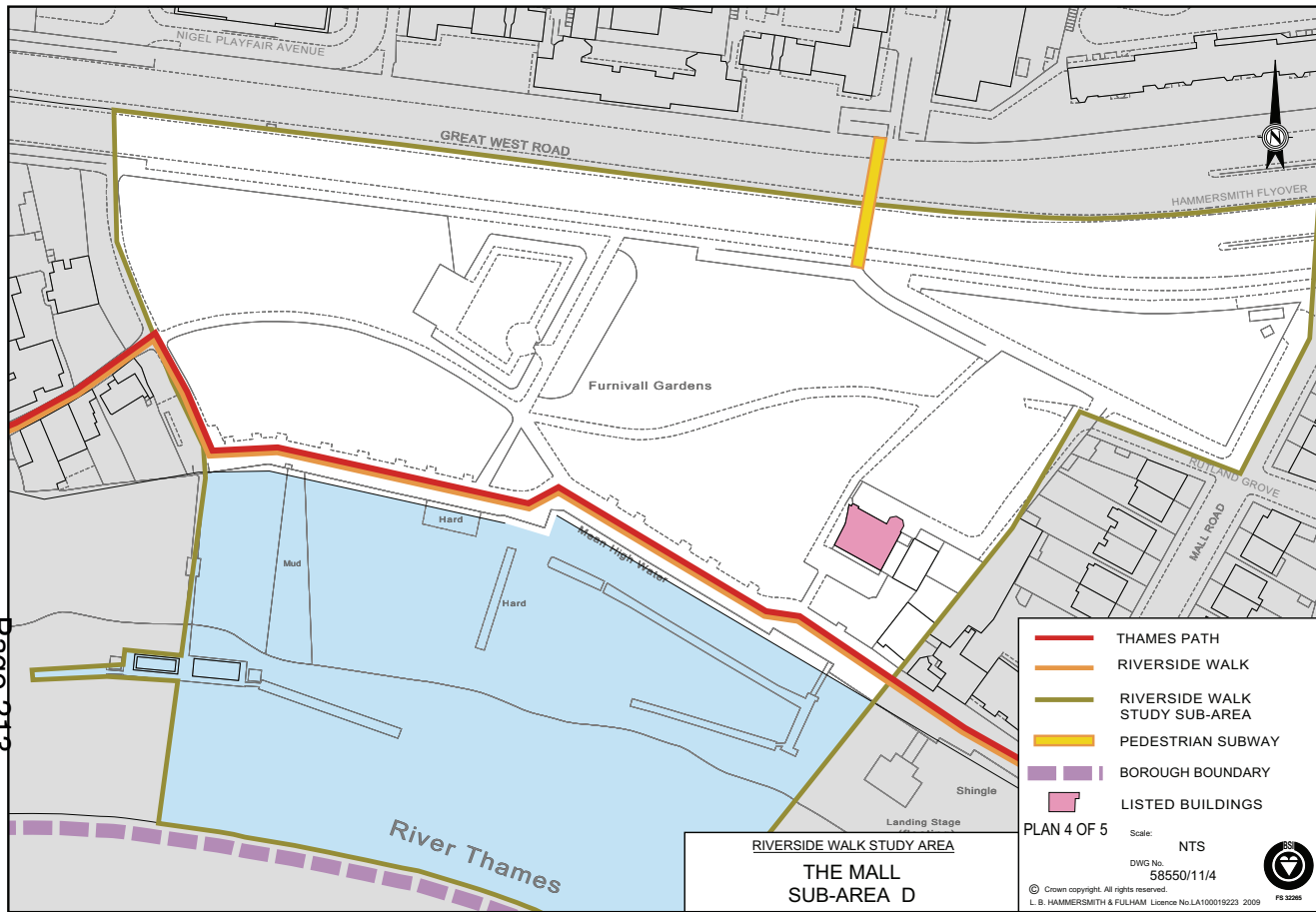
Improvement Opportunities

Historic links to the centre of Hammersmith are severed by the Great West Road. Although improvements have been made to links with Hammersmith Broadway, there is potential to further reinforce this connection. It is possible to see the river from Nigel Playfair Avenue, on the north side or the Great West Road. There is opportunity here for signage and interpretation to strengthen historical connections from here to the river.

Noise pollution from the Great West Road disturbs the tranquillity along this stretch. Public enjoyment of the Riverside Walk and Gardens would be improved by reduced noise levels.

There is an opportunity to maximise awareness and use of the gardens with some small scale improvements.





Proposed Enhancement Works

Small scale

- Replace of out of date signage and street furniture with an improved and consistent design
- Re-site Thames Water sign on river wall
- Reinforce connectivity from Hammersmith centre to the river with improved pedestrian signage and interpretation facilities along King Street, particularly at Nigel Playfair Avenue.
- Replace vandalised history plaque on wall by culverted outflow of creek

Large scale

- Consider re-installing the floral clock, part of the original design of the Gardens on its existing base
- Consider a management strategy for Furnivall Gardens that maximises the use of the park and improves awareness of its historical location
- Investigate landscape solutions to reduce the impact of noise generated by the Great West Road
- Seek better connections between Hammersmith Town Centre and Furnivall Gardens



The Mall: Sub-area E: Lower Mall

Character Appraisal

The character of the Riverside Walk in Lower Mall derives from a strong built river frontage of high townscape value leading to Hammersmith Bridge. The group includes several fine buildings between the listed Grade II Westcott Lodge at the western end of the group and the group of attractive listed Grade II late Georgian houses with decorative iron verandas close to the bridge. Kent House [listed Grade II] dating from 1762 is a very fine example of domestic architecture from this period.

The Riverside Walk along this stretch is wide and open affording good views across the river. It accommodates outdoor seating for both of the very popular public houses – The Rutland and The Blue Anchor which add vitality and animate the space.

A significant contribution to the character of the space is also provided by the presence of, and extensive use by, members of the, Auriol Kensington Rowing Club and Furnivall Sculling Club. The national headquarters of the British Rowing is also located here.

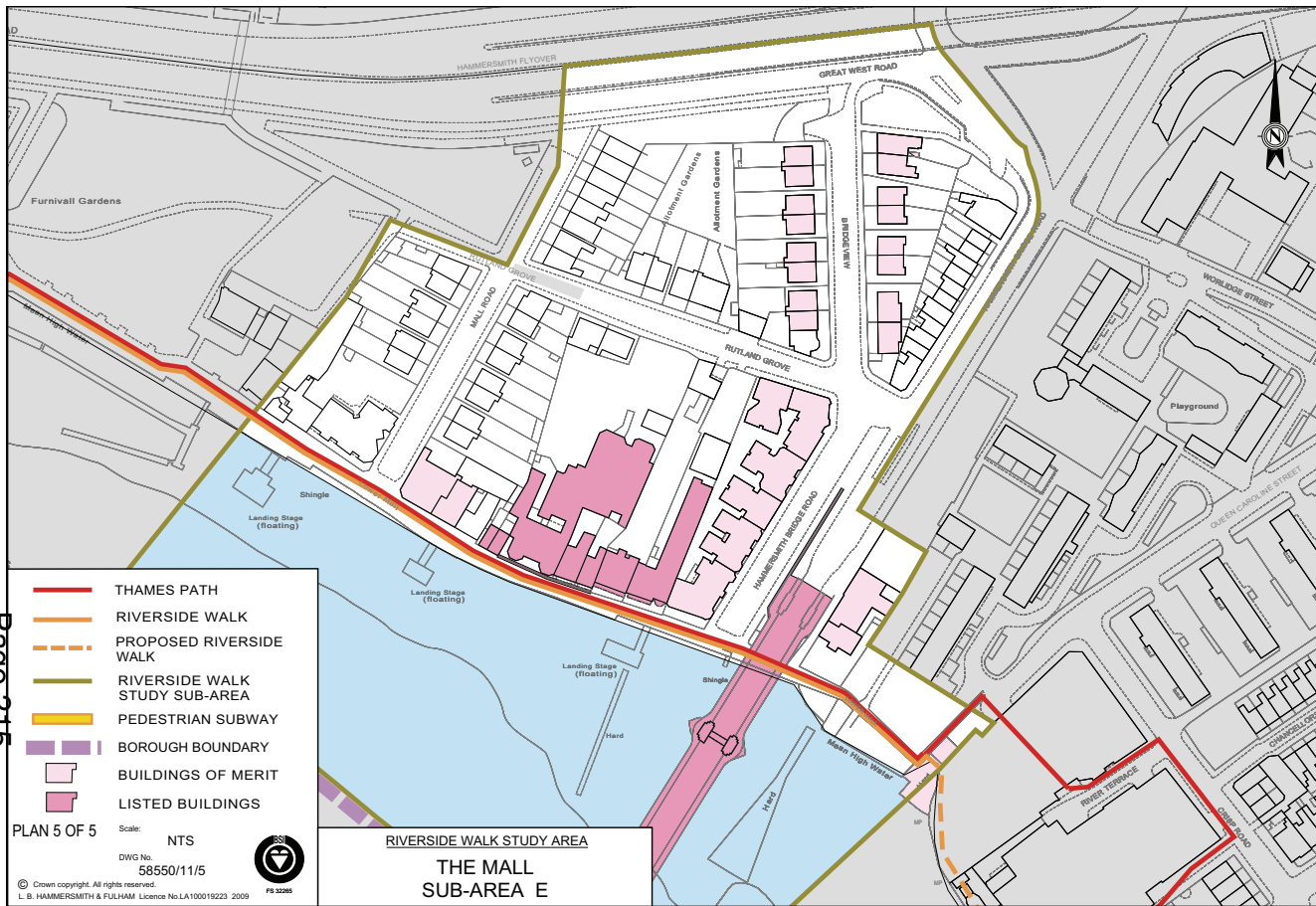
Just before Hammersmith Bridge, the walk narrows slightly. Two mature trees add interest and scale to the route. The particularly high wall near to the bridge restricts sightlines out across the river.

Hammersmith Bridge [listed Grade II*], designed by Sir Joseph Bazalgette is the focus of this part of the riverside. It is an important landmark along this stretch and is particularly dominant in views along Lower Mall. In addition, the bridge itself affords impressive views back to the riverside walk and its setting, and across to the Barnes bank. The present bridge replaced an earlier suspension bridge designed by Tierney Clark. Bazalgette incorporated the old piers and abutments into his design.



Just downstream of Hammersmith Bridge, a high shingle bank has allowed trees and plants to establish, adding interest and improving biodiversity.

Beckett's Wharf, is now a raised platform with benches which provides a vantage point to enjoy splendid views of Hammersmith Bridge, Harrods Depository and the wooded towpath on the opposite bank.



Proposed Enhancement Works

Small Scale

- Reinforce the connectivity between Hammersmith Town Centre and the river with improved signage and interpretation facilities
- Consider a new planting scheme that enhances the connectivity to Hammersmith town centre, for example tree planting along Queen Caroline Street
- Repaint brickwork under Hammersmith Bridge in a more appropriate colour
- Improve awareness of the historical significance of the location through an interpretation board
- Enhance planting of shingle bank

Large Scale

- Investigate potential for creating new stronger links to Hammersmith Town Centre
- Develop a scheme at Beckett's Wharf which improves the area by harmonising the different sites and levels, if possible retreats the flood defences, and provides an appropriate setting for the bridge and Riverside Walk
- Return the drawdock back into every day use
- Return the wharf back into use as a short stay site for river users



Fulham Reach

The boundary of the Fulham Reach study area is shown on the map opposite. It is subdivided into three areas which reflect the variations in character of this study area.

Brief History Of The Area

This study area stretches from just below Hammersmith Bridge to Fulham Football Ground. It is an area which, in the early 20th century, was developed almost entirely for industrial use. Where buildings from this age remain on the Riverside Walk, usually detours inland around them.

There is evidence that this riverside area was occupied as early as the pre-historic period. In the 1970s, during the redevelopment of Rosebank and adjoining wharves, archaeologists uncovered Neolithic artefacts, late Iron Age pottery, an isolated Roman coin, and more recently a Saxon settlement.

The river was wider and shallower than it is today and the low-lying meadows at Fulham frequently flooded. The banks were fringed with osiers and reeds. At low tide there is a high and dry sandbank along this stretch of the Thames. There may well have been a ford across the river in earlier times.

Fulham Reach remained rural in character until the late 19th century, when the market gardens and the few country houses were replaced by industry. The first and largest of the industrial development schemes was on the site of Brandenburg House. The Haig Distillery was erected in 1857 on part of the former grounds, and in 1872 Alexander Manbre built his sugar refinery on the remainder on the site.

The Anglo-American Oil Company established Dorset Wharf in the late 19th century. This signalled the start of a sustained period of wharf construction; Tea Rose Wharf was built soon after Dorset Wharf, followed by Blake's Wharf and Eternit Wharf in 1910.

By 1914 the whole of the riverside between Haig's Distillery and Fulham Football Ground was developed for industrial use. Housing developments subsequently sprang up to accommodate workers in the industries which were being established along the river. This stock of late Victorian and Edwardian housing still forms the hinterland to the riverside corridor.

The industrial use began to decline in the 1970s and as the wharves closed, they have been replaced in a series of phases by residential and office developments linked by the Riverside Walk.

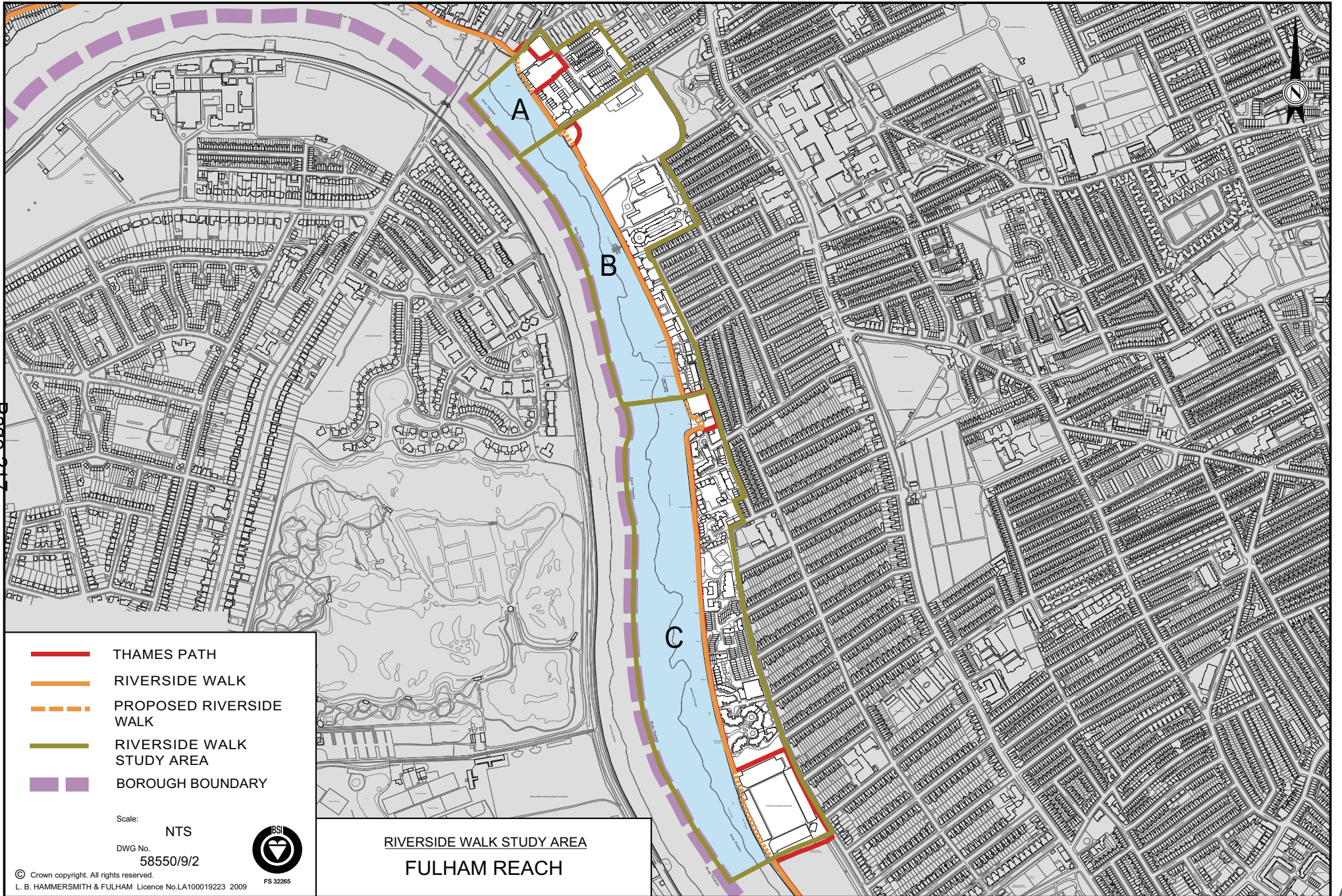
Character Appraisal

Although the height of buildings along the Riverside Walk varies, the overall pattern is of a built up urban character, providing a hard edge with few trees alongside the river frontage with relief in places provided by open spaces.

The views across to the rural Surrey bank are an important element in defining the character of this stretch of river. From the opposite side of the river looking across to the conservation area, the views are of an urban riverside with a variety of uses broken by areas of open space often lacking in tree planting.

The predominant land use is residential and office use. There is also a significant recreation presence provided by Fulham Football Ground at the southern boundary of this area. The stands and floodlight pylons are clearly visible as vistas along the Thames.

There are a number of access points to the Riverside Walk from the hinterland, although they are not always easily identifiable.



Fulham Reach: Sub-Area A: Queen's Wharf to Chancellor's Wharf

Character Appraisal

In this sub-area, the Riverside Walk runs inland for a short distance, around Queen's Wharf and Riverside Studios, before leading back to the riverfront at Chancellor's Wharf. Here the Riverside Walk opens up and affords picturesque views of Hammersmith Bridge and across to the wooded towpath and the listed Harrods Depository now converted into residential use. Connectivity to the river is enhanced by the open balustrade on the river wall. Plants that have colonised the riverside of the wall are clearly visible and add interest.

Improvement Opportunities

The provision of a connected Riverside Walk adjacent to the river is a key objective, and the Council will seek to create a connected riverside walk through any future development on this part of the riverside.

The paving along River Terrace and parts of Crisp Road is inconsistent and would benefit from being upgraded. It would be important to improve directional signage from Crisp Road to the river. Currently signage for the Thames Path is on the opposite side of the road and can be easily overlooked.

There are visual links from St James Street and along Chancellor's Wharf to the river, thus there is opportunity here to strengthen connectivity with improved signage.

Chancellor's Wharf consists of a significant area of hard paving. There is opportunity here to improve the visual aspect of the Riverside Walk through landscaping and installing new furniture and lighting to Streetsmart standards. This will be particularly important once the links through the adjoining sites are secured and a connected route alongside the river has been achieved.



Fulham Reach: Sub-Area B: Chancellor's Road to Greyhound Wharf

Character Appraisal

After the short stretch alongside the river at Chancellor's Wharf, the Riverside Walk makes a temporary diversion away from the river for a short distance, with a narrow path cutting through vacant land at Hammersmith Embankment. This future development site is part-shielded from view by high fencing. Upon completion of development here, the Council will have secured a stretch of Riverside Walk adjacent to the river, publicly accessible green space and a water sports centre.

Through the rest of this sub-area the Riverside Walk runs alongside the river. There are good views along this stretch, thanks in part to the very low balustrade. Plants that have colonised the river-side of the wall add interest. The character of the Riverside Walk is greatly influenced by the adjacent Hammersmith Embankment, a large mixed-use development. Around one quarter of the stretch is occupied by the completed phase 1 of the office development scheme, with a large green space on the riverside. However it is fenced off from the Riverside Walk and although it contributes visually to the setting of the route, it remains primarily disconnected.

The path downstream is backed mainly by residential developments, some with balconies overhanging the Riverside Walk, which create a sense of enclosure. The Riverside Walk regains a sense of openness at the River Café with raised planting areas and forecourt area.

At the downstream end of this sub-area, the character of the Riverside Walk is influenced by the adjacent residential developments and open areas. A sunken ball park provides an unattractive and inappropriate setting for the route. Views out from the Riverside Walk include a dolphin (a former mooring structure) and panoramas across to the wooded towpath and the Barnes Wetland Centre on the Surrey bank.



Improvement Opportunities

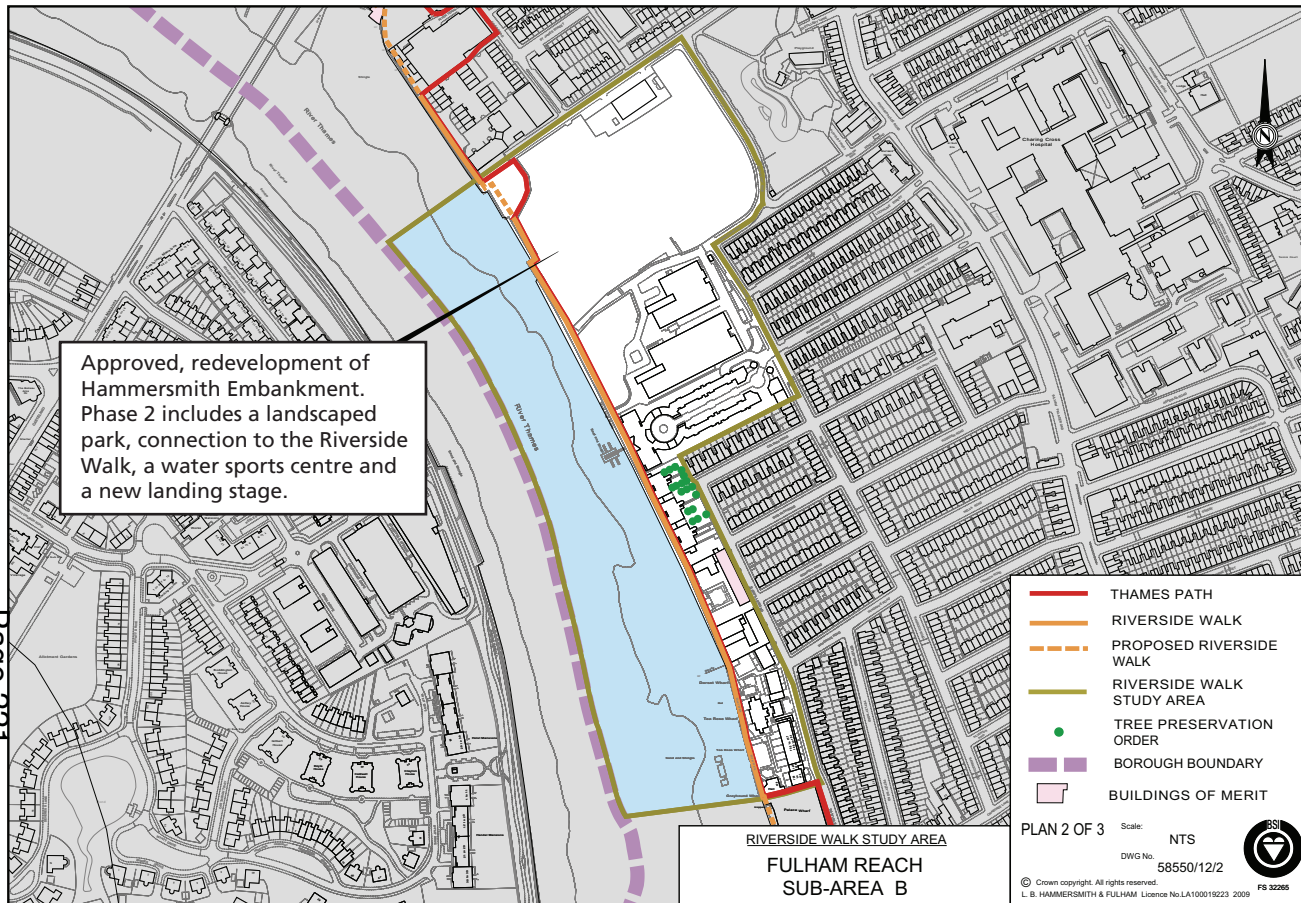
The style of paving, lighting, seating and river wall is inconsistent and some is in poor repair. There is a great opportunity here to improve the character by upgrading the paving, lighting and furniture.

The section of the route between Kings Reach and Thames Wharf is one of the few remaining stretches of the Riverside Walk that has not been adopted by the Council and cannot therefore be laid-out to Streetsmart specification without the agreement of the riparian owners

The dolphin is an example of disused river infrastructure that is a valuable asset with potential for future development and use.

Tea Rose Wharf, at the downstream end of this sub-area, is a site on many levels, with several sunken or fenced landscaped areas. There is opportunity to improve the landscaping in this area and enhance connectivity to the river.





Proposed Enhancement Works

Small scale

- Plant additional trees and soft landscaping to enhance the Riverside Walk for pedestrians and improve biodiversity and views along the riverside
- Remove small obstruction in Riverside Walk opposite the dolphin
- Plant native trees in empty tree pits
- Encourage further colonisation on the river side of wall
- Improve awareness of historical significance of Parish boundary with an information plaque
- Collaborate with the riparian owners of private stretches of the Riverside Walk to enable the redesign of the footway and future maintenance to be to Streetsmart standards.

Large scale

- Replace paving, furniture and lighting to Streetsmart standards and install additional benches where necessary
- Consider potential for retention and use of dolphin.
- Restore historic section of river wall including buttresses, parish boundary stone and other artefacts.
- Ensure that the provision of a water sports centre, publicly accessible park and new landing stage are achieved through Hammersmith Embankment development
- Improve landscaping at Dorset Wharf and Tea Rose Wharf
- Consider recording names of old wharves with discreet signage

Fulham Reach: Sub-Area C: Greyhound Wharf to Fulham Football Club

[Note : Palace Wharf and Crabtree Drawdock are within Crabtree Conservation Area]

Character Appraisal

Another inland diversion occurs at the upstream edge of this sub-area, at Palace Wharf, which is on the Council's register of Buildings of Merit. As the path heads inland it is narrow and hemmed in by high brick walls. The path runs along Rainville Road which forms the boundary between the Fulham Reach and the Crabtree conservation areas.



The path reconnects with the river alongside the Crabtree pub, where a drawdock provides access to the river. Here the foreshore widens to form an amenity space [except at high tide] with two willow trees growing in the shingle beach. This was once an important river crossing point.

The width of the Riverside Walk varies, and at points is bordered by some open grassed areas. Along this varied stretch there is a combination of sections with either a balustrade or low vertical railings. Plants that have colonised the river side of the wall add interest.

Further along the character of the Riverside Walk is influenced by Rowberry Mead open space. It benefits from some attractive mature planting and children's play areas, but has poorly designed balustrade around two old silo pits which border the riverside walk.

At the downstream boundary of this sub-area, the Riverside Walk again turns inland, around Fulham Football Ground via Stevenage Road.

Improvement Opportunities

The council will seek to improve the connectivity of the Riverside Walk through any future development.

There is opportunity to improve connectivity as the walk heads back to the riverside from Rainville Road to Crabtree Wharf. The signage here could be improved as there are two possible routes to reconnect with the Thames Path, one is narrow with steps, while the other is more direct and is level.

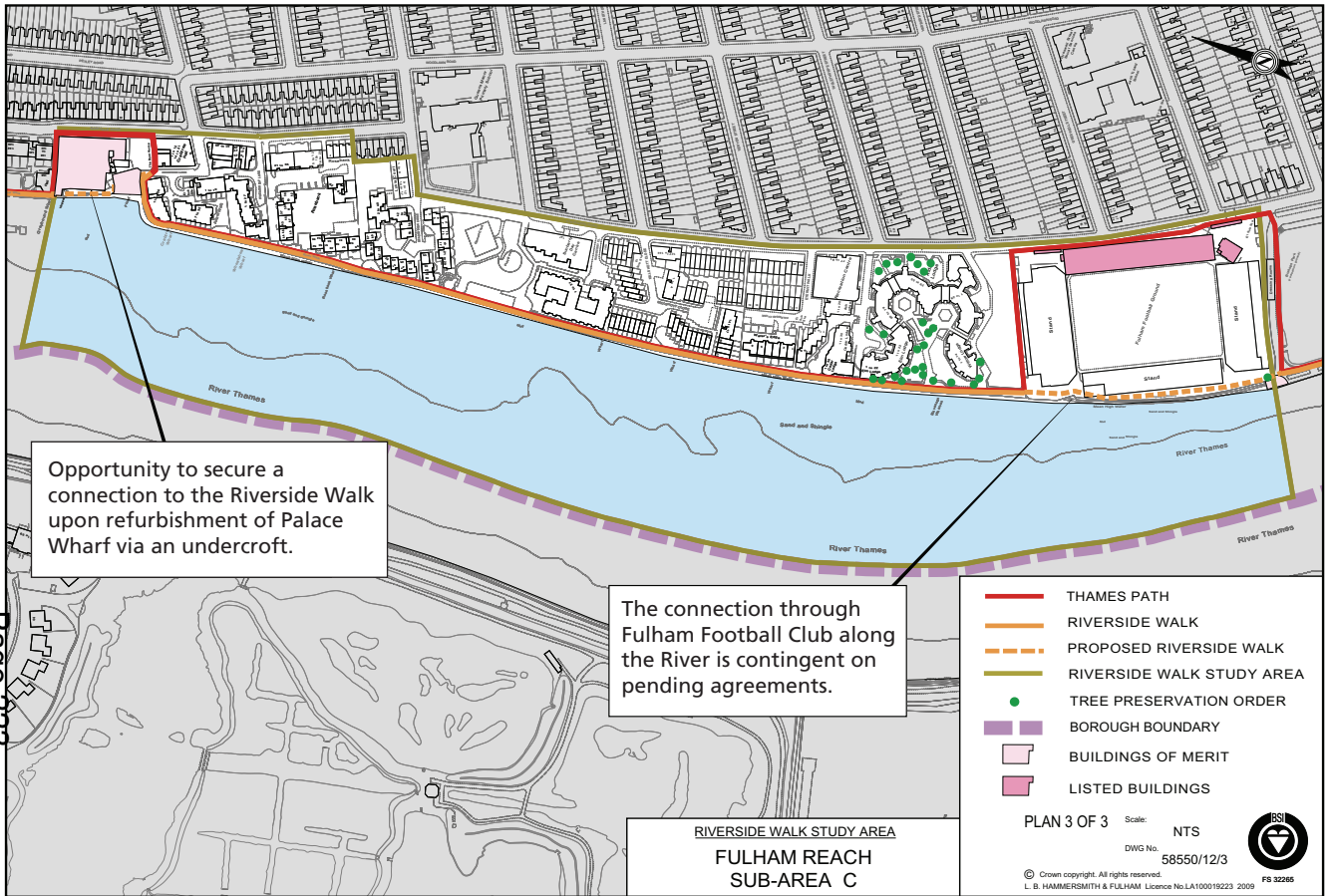
The area adjacent to the drawdock could be enhanced by the removal of parked cars, and the implementation of a scheme for its environmental improvement which linked it to adjoining spaces.

Crabtree Lane was once an important historical connection to the River and there is opportunity to strengthen links to the river with improved signage.

The paving along this whole section of Riverside Walk is inconsistent and would, together with the street furniture, benefit from being upgraded to Streetsmart standards.

Rowberry Mead is a series of segregated open spaces on various levels, creating a defensive relationship with the river. There is opportunity to here to improve the landscaping and strengthen connectivity to the Riverside Walk and river.

Where the Riverside Walk diverts inland again at Fulham Football Ground, there is potential to improve accessibility and strengthen links with the river.



Proposed Enhancement Works

Small scale

- Create a more flexible space with an emphasis on planting for biodiversity at Rowberry Mead
- Replace balustrade at Rowberry Mead
- Improve existing planting for biodiversity in Stevenage Park
- Encourage further colonisation on river side of wall
- Replace balustrade at Stevenage Park to Streetsmart standards
- Plant trees in empty tree pits
- Investigate planting trees in land adjacent to the Riverside Walk
- Improve signage where route diverts inland

Large scale

- Seek a connected riverside walk through Palace Wharf and Crabtree Wharf with appropriate landscaping.
- Improve connectivity between the hinterland and the Riverside Walk at Rowberry Mead
- Renew children's play area at Rowberry Mead
- Promote recreational use and improve landscaping of Crabtree drawdock
- Investigate potential of improving setting of pathway alongside Stevenage Park and Fulham Football Ground.
- Upgrade paving and install new lighting and furniture to Streetsmart standards
- Improve paving to Streetsmart standards where the Riverside Walk diverts inland



Bishops Park

Brief History Of The Area

The outstanding feature in this study area is Fulham Palace which is a courtyard house of medieval origin and is listed Grade I. Together with its associated buildings, including the Lodge, Chapel and stable buildings [all of which are listed in their own right], the Palace sits within a strong landscape setting, which along with Bishops Park forms an attractive backdrop of historic importance to the riverside.

The Bishop of London held the Manor of Fulham from 704, when the Bishop of the East Saxons bought the estate of Fulham from the Bishop of Hereford. The medieval palace was demolished in 1506. The Palace, we see today was surrounded by a moat, which sadly in the 1920s was filled in. The moated site is the Borough's only Ancient Monument. The Bishops of London continued to live at Fulham Palace until 1973 when the Hammersmith and Fulham Council took a long lease on the Palace and its grounds.

The population of Fulham grew in the 19th century and In 1883 the Bishop of London offered the meadow lying between the Palace Moat and the River, known as the Church Meadow, together with the adjoining Bishop's Walk, totalling about 5 acres, as an open space for the people of Fulham.

The Ecclesiastical Commissioners took over the Bishop's demesne lands and between 1884 and 1889 parts of the land known as Bishop's Meadow, Kent Meadow and West Meadow were conveyed to Fulham District Board of Works to be converted into a public recreation ground

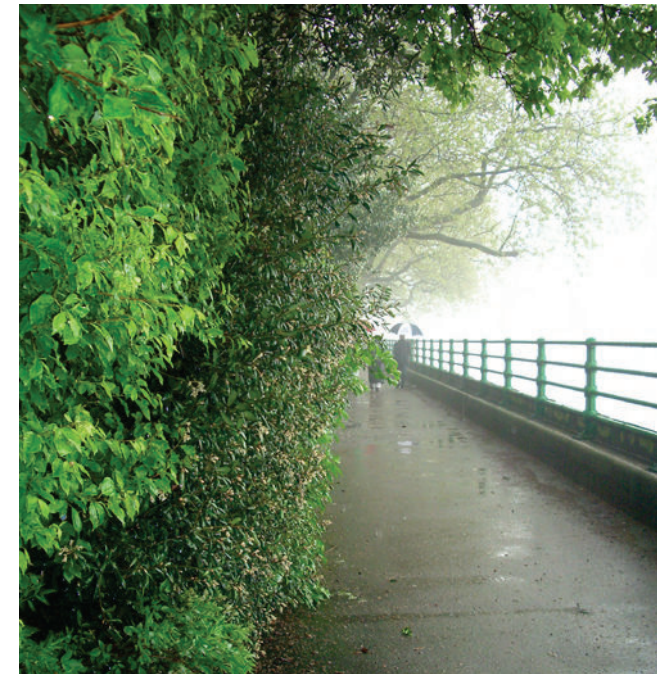
In 1889 a riverwall was erected along the whole frontage of the site by the firm of Joseph Mears. The wall included flights of steps 30 feet wide at each end. The embankment was completed in 1893.

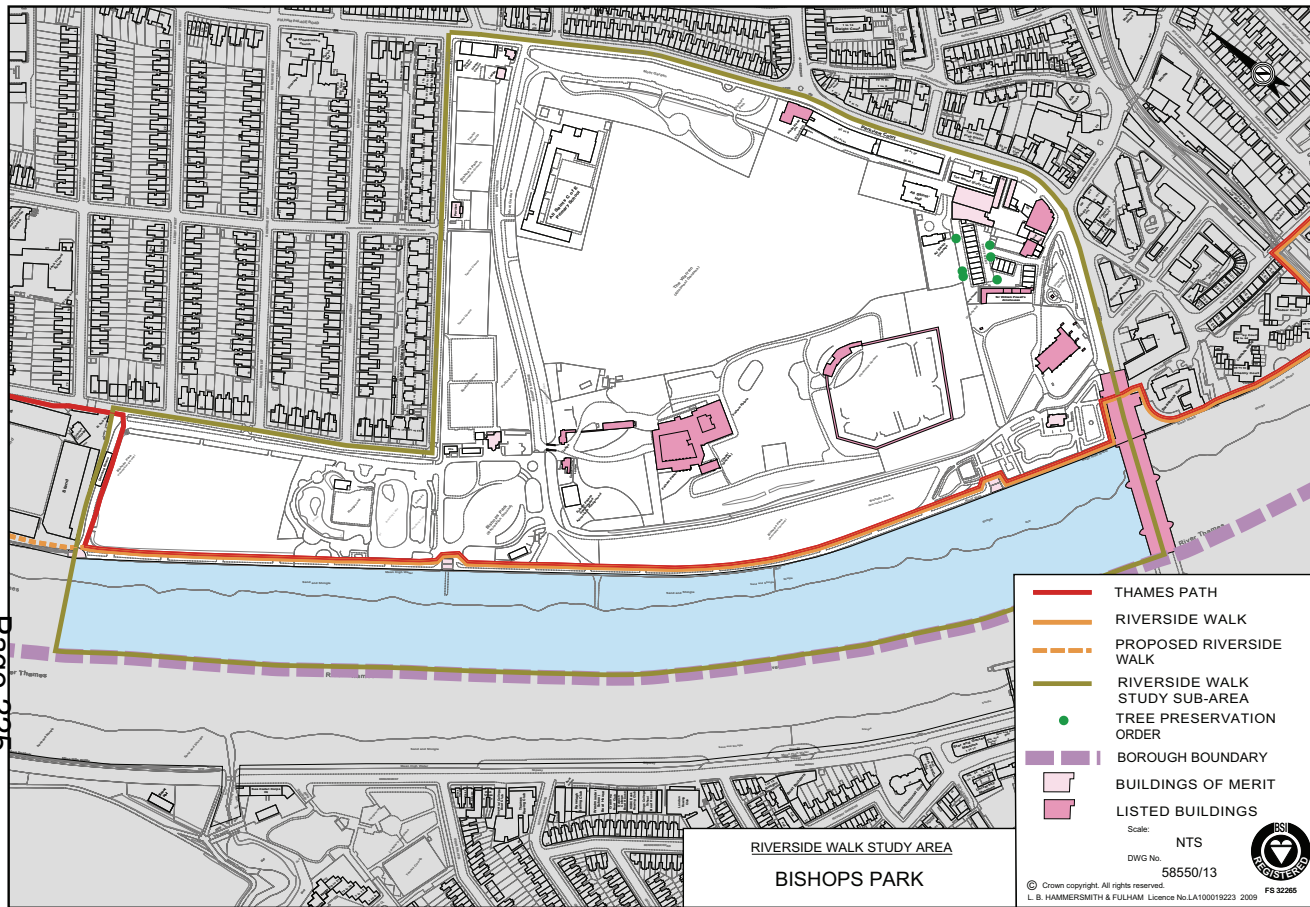


Bishops Park was formally opened by Sir John Hutton, Chairman of the London County Council in 1893. Further extensions to the park were added up to 1926. The entire area is designated Metropolitan Open Land and a Nature Conservation Area. Bishops Park and Fulham Palace Garden are included in the English Heritage Register of Historic Parks and Gardens.

Two important buildings lie within this connected landscape setting close to Putney Bridge at the downstream end of this area. Pryors Bank is a late 19th century half-timbered lodge set within its own gardens, and of particular visual prominence in riverside views is the Grade II* listed All Saints Church.

In 1836 the second University Boat Race was rowed from Westminster to Putney, and races took place in five of the next nine years. In 1845 the race was moved to the stretch of the river between Putney and Mortlake where it continues as an annual event today.





Character Appraisal

This section of the riverside walk emerged from the construction of the embankment in 1889. Upon completion of the embankment, London Plane saplings were planted which today, as a long double line of fully grown London Plane Trees, create an attractive setting for the riverside.

Noteworthy are the panoramic views to the Putney Bridge, the Boat Houses at Putney Hard and Barnes Wetland Centre.

Improvement Opportunities

Significant improvements would be achieved if a scheme waiting for Heritage Lottery funding gets the go-ahead. The overall objectives are: the restoration and reinstatement of the park's key heritage features, the rationalisation of management and maintenance activities and the provision of facilities and features that cater for local borough and London-wide audiences, encouraging increased usage and an improved visitor experience.

Proposed Enhancement Works

Though proposed enhancement works are included in the application for the overall enhancement of Bishops Park, i.e replacement paving, seating and landscaping, elements affecting the riverside to be considered are prioritised as the following:

Small scale

- Repaint existing railings in an appropriate colour - black
- Remove the damaged and redundant wood boarding at the base of the railings lining the riverside path.
- Refurbish all furniture including the benches in accordance to Streetsmart standards, while fostering the adopt-a-bench system where possible.
- Restoration of 2 sets of river stairs
- Incorporate lighting of an appropriate design that lessens the impact on nocturnal species.

Large scale

- With reference to the proposals included in the Lottery application bid, investigate landscape solution to protect and increase diversity of the shrubs, that can help enhance the Bishops Park section of Riverside Walk.
- Remove derelict changing rooms adjacent to Fulham Football Club boundary, including the removal of the metal wall supports and improvements to the planting along the wall, followed by the restoration of the existing path using appropriate materials.
- Consider a new path in Bishop's Meadow on the landward side of the Plane trees to respond to the growing congestion from increased volumes of users of both pedestrian and cyclists.

Putney Bridge

Brief History Of The Area

This is the site of one of the earliest bridge crossings of the Thames. Until the construction of the Old Fulham Bridge located further down river in 1729, there were no bridges across the river Thames between London Bridge and Kingston.

Before Old Fulham Bridge was built, the only communication between Fulham and Putney was by ferry. The approach to the ferry, at Fulham, was through the site of the existing Swan drawdock, to the west of the old Fulham Bridge.

Old Fulham Bridge was demolished in 1886. The present Putney Bridge (listed Grade II) which connects Fulham with Putney was erected 1882-86 to the west of the old bridge and designed by Sir Joseph Bazalgette. In the 1930s, however, the bridge was doubled in width by adding to the existing structure. The Bridge was constructed on the same alignment across the river as formerly occupied by the aqueduct of the Chelsea Waterworks Company.

By the mid 19th century there was an isolated grand house, Willow Bank (1816-17) situated on the area between the river inlet and the railway bridge, the grounds of which, included the surrounding open land. By the 1890s, Willow Bank had been demolished, the former grounds became vacant and Willow Bank had been planted with shrubs.

Character Appraisal

This section of river walk differs considerably from the previous stretch upstream with fewer trees and a predominantly residential character. The upstream section connects via the mural clad underpass under Putney Bridge. Once out of the underpass, the path splits in two directions. The first turns immediately right towards the river; the second takes the path



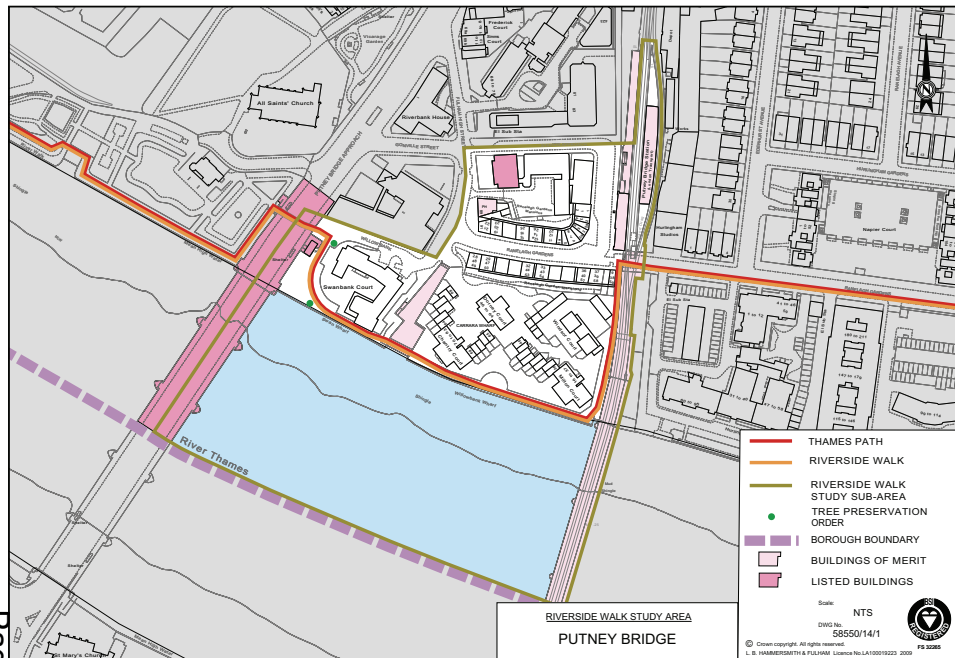
along Willow Bank and then right towards the river.

Both routes lack active frontages and are lined by fences and walls, which adds to the lack of natural surveillance and tends to give the perception of an isolated place.

The footway materials are varied, worn and uneven; the application of Streetsmart standard would give the area cohesiveness and legibility needed at this section of the Riverside Walk.

The section of Riverside Walk adjacent to Swanbank Court includes numerous trees including a mature willow that make a significant contribution to the appearance of the route.

The path leading to the bridge over Swan Drawdock Nature Reserve is circuitous but accessible. This disused drawdock is an example of creative design where residential development and the Riverside Walk have provide a niche which has allowed a riverside nature area to be developed within the urban fabric.



Improvement Opportunities

This stretch between Putney Bridge and the Putney Railway Bridge downstream has much potential for improvements to create a sense of place which could be harnessed through a thoughtful infusion of both soft and hard landscaping improvements. By addressing the need to improve the quality of the current footway materials, refurbish the street furniture, and infill the vast spaces with appropriate planting to offset the expanses of hard surfacing,

this riverside area could be transformed into a quiet oasis in which to enjoy the views.

Fortunately, this section of the Thames Path benefits from generous space around the route, enabling significant opportunities for the introduction of planting to visually soften the townscape. The improvements to this site should be focussed on two areas. The first is the area adjacent to Swanbank Court, immediately east of Putney Bridge, where improvements to the hard surfacing need to balance emergency vehicles access with a surface treatment accommodate users with disabilities. As part of any scheme, consideration should be given to designing out potential misuse of the area by improving opportunities for natural surveillance.

A second scheme should consider enhancements to the link between Carrara Wharf and Ranelagh Gardens. The use of lighting and improvements to the detailed design of the path and boundary treatments, would dramatically transform this

backland connection, and would foster a more welcoming approach to this part of the Riverside Walk's longest inland diversion.

Proposed Enhancement Works

Small scale

- Plant trees where possible – tree planting and soft landscaping should be included in any scheme for this area.
- Remove obstructions in the footway, remove graffiti, repaint railings in a more appropriate colour e.g. black or invisible green
- Consider an information board at Swan Drawdock

Large scale

- Future footpath improvements to Swanbank Court need to achieve a balance between competing demands of the space. The improvements need to take into account the requirement for access for emergency vehicles while responding to the objective to enhance the path through the incorporation of the Streetsmart standard of materials and tree planting. Future design initiatives should consider additional opportunities for natural surveillance to lessen the opportunities for antisocial behaviour.
- The incorporation of a lighting scheme, sensitive to nocturnal species is needed for the path between the river to Ranelagh Gardens, parallel to the rail bridge. This should be completed along with the removal of the current surface treatment of the fence that lines the base of the bridge, to help foster a safer connection.
- With the help of the West London Wildlife Trust, local species of planting should be cultivated further in the Swandock Nature Reserve.

Hurlingham

Brief History Of The Area

The history of this section of the riverside walk is dominated by Hurlingham Club Grounds, Hurlingham Park, and the surrounding residential development. From at least the 11th century the land within this area belonged to the Bishops of London and formed nursery gardens and meadows along the Riverside. Hurlingham House, which was built from 1760 as a villa fronting the River Thames, now forms the main part of the Hurlingham Club. The land comprising the Hurlingham Riverside Walk study area rises from the Thames, and is protected from the river by an embankment.

The Hurlingham Club was founded in 1869 and the grounds are shown in the OS map of 1894, along with residential development to the north. By 1916, the surrounding area had been developed with residential terraces. The Hurlingham Club estate was severely affected by the Second World War. Serious damage was inflicted to both the east and west ends of the Club House. Following the War, the Polo playing fields were acquired by London County Council, for public recreation grounds and housing. Today, the Polo playing fields form part of Hurlingham Park, which, along with the club grounds, are designated Metropolitan Open Land.

From the riverbank of the Hurlingham House grounds there are views across the river to riverside residential development and Wandsworth Park. From the opposite bank, Hurlingham House grounds provide an important green edge formed by mature trees and open space and the natural foreshore in front of the embankment. In winter there are glimpses of the listed Hurlingham House.



Character Appraisal

The route through this study area is predominantly inland. The Thames Path begins its inland diversion from Ranelagh Gardens beneath the Putney Bridge Viaduct where recent works to upgrade the public realm have created a "gateway" to this inland stretch of the Thames Path.

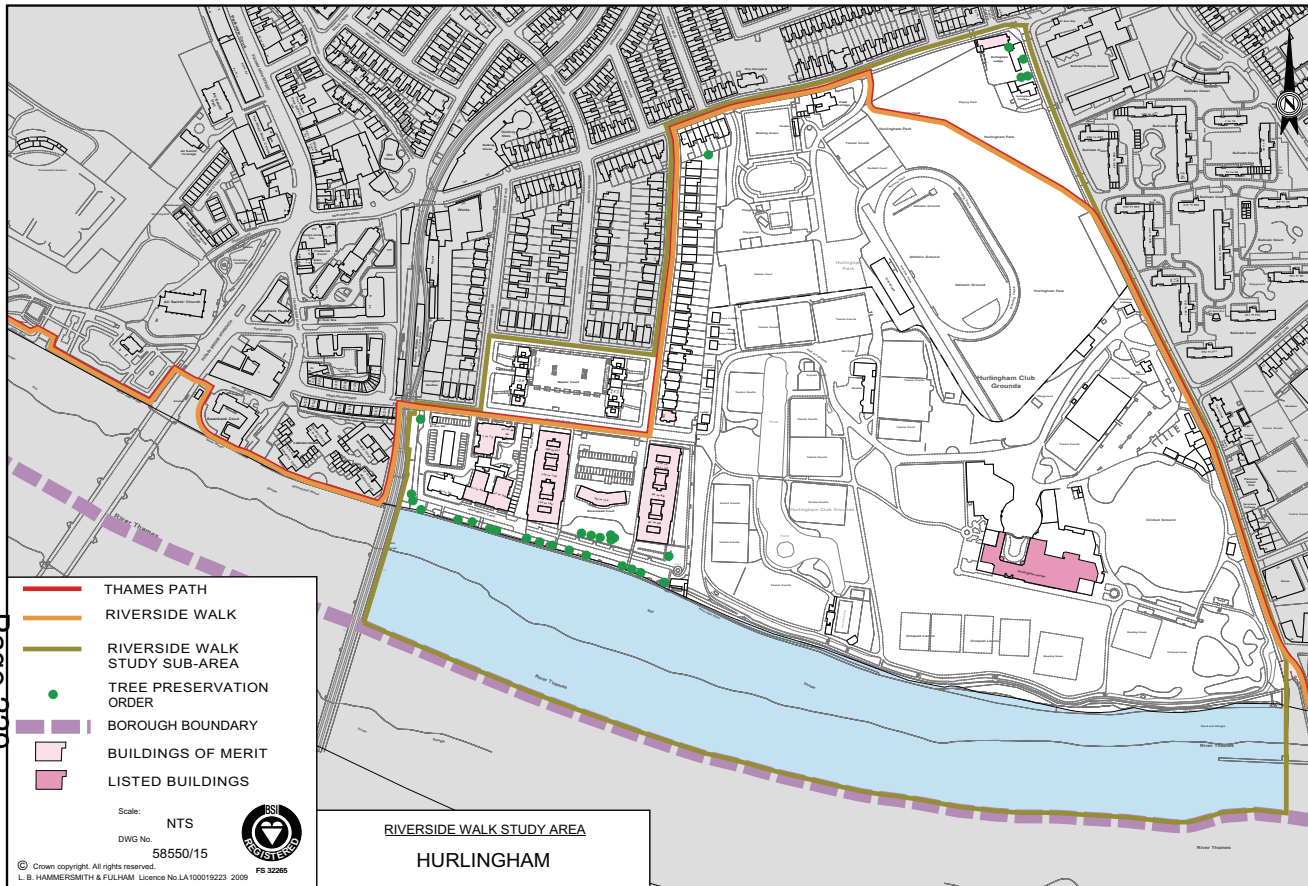
Though the distinctive feature of the river is lost on this stretch of the path, the inland detour provides a scenic link.

From Ranelagh Gardens the path continues north along Napier Avenue, where trees in front gardens add to the attractive setting. In the summer months, this Avenue provides an impressive display of wisteria growing at a number of properties which adds to the enjoyment of this route. The path veers east towards Hurlingham Park, along Hurlingham Road. Among the more notable buildings is The

Vineyard, listed Grade II, on the north side of Hurlingham Road which dates from the early seventeenth century.

Though Hurlingham Road is a relatively enclosed space due to the terraced nature of the development with a compact grain, the terraces that line Hurlingham Road have different architectural detailing to their facades which provides variety and interest. The eastern end of the route enters Hurlingham Park on the south side of the road. The direction of the Thames Path is not obvious. The route is greatly enhanced by the spaciousness and informal diagonal crossing offered by this detour. Views of the white tennis domes seen across the park impact on the otherwise mature green landscape.

Where the path exits from the east of Hurlingham Park on to Broomhouse Lane, there are a number of five buildings. At the corner of Daisy Lane and Broomhouse Lane sits the 'Elizabethan School', listed Grade II, which is a striking landmark building,



Further south, are Sycamore and Ivy Cottage (both Buildings of Merit), dating from the eighteenth century when Broomhouse Lane was not the busy traffic thoroughfare it is today.

Improvement Opportunities

Though opportunities for improving the link between the park and the river should be considered, the existing river's edge which forms the most southern boundary of the Hurlingham grounds, is one of the few naturally tidally inundated Thames-side embankment areas in West London and probably the first such area upstream of Tower Bridge. It

supports several mature willows and riparian ground flora species which together with the tidal debris provides shelter for a range of invertebrates for birds to feed on. Whilst it is clearly the most ideal link for the riverside walk, hard landscaping could pose potential permanent harm to the quality of this fragile ecosystem. Additional issues arise when considering a permanent link inland with the negative impact this might make on Metropolitan Open Land. While opportunities should always be considered the costs of permanent impacts on the environment are considered to be too great in this instance.

Proposed Enhancement Works

Small scale

- Improve the footways of this inland detour, such as increasing the width where possible and upgrading to Streetsmart standards.
- Consideration should be made to improve the signage of this inland detour
- Investigate the possibility of introducing the water vole to the natural banking
- Introduce tree planting to mitigate the views of the white tennis domes across the park

Large scale

- Under the Park and Culture Department's Parks Renewal Programme Hurlingham Park is targeted as a vital school sports zone and has future planned maintenance scheduled to refurbish the pitches and soft landscaping. The route, which crosses the park to reach Broomhouse Lane requires a clearer way and more direct lines of sight between the markers



Sands End

The boundary of the Sands End study area is shown on the map opposite. It is subdivided into three areas which reflect the variations in character of this study area

Brief History Of The Area

Prior to modern industrial development the land within the area which is today referred to as Sands End formed Town Meadows. The area was generally open, liable to flooding and dissected by creeks. The western edge of the area at Broomhouse is designated as an archaeological priority area in the Unitary Development Plan due to Medieval and possible Saxon settlement.

Broomhouse Drawdock is an ancient river access point first recorded in the fifteenth century and even then it was said to be "beyond the memory of man". There was a ferry across to the other bank and a small remnant of the stone causeway can be seen at low tide.

Much of Sands End was transformed between the 1890's and 1916 by industrial development taking advantage of the river frontage.

The River Thames provided the impetus for the extensive industrial and storage development which grew in the Sands End area. Delivery of raw materials by river, particularly coal, stimulated the development of Fulham Power Station and a gas works.

The industry was served by two important dock structures. Firstly, the Gas Light and Coke company dock, constructed in the 1860s, connects with Chelsea Creek through a sluice under the railway embankment. The outline of the dock can be clearly seen on the ground although some of it is filled in. Part has become a pond populated by wildlife. Secondly, Chelsea Basin which gave access for coal barges, and allowed transfer to rail. A goods yard developed along the extensive railway sidings during the early part of the 20th Century. The basin is now remodelled as the marina in the Chelsea Harbour development.

The industrial areas were also accessed by Townmead and Carnwath Roads, which run parallel with the river frontage. By 1916 extensive residential areas to the north of the study area were also complete.

The land remained predominantly industrial in use until the 1980s when the decline of traditional industries and uses led to the buildings being vacated, and eventually, the clearance of many sites.

Redevelopment schemes have since, diversified activities across Sands End bringing residential use to some of the river frontage, and opening up the riverside for public use.

The bridges across the Thames are key features in the area. Wandsworth Bridge provides views along the Thames in both directions. It was completed in 1939, replacing a metal latticework bridge dating from 1873.

Cremorne Railway Bridge constructed in 1863 is listed grade II*. It is a five span wrought iron bridge which is one of the earliest railway bridges across the Thames and remains little altered since its construction.

Character Appraisal

The sweeping curve of the river, especially from Wandsworth Bridge to Battersea Reach is a particularly important feature and a principal component in defining the character of this area. The curve allows for ever-changing panoramic views to be enjoyed as the viewing point moves downstream.

A number of commercial wharves remain of which Comleys, Swedish and Hurlingham wharves are safeguarded. Apart from the working wharves, few reminders of the industrial period from the twentieth century remain, with the notable exception of –

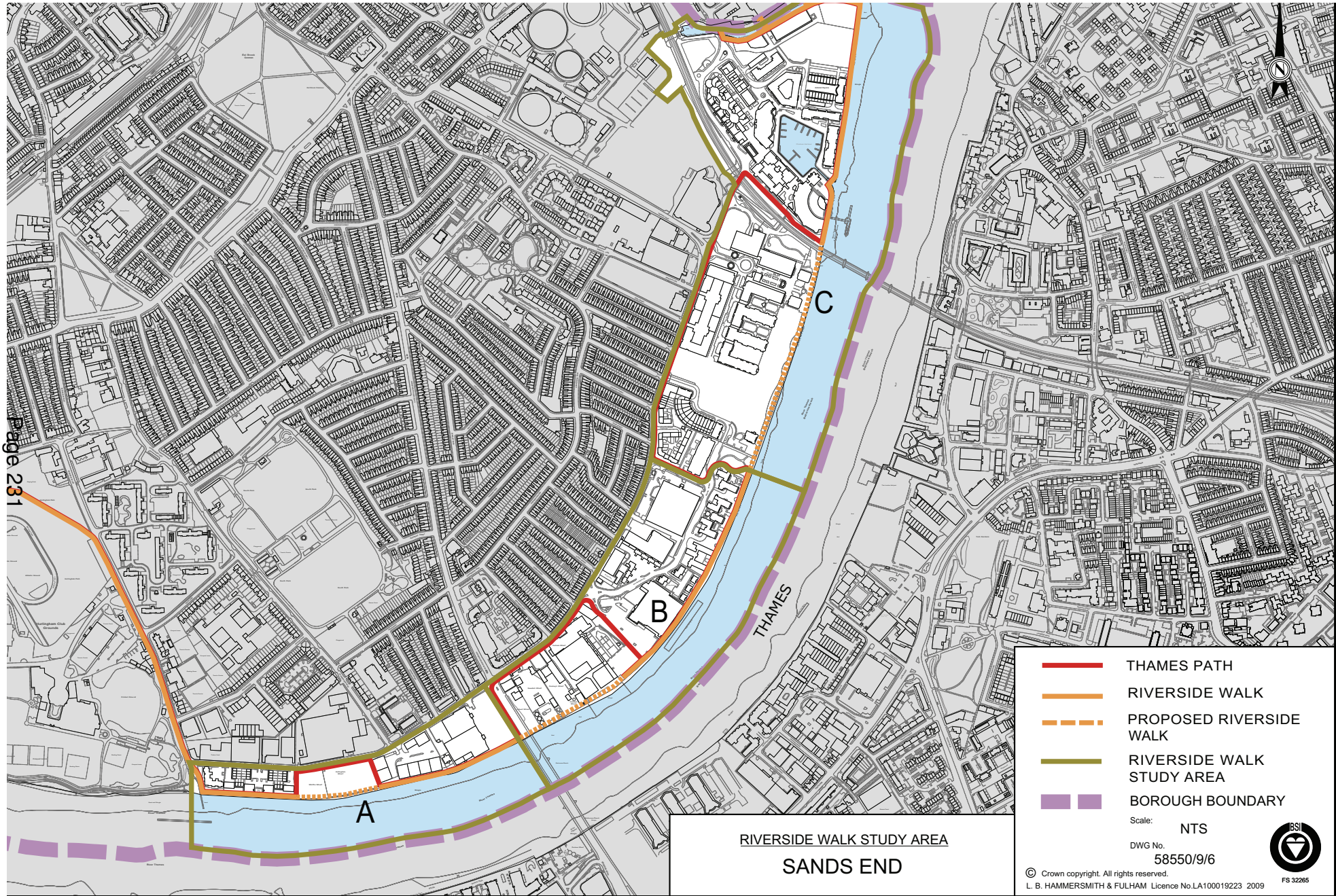
A. the handsome, ornate façade of the Fulham wharf warehouse which has been vacant for many years and is now in poor condition.

B. the electricity substation dating from 1936 with a well-proportioned elegant façade, and

C. the remains of the Fulham Power Station building of 1897 which has been successfully converted for storage use.

These buildings, (or parts of buildings) together with some surviving boundary walls, provide reminders of the traditional industrial architecture and contribute to the character of the area. Currently the area is predominantly residential, with some retail, business and leisure uses that were introduced in recent years.

The Sands End study area has been identified as a regeneration area within the Council's LDF Core Strategy for South Fulham. This area therefore is subject to future regeneration initiatives which prioritise progress of riverside improvements further.




RIVERSIDE WALK STUDY AREA
SANDS END

- THAMES PATH
- RIVERSIDE WALK
- - - PROPOSED RIVERSIDE WALK
- RIVERSIDE WALK STUDY AREA
- - - BOROUGH BOUNDARY

Scale: NTS

DWG No. 58550/9/6

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FS 32265

Sands End: Sub-Area A: Broomhouse Lane to Wandsworth Bridge Road

Character Appraisal

Following the inland detour the path returns to the riverside at Broomhouse Drawdock. The width of the riverside walk that runs parallel to the residential development, is relatively generous but is paved as a functional strip with little planting. There are striking views from this section of the river. This is undermined by the strictly functional appearance of this section river with a high concrete wall, white rail that inhibits the ability to look over to the river below, and the lack of biodiversity. This short stretch adjacent to the river is little used as the route diverts inland once again to circumvent Hurlingham and Whiffen Wharves.

The path narrows considerably as it travels inland towards Carnwath Road around the two wharves. The footpaths are uneven, and the boundary treatment securing the wharf sites are unattractive and inhospitable in appearance. The route rejoins the riverside after Hurlingham Wharf, where it is continuous up to Wandsworth Bridge. The commercial premises that adjoin this section of riverside have a poor relationship with the river and in most cases turns their back to the river presenting a blank rear or side elevation to the riverside with unattractive commercial signage and air-conditioning units.

The path between Hurlingham Wharf and Wandsworth Bridge is a stretch which contains much potential for improvement aimed at minimising the impact of the wide expanse of blank walls of the commercial units facing the river. The footway in this section meets the standard width of six metres and includes pockets of shrub planting which, in summer, softens this otherwise barren stretch.

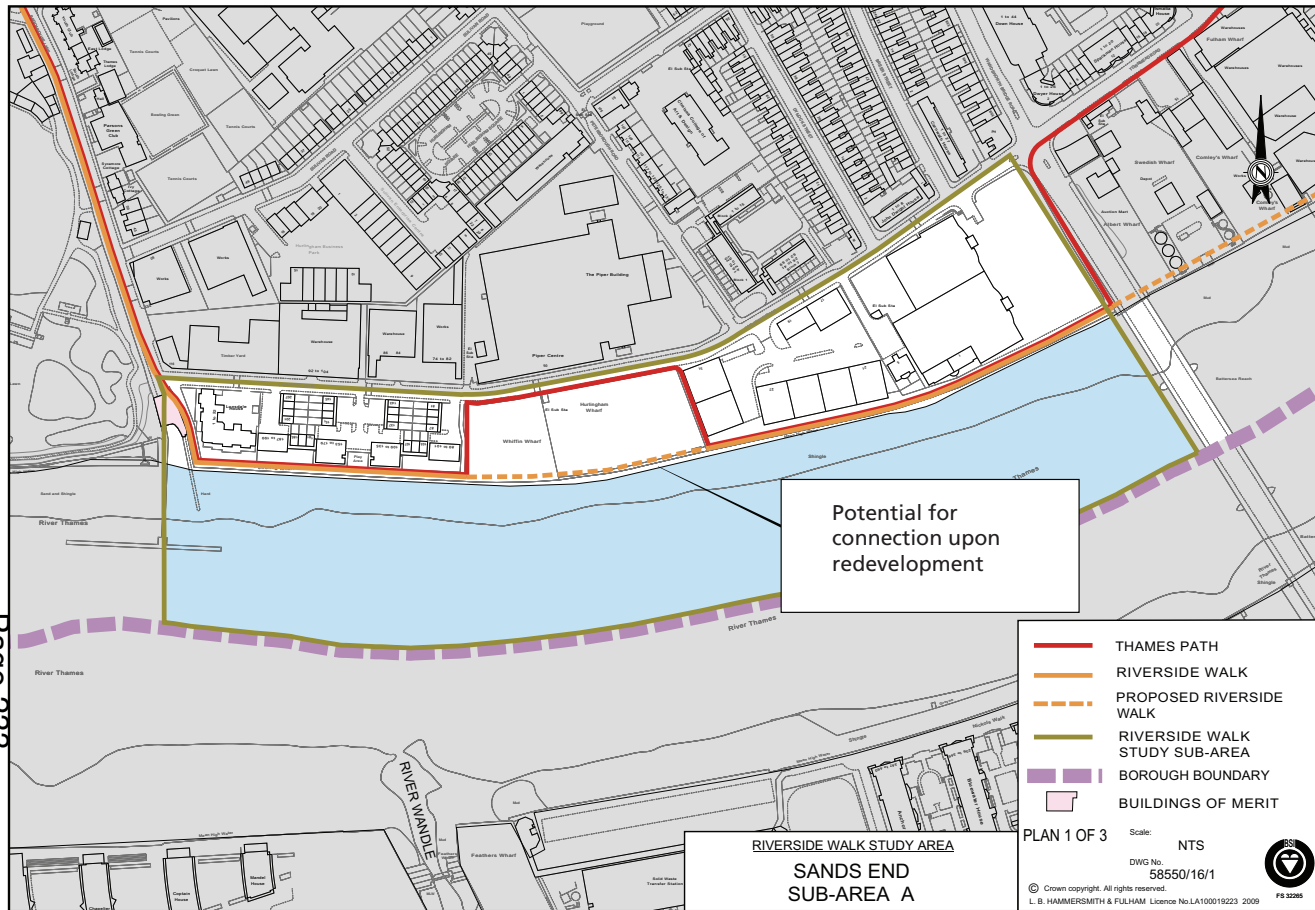
This final section before Wandsworth Bridge is lined with two large retail units which, similar to



their neighbours, have a poor relationship with the river. There is a neglected strip of trees and shrubs that grow along this narrow strip that separates the Riverside Walk and the car park.

The Riverside Walk turns abruptly at Wandsworth Bridge where it begins a further inland stretch before beginning its final uninterrupted length to Chelsea Creek.





Improvement Opportunities

The provision of a largely uninterrupted path alongside the river from Broomhouse Dawdock to Chelsea Creek would be the key objective for this area. A continuous route would encourage greater use, a cohesive approach to the design, and would allow for pockets of biodiversity to flourish, contributing to the long term aspiration of a cohesive Riverside Walk's landscaping network.

Whilst the Riverside Walk remains partly routed along Carnwath Road, opportunities to upgrade the footway, introduce planting and improved signage should be explored.

Where the path runs between the river and the back of the blank facades of large retail warehouses, the opportunity to intensify the planting of trees should be explored. A tree planting scheme could be accommodated within the existing layout as the path is designed with recessed areas for planting that is currently poorly maintained.

Proposed Enhancement Works

Small scale

- Establish a planting scheme from Broomhouse Drawdock to Wandsworth Bridge.
- Upgrade this stretch of the Riverside Walk to the standards as outlined in Streetsmart
- Reinstate "ecological planting" scheme at Broomhouse Drawdock
- Seek to remove the alienating commercial signage and air-conditioning units on the riverside

Large scale

- Secure an extended path throughout this stretch of riverside
- Seek improvements to the route crossing from the west to the east side of Wandsworth Bridge Road



Sands End: Sub-Area B: Wandsworth Bridge Road to Imperial Crescent

Character Appraisal

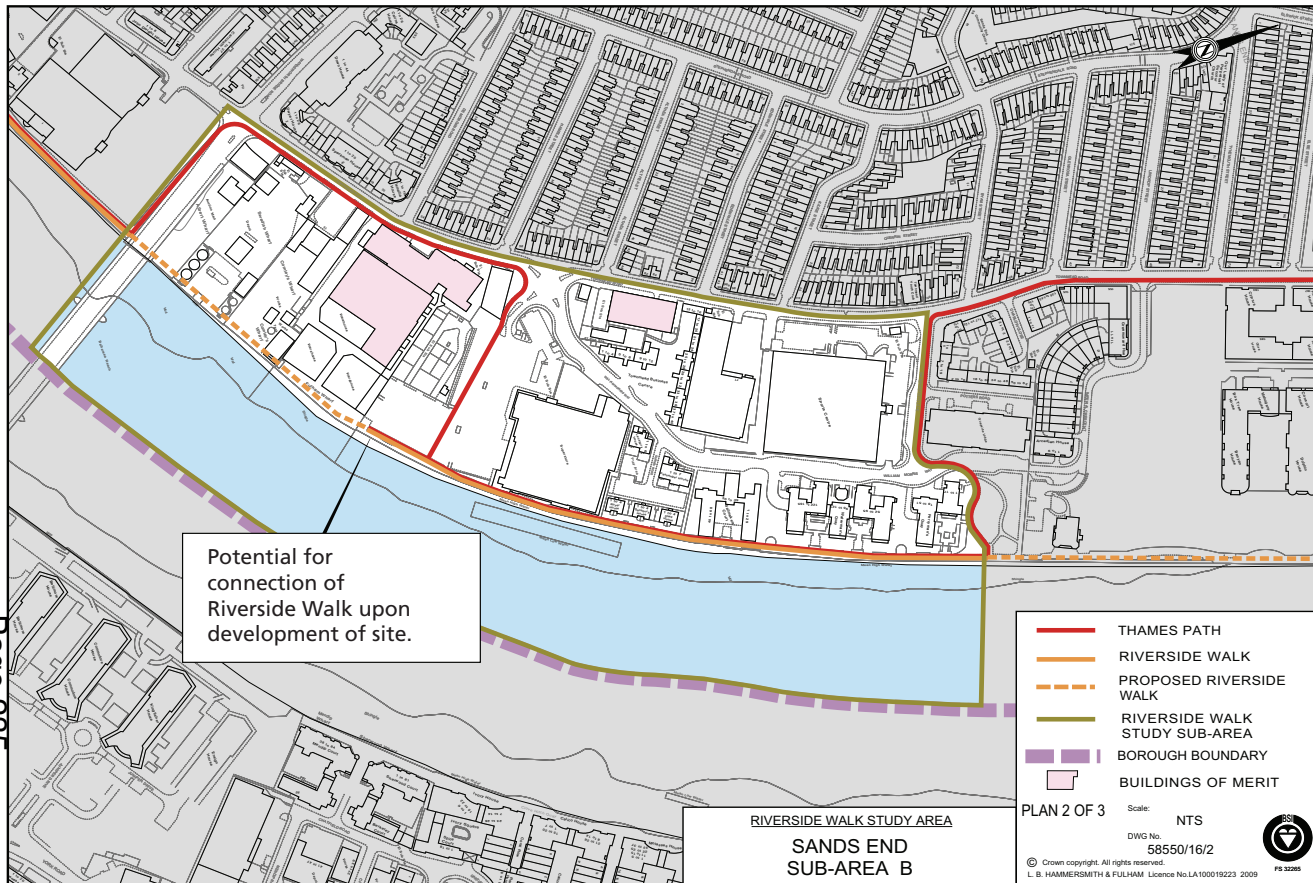
The Wandsworth Bridge Road junction is dominated by noise and traffic and is a particularly difficult place for pedestrians to negotiate. Once on Townmead Road, the Thames Path is both visually and physically disconnected from the riverside as it passes both Swedish Wharf and RMC Fulham Comley's Wharf, currently in industrial use, and the long frontage to the disused Fulham Wharf site.

The footpath is narrow and uneven, and the nature and appearance of the adjoining sites is currently unattractive. Once past the boarded vacant buildings on the Fulham Wharf site, the path is able to rejoin the riverside through the car park of the Sainsbury's store where it commences its last stretch of uninterrupted walk, the most urban in terms of character.

The design of the store presents a poor aspect to the riverside, and the Riverside Walk in this location could be significantly improved in terms of materials, layout and landscaping. The riverside includes a disused dolphin which should be retained and a use found which could benefit this part of the riverside.

The Walk then passes residential developments of differing heights and scales which lack permeability and connectivity to the Riverside Walk.





Improvement Opportunities

Opportunities for improving the connections between west and east at Wandsworth Bridge should be examined. When proposals come forward for the Fulham Wharf site, significant improvements to the connectivity of the route could be achieved. It will be important to ensure that the site maximises its potential to bring the path along the riverside, and is permeable to enable connections to be made through the site to Townmead Road.

Where the Riverside Walk aligns the riverside wall, a more consistent design approach to its design,

materials and landscaping would improve the quality and cohesion of this linear route. The Walk in this location benefits from a generally agreeable width, and a more conjoined approach to the layout and landscaping would significantly upgrade its appearance.

Proposed Enhancement Works

Small scale

- Encourage the use of the riverside by improving connectivity to the river from the surrounding residential neighbourhood
- Where the route remains on Townmead Road, improvements to the street scene should be implemented in accordance with Streetsmart guidelines
- Increase landscaping, refurbish hard surfacing and install street furniture based on the Streetsmart design pallet on the existing Riverside Walk

Large scale

- Consider options to improve connections across the bridge
- Secure high quality connected Riverside Walk in any future development in this part of the study area
- Consider options for the reuse of the dolphin alongside the Sainsbury's store
- Secure improved biodiversity along the river wall as part of any riparian development (see Appendix C.11)
- Secure a walkway along the Fulham Wharf frontage as part of any redevelopment



Sands End: Sub-Area C: Imperial Crescent to Lots Road.

Character Appraisal

The Riverside Walk, as it passes the Imperial Wharf development, benefits from the open aspect afforded by the new park implemented as part of the development. Significant new open spaces alongside the Thames are rare. The design of the park has recognised the importance of the connection through to the riverside and will be of great benefit to those using the Riverside Walk. Existing mature trees have been retained along the Riverside Walk and will be supplemented by a detailed landscaping scheme.

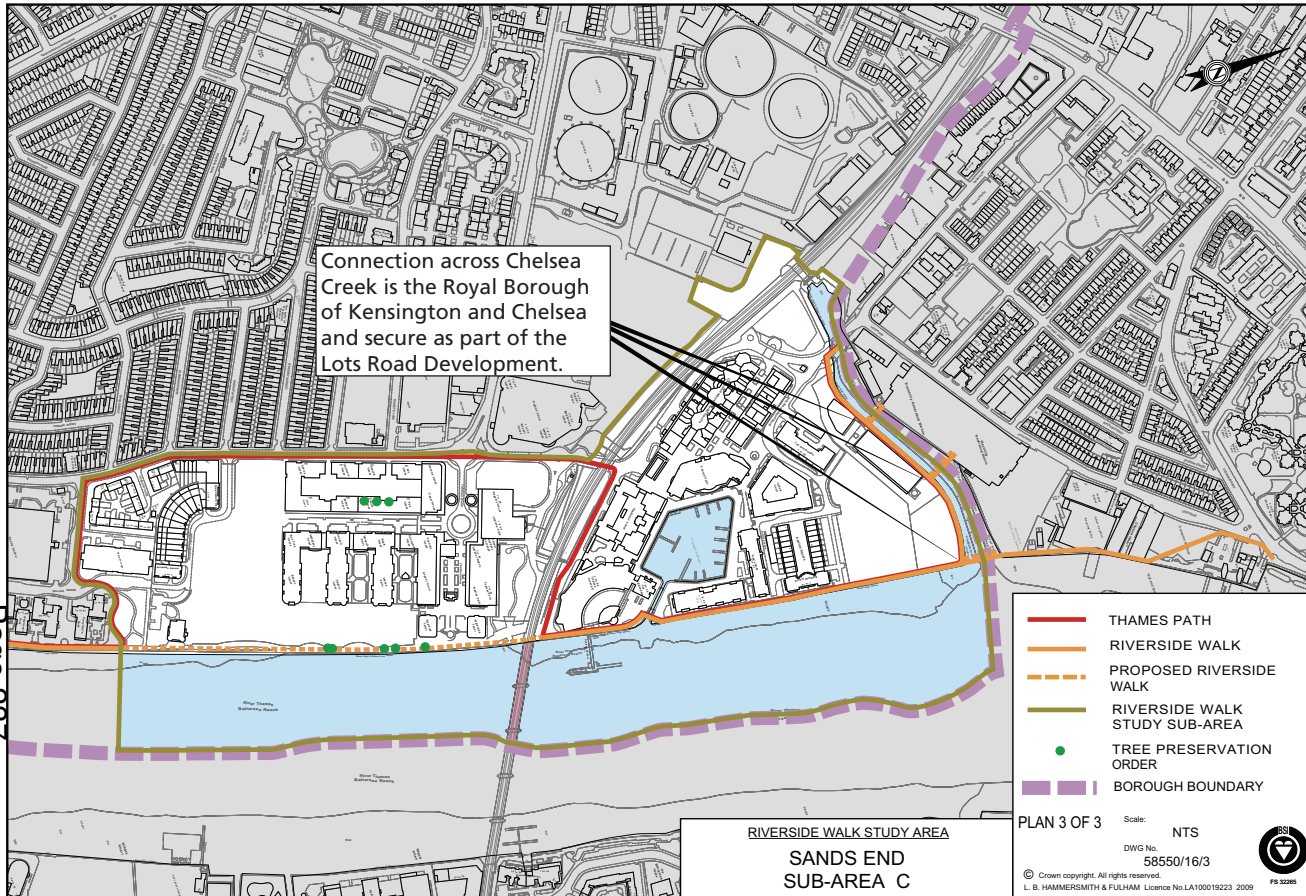
The path has been laid with temporary materials but it is intended that it will be eventually finished

to Streetsmart standards. Further connections between the Riverside Walk and Townmead Road have been introduced through the development via the mixed use Boulevard and via the landscaped park alongside the railway viaduct.

The Walk then passes through an arch in the listed Grade II* railway bridge and connects to the walkway fronting the Chelsea Harbour development. Chelsea Harbour pier, immediately to the east connects to the Riverside Walk. Here the walkway narrows and the built form closely aligns the back edge of the route. The air vents from the car park are unattractive and alienating. The path

would benefit from being upgraded with appropriate materials and opportunities for landscaping and additional seating should be explored. The Riverside Walk opens out to make a connection with the Chelsea Harbour Marina and the development generally before narrowing once more. The neighbouring site has approval for housing and will include a Riverside Walk and riverside park as well as a landscaped walk along Chelsea Creek as it turns inland, and three bridge connections over the Creek to connect with the riverside in the neighbouring Royal Borough of Kensington and Chelsea.





Improvement Opportunities

This stretch of Riverside Walk is amidst transformation. It therefore has the most immediate potential to consider the objectives of this report and the provisions necessary to create an attractive Riverside Walk with sensitive detailed design that creates a high quality public realm.

The existing stretch of the Riverside Walk at Chelsea harbour would benefit from upgrading.

Proposed Enhancement Works

Small Scale

- Increase landscaping, refurbish hard surfacing and install street furniture based on the Streetsmart design pallet

Large scale

- Secure the completion of the Riverside Walk to the appropriate standard and to secure as many of the aspirations outlined in this report as possible in its design, including landscaping and biodiversity objectives..
- Focus on the river wall as an opportunity to encourage the infrastructure to encourage plant species to take route along the creek to invigorate the health of the Creek's species and plant life. (see appendix C.11)
- An extension of the Riverside Walk to surround the partly filled gas works dock.
- Restoration of the above mentioned Dock to enable future recreational use.



Appendix A: Policy Context – Unitary Development Plan, Thames Strategy – Kew to Chelsea and London Plan

The policy background which has informed the proposed enhancement objectives and improvement works to the Riverside Walk is found in the Hammersmith and Fulham Unitary Development Plan (UDP) as amended in September 2007, the Thames Strategy - Kew to Chelsea 2002, and the London Plan February 2008 (consolidated with alterations since 2004).

Relevant policies in the UDP include:

Note : In addition to the following river-related policies in the UDP, policies relating to conservation issues would be equally applicable in many instances as the borough's riverside falls entirely within designated conservation areas. Of particular note would be:

EN2: Development in Conservation Areas

EN2B: Effect of Development on the setting of Conservation Areas and views into and out of them

EN3: Listed Buildings

EN6: Buildings and Artefacts of Local Importance and Interest

EN14: Advertisements

EN25: Protection of Trees

EN27: Protection of Trees

EN31: Important views along, across, and from, the River.

1. Development within the Thames Policy Area will not be permitted if it would cause demonstrable harm to the view from the following points:

- [a] from Hammersmith Bridge, the view along the river, foreshore, and riverside development and landscape between Hammersmith Terrace to the west and Fulham Football Ground to the south.
- [b] from Putney Bridges, the views along the river, foreshore and riverside, extending upstream from

All Saints Church and its environs, along Bishops Park as far as Fulham Football Ground, and from Putney Railway Bridge, the view downstream to the grounds of the Hurlingham Club.

- [c] from Wandsworth Bridge, the view up and downstream of the river, its foreshore and banks, and of commercial wharves and riverside buildings.
- 2. Development will also not be permitted if it would cause demonstrable harm to the view from within the Thames Policy Area of any of the following important local landmarks or their settings:
 - [a] Upper and Lower Mall. The richness, diversity and beauty of the historical waterfront which includes Hammersmith Terrace, Kelmscott House and the neighbouring group of listed buildings, and the open space of Furnivall Gardens allowing views of the skyline of Hammersmith and the spire of St Pauls Church.
 - [b] Bishop's Park. The parallel avenues of mature London Plane trees and dense shrubbery which define the character of this important open space and the riverfront.
 - [c] Grounds of the Hurlingham Club. The landscaped edge of the grounds providing glimpsed views to the listed Hurlingham House.
 - [d] Hammersmith Bridge. The fine example of a suspension bridge is particularly dominant, and is an important landmark along this stretch of the river.
 - [e] Putney Bridge and the adjacent All Saints Church.

EN31X: Design of development in the Thames Policy Area. Development will not be permitted within the Thames Policy Area unless it respects the riverside context, is of a high standard of urban design and maintains or enhances the quality of the built environment. Schemes that meet these requirements, and by their design, contribute to creating an attractive, safe and interesting riparian environment will be welcomed.

EN32: Provision for water-based activity and uses in the river. Development will not be permitted if it would result in the loss of existing facilities in the river for water-based activities and uses, unless the facilities are demonstrably surplus to current or anticipated requirements, or unless alternative facilities of similar or greater utility are to be provided.

Developments that include provision in the river for water-based and river-related activities and uses, and for facilities associated therewith, particularly where these would be publicly accessible, will be welcomed, provided they are compatible with the character of the river, the riverside, and the importance of the river as a wildlife habitat, they do not give rise to hazards to navigation and safety and they accord with other objectives and policies of the Plan.

EN34: The Riverside Walk

The route for a continuous riverside walk through the Borough alongside the River Thames, identified on the proposals map, will be safeguarded from development likely to prejudice its construction and completion.

Development of sites that include part of the route will be required to incorporate construction or enhancement of the section of the route concerned.

In cases where development having a functional relationship with the river is proposed, the requirement will be to provide or enhance the riverside walk to the maximum extent compatible with the functional use of the river, or to make arrangements for the construction or enhancement of the walk on an alternative route.

The walk should generally be at least 6 metres wide, and should be accessible to cyclists if this can be achieved without risk to the safety of pedestrians or river users.

EN34A: access to the foreshore

Development proposals on sites extending to the river edge will be required to ensure that safe access to and from the foreshore is maintained or, where appropriate enhanced.

EN35: Development which encroaches into the river and its foreshore will not be permitted unless it is:

- necessary for the construction of new bridges, tunnels, jetties, piers or slipways; or
- represents other minor works required in connection with the retention or improvement of river based recreational facilities or transport facilities, or works necessary to provide or improve public access to the riverside, including access for disabled people.

All such development will be required to be sited and designed so as to minimise the impact on adjacent residential areas and neighbouring riparian uses and on the character of the particular reach of the river concerned, and its biodiversity and to avoid intrusion into important views, not to impede navigation, water flow, and the integrity of flood defences or public safety.

The Thames Strategy – Kew to Chelsea

was adopted by the Council as Supplementary Planning Guidance to the Unitary Development Plan.

The Strategy, following an extensive analysis of this stretch of the river, identifies potential projects along the study area and potential implementation mechanisms

Relevant policies in the London Plan include:

The London Plan recognises the essential role that London's waterways have to play in delivering the Mayor's vision of an exemplary, sustainable world city. Policies for the Blue Ribbon Network are found in Section 4C of the Plan. The London Plan is subject to review commencing in October 2009 however, the relevant policies are referred to below.

3C.21: 'Improving conditions for walking; identifying complete and promote high quality walking routes including the six strategic walking routes identified in the Mayor's Transport Strategy'

4C.1: The strategic importance of the Blue Ribbon Network

The Mayor will, and boroughs should recognise the strategic importance of the Blue Ribbon Network when making strategies and plans, when considering planning applications and when carrying out their other responsibilities. Other agencies involved in the management of the Blue Ribbon Network should also recognise its strategic importance through their policies, decisions and other activities.

All agencies involved in the management of the Blue Ribbon Network should seek to work collaboratively to ensure a co-ordinated and cohesive approach to land use planning, other activities and the use of the Blue Ribbon Network.

4C.2 : Context for sustainable growth

Development and use of the water and waterside land along the Blue Ribbon Network should respect resource considerations and natural forces in order to ensure that future development and uses are sustainable and safe

4C.3: The Natural value of the Blue Ribbon Network

The Mayor will and boroughs should protect and enhance the biodiversity of the Blue Ribbon Network by:

- resisting development that results in a net loss of biodiversity
- designing new developments in a way that increase habitat value
- allowing development into the water space only where it serves a water-dependent purpose or is a truly exceptional case which adds to London's world city status

- taking opportunities to open culverts, naturalise river channels
- protecting the value of the foreshore of the River Thames

4C.4: Natural landscape

The Mayor will and boroughs should recognise the Blue Ribbon Network as contributing to the open space network of London. Where appropriate natural landscapes should be protected and enhanced. As part of Open Space Strategies, boroughs should identify potential opportunities along side waterways for the creation and enhancement of open spaces.

4C.6: Sustainable growth priorities for the Blue Ribbon Network

The uses of the Blue Ribbon Network and land alongside it should be prioritised in favour of those uses that specifically require a waterside location. These use include water transport, leisure, recreation, wharves and flood defences. For sites that are not suitable or not needed for these priority uses, developments should capitalise on the water as an asset and enhance the Blue Ribbon Network in order to improve the quality of life for Londoners as a whole, as well as for the users of the development.

4C.10: Increase sport and leisure use on the Blue Ribbon Network

The Mayor will, and boroughs should, protect existing facilities for sport and leisure on the Blue Ribbon Network. Other than in location where would be conflict with nature conservation interests, new development and facilities that increases the use of the Blue Ribbon Network for sport and leisure use should be encouraged, especially in areas of deficiency. Proposals for Opportunity Areas for Intensification should provide these facilities and improve access to different sport and leisure activities.

4C.11 : Increasing access alongside and to the Blue Ribbon Network

The Mayor will and boroughs should protect and improve existing access points to, alongside and over the Blue Ribbon Network. New sections to extend existing or create new walking and cycling routes alongside the Blue Ribbon Network as well as new access points should be provided as part of development proposals for Opportunity Areas, especially in areas of deficiency.

4C.12: Support facilities and activities in the Blue Ribbon Network

The Mayor will, and boroughs, should protect waterway support facilities, infrastructure and activities. New support facilities, infrastructure and activities that support use and enjoyment of the Blue Ribbon Network should be encouraged, especially in areas of deficiency and as part of development in Opportunity Areas. The criteria set out below should be used to assess proposals for the redevelopment of existing facilities and site for other uses.

4C.16: Importance of the Thames

The Mayor will and boroughs should recognise that the Thames plays an essential role in maintaining London as an exemplary, sustainable world city and should promote greater use of the river for transport and water based leisure uses.

4C.17 : Thames Policy Area

Relevant boroughs, in reviewing their DPDs must designate a Thames Policy Area. Boroughs should identify the detailed boundaries based on the indicative maps in Annex 5. this should be done in consultation with neighbouring authorities, including those across the river. In defining the boundaries, boroughs should have regard to the following criteria;

- proximity to the Thames, including its tributaries and associated areas of water such as docks, canals,

filter beds and reservoirs, whether or not directly linked to the Thames, but where an association with the Thames is retained together a proportion of open water

- contiguous areas with clear visual links between areas and buildings and the river, including views from across the river and areas where it may be beneficial to establish future visual links
- specific geographical features – such as main roads, railway lines, hedges, identified as particularly relevant for defining the boundary across large open spaces
- the whole curtilage of properties or sites adjacent to the Thames, except where major development sites have been identified and it is intended to publish masterplans / strategies of future development
- areas and buildings whose functions relate or link to the Thames and / or river related uses or sites that have the potential to be linked
- areas and buildings that have an historic, archaeological or cultural association with the Thames, including planned vistas marked by existing of former landscape features
- boundaries should have coherence with neighbouring authorities

4C.18 : Appraisals of the Thames Policy Area

In order to deliver policy and actions within the Thames Policy Area, relevant boroughs should prepare detailed appraisals of their stretches of the river and its environs. Boroughs are encouraged to carry out this in collaboration with other boroughs, the Mayor and relevant stakeholders. These appraisals would be expected to consider:

- the local character of the river
- public and freight transport nodes [both land- and water-based, existing and potential]
- development sites and regeneration opportunities
- opportunities for environmental and urban design

improvements

- sites of ecological or archaeological importance
- areas, sites, buildings, structures, landscapes and views of particular sensitivity and importance
- focal points of public activity
- public access
- recreation and marine infrastructure
- indicative flood risk

The appraisal should also identify areas of deficiency and the actions needed to address these deficiencies. These relate to facilities for:

- water-based passenger, tourism and freight transport
- water-based sport and leisure
- access and safety provision
- marine support facilities and infrastructure and moorings.

4C.19 : Green industries along the Thames

The mayor will, and boroughs should, generally welcome the use of waterside sites, especially those within Strategic Industrial Locations, for green industries, where the majority of materials transshipment is by water.

The National Trails Management Group – includes representatives from the Environment Agency, Natural England and the ten highway authorities to oversee the management of the Thames Path. National Trails, a subsidiary of Transport for London, are responsible for overseeing all the day to day technical management details and Thames Path related improvements. This document follows the advice provided in the National Trail Management Group Plan for 2006 – 2011.

<http://www.nationaltrail.co.uk/Thamespath/text.asp?PageId=49>

Appendix B: Streetsmart Design Features

The Riverside Walk - Design Features

The key Streetsmart principles considered to be appropriate for design improvements to the borough's streets, and the approach designed to achieve them, are equally applicable to the Riverside Walk.

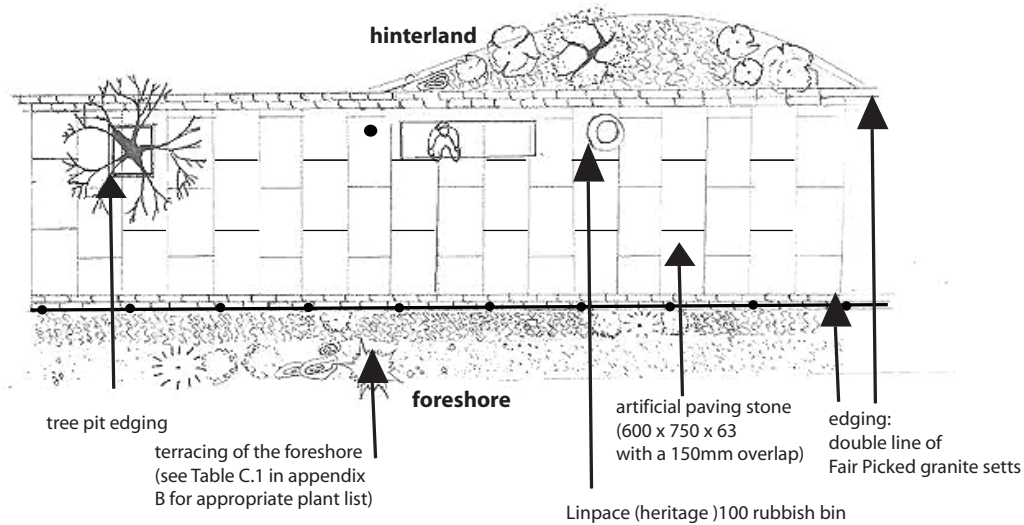
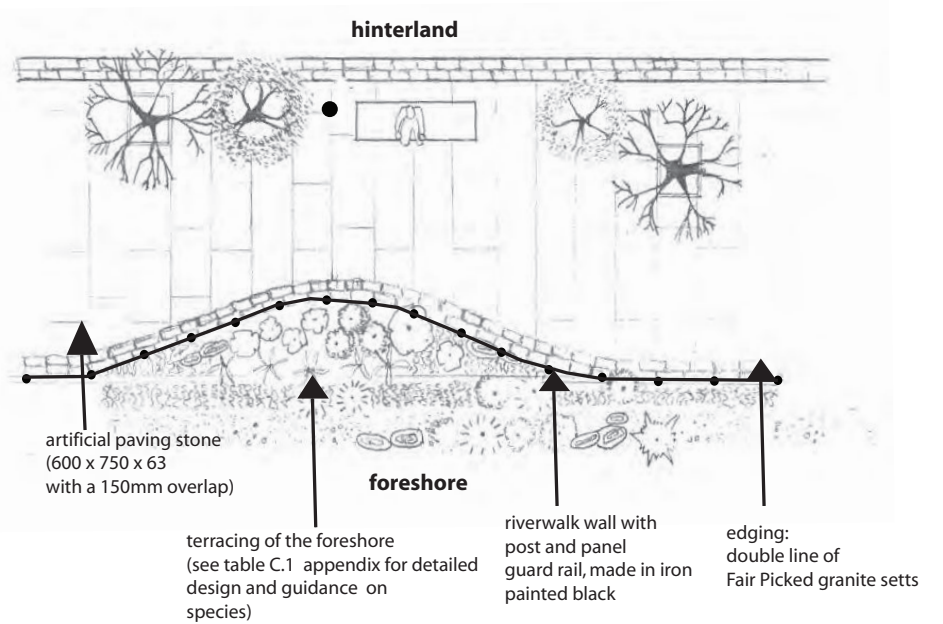
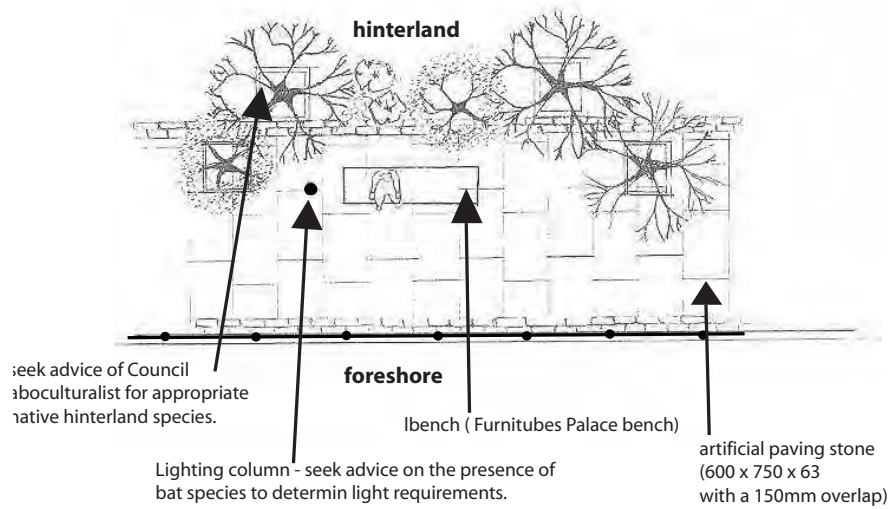
In addition,

- The Riverside Walk should wherever possible be adjacent to the river and should be at least 6m wide and link with adjacent areas of open space.
- Encroachment or overhanging the river or foreshore, even to accommodate the river walk is inappropriate and unlikely to be acceptable
- Existing mature trees are valued features along many stretches of the riverside. Soft landscaping should be introduced along the route where appropriate. It should reflect and reinforce the character of an area. For example, planting can complement associated open spaces, or strengthen areas of habitat and improve the green chain/corridor.
- Whilst ASP is generally the preferred paving material for the Riverside Walk, for the stretches at the southern end of the borough where the character is more urban and the townscape of a grander scale, Yorkstone would be the preferred paving material.
- All historic surfaces and other artefacts associated with riverside development should be retained.
- Parapets and railings, when provided, should be of a simple, uncluttered design presenting a satisfactory appearance when viewed both from the river and the riverside and allow safe egress from the river.
- Seating is required at regular intervals along the Riverside Walk, and in particular at natural activity areas or at important vantage points. The design and layout of any seating should be sympathetic to the character of that stretch of the riverside, and

contribute to the quality and appearance of the landscaping of that stretch.

- Cycle racks and litter bins should be complementary to other street furniture and located to avoid unnecessary visual clutter
- Cycle racks and litter bins should be complementary to other street furniture and located to avoid unnecessary visual clutter and obstructions. Generally they should be located on the land side of the river walk so as not to obstruct or affect views of the river.

Riverside Walk: Footway Layout Options



Note: these drawings are not to scale; the Riverside Walk should be a minimum of 6 metres

Appendix C: Soft landscaping treatments along the Riverside Walk

C.1: The river and the riverside is fundamentally a natural feature. The urban elements which contribute to its interest are all later additions. When seeking improvements to the current Riverside Walk, the inclusion of naturalistic soft landscaping should always be considered alongside any hard landscaping elements, though it is recognised that at certain locations constraints of size or cost, may preclude this.

C.2: Where possible and whenever opportunities arise, full consideration should be automatically given to enhancing any given location on, alongside or easily viewed from the Riverside Walk by planting and maintaining naturalistic landscaping.

This would rely predominantly but not necessarily exclusively on native species of trees, shrubs, grasses, and other flowering plants including ferns. More detail on this is given at the end of this appendix. The composition of any scheme will depend upon the area of land available, its soil quality, existing condition and other site specific constraints as well as the budget available. The relative proportions of trees / shrubs / ground plants / climbers etc. can be varied to reflect this. Non-native species can be used but only when known to be a) non-invasive and b) of proven value in attracting other wildlife. Further advice on such species is freely available in the literature eg. <http://www.wildlife-gardening.co.uk/> - though this should not be taken as a full endorsement of the content of that site.

The Council's Ecologist or the London Wildlife Trust are ready sources of further advice on the subject. As with any other landscaping project, post establishment works and costs need to be taken on board, clearly stated and budgeted for.

at least 5 metres wide. Wider than this, or at other locations where space permits, larger 'forest' trees could be considered and below this width, planting restricted to shrubs and other ground flora as discussed later in this appendix.

C.6: Medium size trees would include alder, silver birch, field maple, rowan and holly all of which met the three aims listed above in paragraph C.4. They could be planted as free rooted or root ball seedlings of ca 10-12mm stem circumference or larger if space permits. Larger tree species could include ash, native lime or hornbeam but probably not willows and poplars unless there is sufficient space, as although characteristic of riversides, they could grow unwieldy, disturb drainage and foundations and require disproportionately more maintenance than the other species referred to.

C.7: Between the tree plantings along the axis of the walk could be planted a range of shrub species. This range could be larger if species potentially requiring a lot of maintenance e.g. elder and 'shrub' willows are considered acceptable. Hawthorns, blackthorn, (young) holly, dogwoods and alder buckthorn would all be acceptable as would goat willow, elder even perhaps with the proviso on maintenance. The spiny species may not be considered appropriate in close proximity to walkers and young children. All these species could be planted as 'sticks' in clumps or linearly at 2.5 cm intervals. Several parallel lines could be planted at once with the plantings along the alternate lines staggered. Where there is an irregular space along the Riverside Walk often as the result of residential development, then these shrub species can be planted randomly in them at 2.5 cms centres perhaps with the occasional tree planted where space allows.

C.8: Ground flora: Where shrub planting is not appropriate for whatever reason, then there is the option of plug planting or seeding grass and/or

C.3: Attention should also be given to the contents of the Environment Agency's document 'Estuary Edges' for further detailed guidance. This document can be found on both the EA and the Thames Estuary Partnership's websites and sections 3 -7 are especially helpful as is the salutatory reminder about aftercare (section 8) and a further reading list (section 9). There is probably potential to utilise all four types of design solutions alongside the part of the Thames covered by the current document, though some of the more heavily engineered solutions will not be appropriate either in terms of suitability or cost. Similarly detailed schemes seeking to protect areas of SSSI or other statutorily protected sites will not be needed in the Thameside area subject of this document as the biodiversity interest here although significant, is not of such a standard as those sites given as examples in the EA document. More specifically it is the techniques in sections 4 and 5 on Bioengineered and Biotechnically Engineered solutions that are likely to be the more appropriate at the small niche points identified along this stretch of the riverside in the current document. See also paragraph C.10 and illustrations C.1 - C.3

C.4: Three main aims of the suggested planting are:

- To be sympathetic to and enhance the riverside setting;
- To provide initial and then give rise to further opportunities for greater biodiversity; and
- To provide aesthetic interest throughout as much of the year as possible.

More detailed guidance on species and planting

C.5: Where space and lack of other constraints (e.g. services) permit then trees should be planted along the Riverside Walk. As a default, it is suggested that medium size trees (upon maturity) could be planted every 5 metres along the axis of the walk where it is

at least 5 metres wide. Wider than this, or at other locations where space permits, larger 'forest' trees could be considered and below this width, planting restricted to shrubs and other ground flora as discussed later in this appendix.

C.6: Medium size trees would include alder, silver birch, field maple, rowan and holly all of which met the three aims listed above in paragraph C.4. They could be planted as free rooted or root ball seedlings of ca 10-12mm stem circumference or larger if space permits. Larger tree species could include ash, native lime or hornbeam but probably not willows and poplars unless there is sufficient space, as although characteristic of riversides, they could grow unwieldy, disturb drainage and foundations and require disproportionately more maintenance than the other species referred to.

C.7: Between the tree plantings along the axis of the walk could be planted a range of shrub species. This range could be larger if species potentially requiring a lot of maintenance e.g. elder and 'shrub' willows are considered acceptable. Hawthorns, blackthorn, (young) holly, dogwoods and alder buckthorn would all be acceptable as would goat willow, elder even perhaps with the proviso on maintenance. The spiny species may not be considered appropriate in close proximity to walkers and young children. All these species could be planted as 'sticks' in clumps or linearly at 2.5 cm intervals. Several parallel lines could be planted at once with the plantings along the alternate lines staggered. Where there is an irregular space along the Riverside Walk often as the result of residential

development, then these shrub species can be planted randomly in them at 2.5 cm centres perhaps with the occasional tree planted where space allows.

C.8: Ground flora: Where shrub planting is not appropriate for whatever reason, then there is the option of plug planting or seeding grass and/or

forbs ('flowering' plants) species in such locations or indeed going for this option in preference to that of shrub planting at other locations. The range of potential species that could be used is quite extensive but should try to meet as many of the following criteria as possible:

- They should be indigenous to the UK;
- They should be characteristic or at least associated with riverside or wetland habitats;
- They should (paradoxically) be able to withstand the urban conditions of free drainage/drought and soils of generally poorer nutrient values (although this latter will help less aggressive species);
- Sources of local provenance should be preferred, and
- Highly aggressive species should not be planted even in small amounts in any circumstances. This includes Giant hogweed, Japanese Knotweed, Himalayan Balsam and Greater Reedmace and certain grasses including the broadleaved, amenity species such as rye grass and creeping bent. Festuca and slower growing Agrostis spp. are preferable.

C.9: Consideration should be given to planting of rushes, reeds, sedges, along with the less aggressive grasses as there are often better suited to riverside locations. There are many species that could be used according to locality, environmental conditions and to a degree, personal taste (the present author has a strong preference for lesser spearwort, for example) but which meet most or all of the qualities listed in C.8 above.

C.10: A Note on the Treatment of Foreshore Terracing. (See also illustrations C.1 Terracing and C.2 Terraces).

There are locations within the study area where the existing foreshore or a new foreshore arising from the retiring of flood defences could lend themselves to naturalistic planting. The techniques are shown in accompanying illustrations C.1 and C.2 and Table

C.1 suggests 26 species that could be used either as plants or seeds. Other species can be expected to colonise naturally by tide, wind or animal vector. The source document for these illustrations is given in paragraph C.3

C.11: A Note on the Treatment of Retaining Walls (See also illustration C.3. Vertical Wall Renewal).

Planting of seedlings and seeds can be made directly into wooden battens attached to either side of stone/brick forming the flood defence wall but more environmentally sound practice would be to allow silt to build up on these battens allowing natural colonisation from the twice daily tides and the droppings of riparian birds. These structures would be of wood, the dimensions of which would be determined by the length and height of wall involved. Elm Wood is best as it is very dense and durable in water but other species such as oak would also be acceptable. Permission from the EA (and possibly the PLA) would be required for such structures. A good example of best practice is at Deptford Creek in Lewisham; see their 'Life on the Edge' publication at <http://www.creeksidecentre.org.uk/more.htm> for details and contacts. Alternatively, simple trellises could be attached to the land side of the walls and planted up with climbers such as Honeysuckle, Flowering Clematis and Woody Nightshade plus other more prostrate species which would welcome further support such as vetches and rare species, such as water voles.

C.12: The following table lists 26 species of flowering plants that could be considered for any soft landscaping of the Thames foreshore or river retaining wall within the study area. All are reasonably available as plants or seeds from commercial suppliers or even (with owners permission) from other nearby natural locations such as the Barnes Wildfowl Wetland Reserve.

C.13: A brief note on Walter Voles (*Arvicola amphibius*).

This benign vegetarian species of banksides has suffered a massive decline in numbers in the UK throughout the 20th century. This was largely due to habitat loss but also predation from feral mink and increasing pollution of our water ways. It is now a protected species and there is a national plan to increase both the range and population of this native species (the basis of 'Ratty' in 'Wind in the Willows'). The highly urban Thames riverside is not the first place one would think of in trying to re-establish this small mammal but there are opportunities where the riverside is quieter and could be planted up with the grasses and reeds that the voles feed on. Similarly ponds close to the Thameside are also prime candidates for reintroduction attempts, notably the 'British Gas' Pond in the Sands End area. Water Voles were successfully introduced into the Barnes Wetland Centre a few years ago and as their numbers increase, perhaps this might be a source of individuals to introduce to the north side of the Thames in the study area? (Note: A licence would be needed from Natural England).

There are a number of resources available to assist those considering the implications of development proposals on the natural environment in Greater London. For further information:

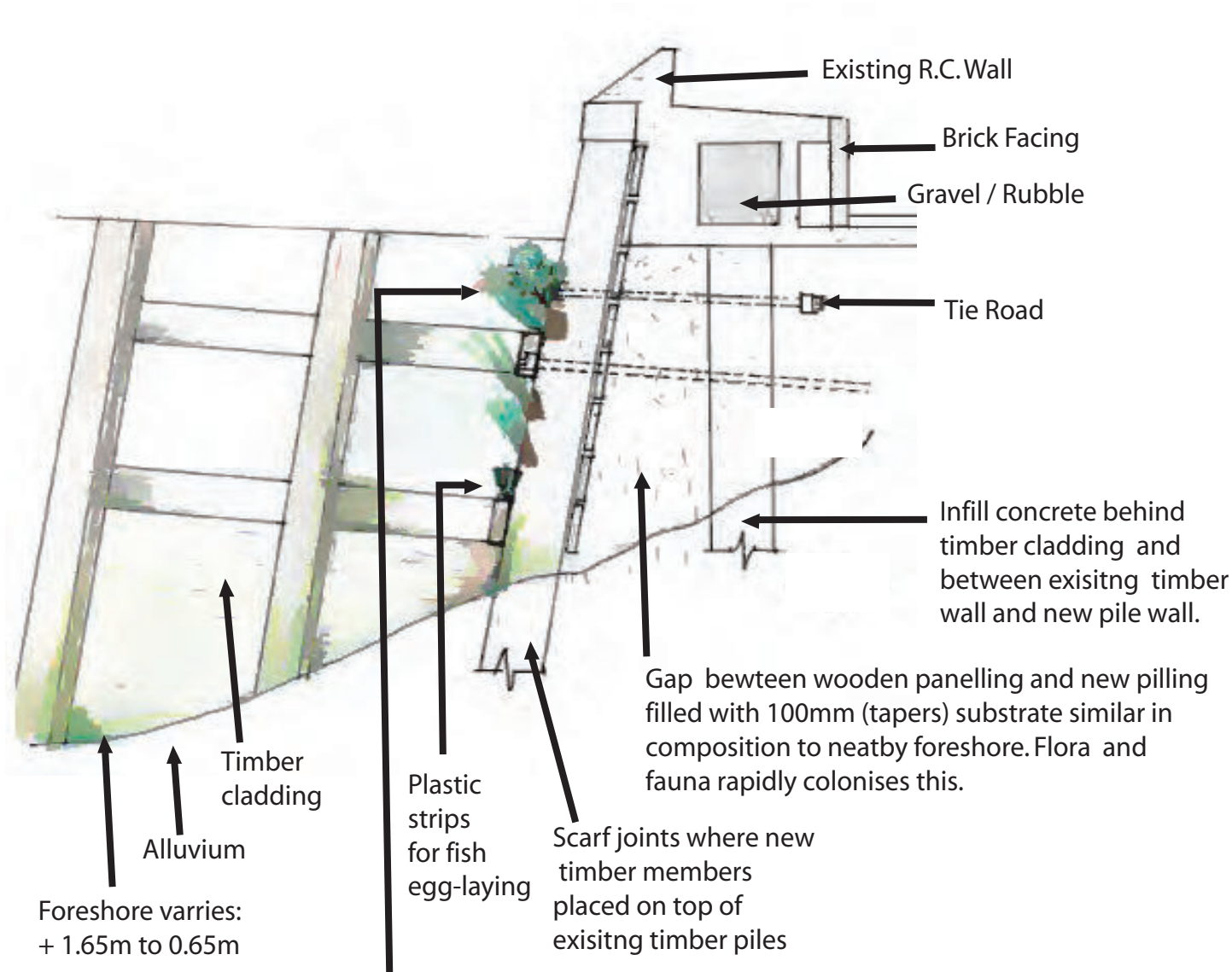
- Design for Biodiversity: <http://www.d4b.org.uk>
- Biodiversity by Design: <http://naturalengland.communities.com>
- Improving Londoner's Access to Nature: <http://www.london.gov.uk/mayor/planning/docs/access-to-nature.pdf>
- Right Trees for a Changing Climate <http://www.right-trees.org.uk>
- Adapting to Climate Change: A Checklist for Development: <http://www.london.gov.uk/lccp/publications/development.jsp>

- The London Rivers Action Plan: <http://www.therrc.co.uk/lrap.php>

Plant common name	Plant Latin name
Fools Watercress	<i>Apium nodiflorum</i>
Flowering Rush	<i>Butomus umbellatus</i>
Marsh Marigold	<i>Caltha palustris</i>
Lesser Pond Sedge	<i>Carex acutiformis</i>
False Fox Sedge	<i>Carex obtrubae</i>
Great Pond Sedge	<i>Carex riparia</i>
Common Spike Rush	<i>Eleocaris palustris</i>
Water Horsetail	<i>Equisetum fluviatile</i>
Hemp Agrimony	<i>Eupatoruim cannabinium</i>
Meadowsweet	<i>Filipendula ulmaria</i>
Floating Sweet Grass	<i>Glyceria fluitans</i>
Reed Sweet Grass	<i>Glyceria maxima</i>
Yellow Flag Iris	<i>Iris pseudacorus</i>
Soft Rush	<i>Juncus effusus</i>
Hard Rush	<i>Juncus inflexus</i>
Purple Loosestrife	<i>Lythrum salicaria</i>
Water Mint	<i>Mentha aquatica</i>
Lesser Spearwort	<i>Ranunculus flammula</i>
Water Cress	<i>Rorippa nasturtium-aquaticum</i>
Red Canary Grass	<i>Phalaris arundinacea</i>
Common Reed	<i>Phragmites australis</i>
Great Water Dock	<i>Rumex hydrolapathum</i>
Bulrush	<i>Scripus/Schoenoplectus lacustris</i>
Sea Club-Rush	<i>Scripus maritimus</i>
Branched Bur-Reed	<i>Sparganium erectum</i>
Lesser Reedmace	<i>Typha angustifolia</i>

Table C.1: 25 Acquatic ground flora plants that could be appropriate in the Riverside Walk study area

ECOLOGICAL DESIGN GUIDANCE: *Vertical Wall Renewal*



Planting System (via embedding species in the wall structure via terracing)

* For guidance on appropriate species of planting see Appendix C.

RECOMMENDED SITES



Hammersmith Terrace



Carnwath Road



Fulham Wharf

ECOLOGICAL DESIGN GUIDANCE: *Terraces*

Planting zones behind, sloping up to +6.0m

1600mm long trench sheets

500mm thick 150 to 300mm granite riprap with 75-5mm marine aggregate

Sea Aster

Granite-filled gabion mattress

200mm thick 6A fill over geotextile (terram 1000 or similar)

RECOMMENDED SITES FOR IMPLEMENTING terracing:



Broomhouse Drawdock

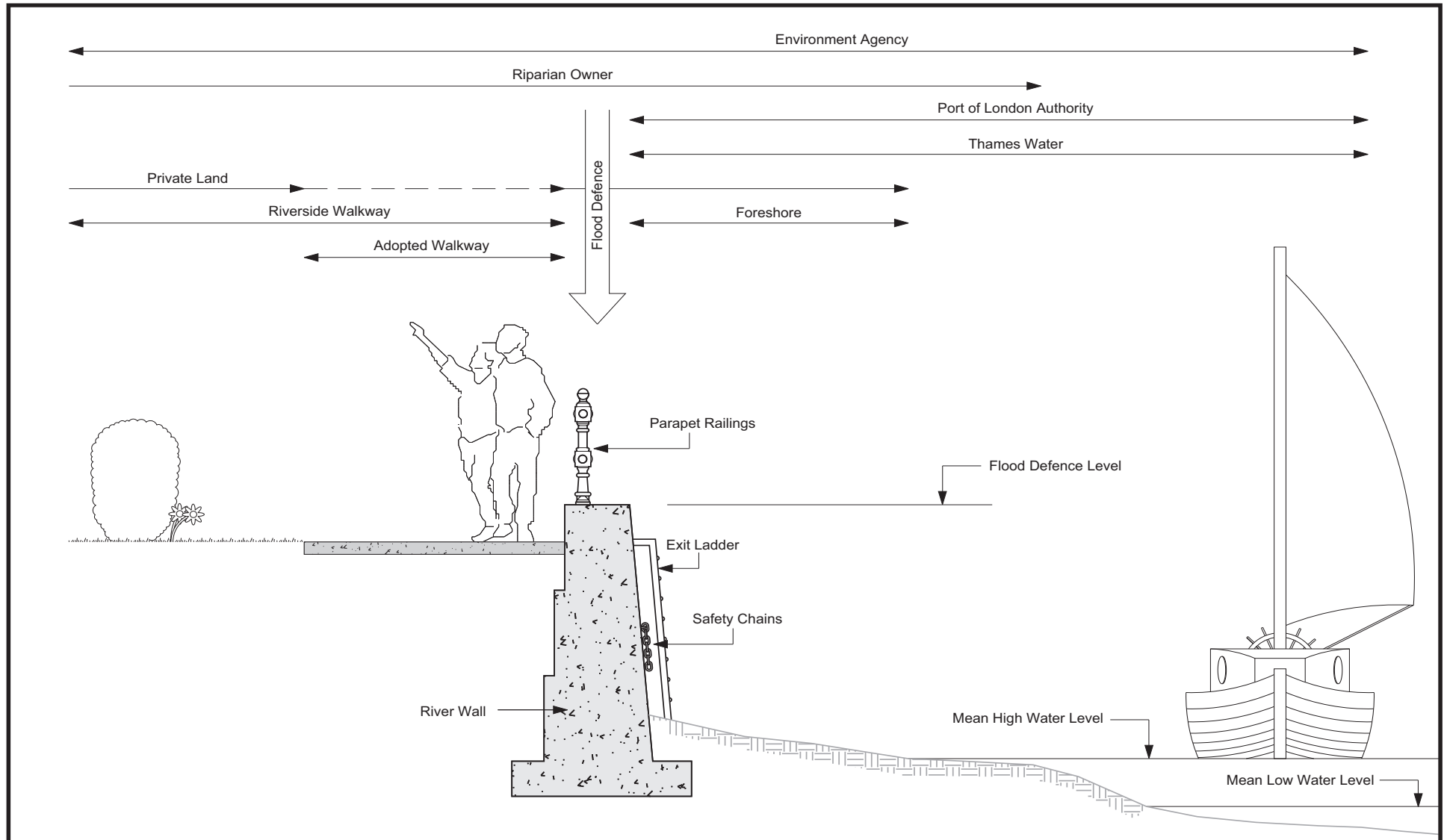


Queen's Wharf

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Note: this design is tailored for sites where room for a gentle slope of around 1:7 or less are achievable. For further guidance on appropriate species of plants refer to Appendix C

The Riverside: Whose Responsible? - Diagram



HAMMERSMITH & FULHAM COUNCIL Environment Services Town Hall Extension, King Street London W6 9JU Tel. 020 8748 3020	Drawn	Checked	Approved	NOTES	Date	Rev	Init
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	Scale	Original Sheet Size					
	Not to Scale	A4					
DWG No.	Revision	Date					
82168/3/2/8		JAN.'10					

RIVER OF THAMES
TYPICAL CROSS SECTION



The Riverside: Whose Responsible? - Definitions

Walkway: A surface over which the public have the right to pass and re-pass on foot.

Deposited plan: A register held on record by the highway authority of the extent of public highway maintained at public expense including adopted walkways

Foreshore: The area of land exposed by the ebbing tide

Flood defence level: The statutory ordnance datum that will contain the river in spate without overtopping the defence

Flood Defences: The infrastructure to retain the river up to the flood defence level.

Parapet railings: Railing installed upon or alongside the flood defences to safeguard pedestrians using the riverside walkway

The Riparian Owner: is the land owner whose land fronts onto the river. The land ownership may extend beyond the flood defence, theoretically to the centre of the river.

The Port of London Authority (PLA) is responsible for ensuring navigational safety along the Tidal Thames, promoting use of the River and safeguarding the environment. This includes dealing with physical obstructions from river wall projections, the river bed and floating hazards. The authority regulates the use of draw-docks and other access points to the river.

The Environment Agency (EA) is responsible to the Secretary of State for Environment, Food and Rural Affairs. It protects and improves the environment including protecting communities from the risk of

flooding and managing water resources. In relation to the River Thames, the agency enforces riparian owners to maintain and repair the flood defenses to protect against flooding

Thames Water are the water and wastewater services company for the River Thames catchment. They have a statutory duty to provide potable water to all properties and to dispose of sewage within the catchment. The company is regulated by government through Ofwat, the economic regulator for water and waste water services.

The Local Highway Authority is the Council which has a statutory duty to maintain the highway, which can include walkways in a safe condition, fit for ordinary traffic.

The Litter Authority is the Council which has a statutory duty to clear litter from land which is under their direct control to which the public are entitled or permitted to have access. This may include streets, walkways and parks, playgrounds and pedestrian areas

CDM Regulations

The Construction, Design and Management Regulations 2007 are regulations issued under the Health Safety and Welfare etc Act 1971 which set out the respective responsibilities of clients, designers and construction contractors.

The regulations impose new duties for clients and designers to design out health and safety risks, particularly such risks which may impose a danger to the health, safety and welfare of construction workers who are required to manage the movement of heavy materials.

Riverside Safety Advice The Royal Society for the Prevention of Accidents (RoSPA) riverside safety

advice covers the basic essential requirements to help prevent drowning. This includes the provision of barriers and railings to prevent access to the hazard as well as physical safety rescue and life saving measures. The advice also covers signage as well as education and campaigning to help advise and provide an awareness of riverside safety.



London Borough of Hammersmith & Fulham

Cabinet

8 FEBRUARY 2010

LEADER

Councillor Stephen Greenhalgh

CABINET MEMBER FOR CRIME & STREET SCENE

Councillor Greg Smith

CABINET MEMBER FOR CHILDREN'S SERVICES

Councillor Sarah Gore

HIRE OF VEHICLES:

PASSENGER TRANSPORT SERVICES 2010-2011

Wards

All

The current arrangement for the hire of wheelchair accessible vehicles to transport children with special education needs from home-to-school urgently needs to be renewed, although interim arrangements have been put in place, with advice from Legal. Entering into a new arrangement requires compliance with competition requirements.

Because of the urgency in having a new arrangement in place quickly, this report seeks prior approval to delegate the award of a contract for the provision of these vehicles to the Directors of Finance & Corporate Services, Residents Services, and Children's Services, following a competitive tendering exercise using a framework contract administered by the Eastern Shires Purchasing Organisation (ESPO). It is proposed that the contract, when awarded, runs until the market testing of passenger transport services is completed, Easter or September 2011.

A separate report on the exempt part of the Cabinet agenda provides confidential information about this matter.

CONTRIBUTORS

Directors of:
Residents Services,
Children's Services,
DFCS
ADLDS
AD SP&P

Recommendations:

1. That the Council calls-off the hire of specialised vehicles required for the statutory SEN home-to-school transport service from a supplier on the ESPO framework contract.
2. That the hire arrangement for these vehicles runs until the end of the school academic year, July 2011.
3. That, on urgency grounds, the award of this contract, likely be valued at around £350,000 for a 12-month period and around £500,00 for

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

**an 18-month period, be delegated to the
Directors of Finance & Corporate Services,
Residents Services, and Children's Services.**

- 4. That these Directors be authorised to agree payments in advance to the successful contractor if this is deemed to be in the Council's financial and legal interests.**

1. INTRODUCTION

The Council currently hires 30 specialised wheelchair accessible vehicles from London Hire Ltd. to transport children with special education needs from home to school, and return. A further 6 specialist vehicles to take disabled adults from home to day centres and return are also hired from London Hire Ltd.

The current formal long-term contract for the SEN vehicles, dating back to 2002/03, has not been renewed due to uncertainties regarding how a future service will be delivered. The arrangement for the adult's vehicles expires in November 2010.

The passenger transport service – that is, the 76 drivers and escorts who transport the disabled children and adults – is being competitively tendered in 2010. The earliest this contract can realistically commence is Easter 2011; if there is any slippage, June (school half-term) or September (new school year) 2011.

When it starts, it is expected that the passenger transport contract will include:

- the service provided by the drivers and escorts;
- the 30-40 vehicles needed, that the contractor will source;
- route planning for the journeys;
- and possibly vehicle maintenance (though use of Bagley's Lane depot might be offered when tenders are invited.)

But, until this contract does start, the Council needs around 30 vehicles to provide this highly sensitive service – a statutory service with a high level of dependency not just for the disabled children and adults who rely on it, but their families and carers as well.

2. CURRENT ARRANGEMENTS

- 2.1 **Departmental**: the Council's vehicle hire contracts are delivered via Residents Services Department; previously, ownership resided in the Environment Department and, prior to that, when the current arrangements were put in place, with Direct Services Department. In respect of passenger transport services, the corporate client and budget holder for the vehicles is Children's Services Department.
- 2.2 **Age of fleet**: most of the existing fleet supplied by London Hire is 4-5 years old, with some vehicles being 7 years old. The service provided under the current arrangements has been good, responsive and reliable.
- 2.3 **Current cost**: the Council pay the current supplier in the region of around £400k pa for these vehicles. The cost charged per vehicle per month is contained in the Exempt part of this Cabinet agenda.

- 2.4 **Future discounts**: an indication of the potential discounts raised by providers during a preliminary soft market testing exercise in return for advance payments, along with further reductions if the Council were to be directly responsible for vehicle maintenance, is also contained in the Exempt report.

3. MOVING FORWARD

- 3.1 Entering into a new short-term arrangement for vehicle supply requires compliance with EU and UK public sector procurement regulations. In order to fulfil these requirements in a timely and efficient manner, and align supply and service continuity with the 2011 passenger transport contract, it is recommended that the Council calls off the new vehicles from a supplier on the Eastern Shires Purchasing Organisation (ESPO).
- 3.2 **ESPO** is a consortium jointly owned by the following Councils: Leicester City, Peterborough City, Leicestershire, Lincolnshire, Warwickshire, Cambridgeshire, and Norfolk. The framework contract, which runs from 1st September 2008 to 31st August 2011, complies with EU procurement legislation, has 5 different categories/lots of passenger transport vehicles, with 8 pre-qualified suppliers in each category. Award of contracts is based on competitive tendering, with all 8 companies in the relevant category being invited to bid against the Client's (eg. LBHF's) specification. The competition is managed and administered by ESPO, in consultation and with input from the Client on any special conditions, tender evaluation sub-criteria and their relative percentage weightings. The management fee for running the competition is charged directly to the successful contractor, and would require no direct administrative action by LBHF.
- 3.3 Each contractor has established a Master Hire Agreement within the framework, which will form the basis of business awarded. In addition to ESPO's standard contract terms and conditions, we can also, if we wish, require the contractor to operate the contract hire agreement under a SLA, which can include issues such as late delivery and replacement vehicle availability.
- 3.4 Companies contacted during the preliminary soft market testing are on the relevant ESPO category for the supply of wheelchair accessible buses and mini-buses.

4. ISSUES

A contract specification stating LBHF's requirements has been produced by RSD and CHS officers. ESPO will be inviting bids against this.

Contract period: under ESPO's terms contracts cannot be extended, but they can have break clauses as a "special condition". It would therefore be

prudent to have the contract run until the end of the 2010/2011 school year, mid-July 2011, but with a break clause at Easter 2011. If the passenger transport contract commences on time, the contract can be terminated early; if it doesn't, supply will continue until the end of the 2010/2011 school year.

Tender evaluation: the main award criteria is set by the framework:

Commercial factors: hire rates, delivery, lead-in times;

Vehicle characteristics: operational suitability and quality;

Operational factors: warranty and after-sales support, maintenance and servicing arrangements, breakdown cover, relief vehicle provision etc.

However, clients are permitted to develop sub-criteria under these headings and apportion relative weightings to them. Early delivery has been stressed in the specification and weighted accordingly in the tender evaluation sub-criteria.

4.4 A LBHF Tender Appraisal Panel chaired by the Assistant Director of Residents Services for Cleaner Greener Neighbourhoods, with representatives from Children's Services and Finance & Corporate Services, has been established to liaise with ESPO and ensure LBHF's needs are met through use of the framework.

4.5 **Advance payments**: given the pressure to deliver cashable savings, there is a temptation to capitalize on the prospect of discounts in return for advance annual payments. This, though, needs to be weighed by the risk of supplier insolvency and the Council not being able to recover the sums paid. The ESPO Terms and Conditions do not safeguard the Council if a company goes into liquidation. ESPO conducted a check on the financial position of the vendors at the time of going out to tender but they are unable to revisit the selection.

4.6 It will therefore be imperative, should the recommendations of this report be agreed, that a robust and rigorous check is made on the current financial standing of any preferred bidder, along with their risk and credit rating, prior to any award decision being made that might involve advance payments.

4.7 The 8 pre-qualified suppliers on the ESPO framework are:

Alliance & Leicester	Dawson Rental	Lloyds TSB
London Hire	Specialist Fleet Services	SHB Hire
Translinc	Unilink	

4.8 Bids have been invited on the basis of seeking prices for monthly, quarterly, and six-monthly payments in advance. If Delegated Authority is granted, prior approval is also sought for the principle of advance payments being made where, in the professional judgment of senior

officers, this delivers improved value for money whilst also protecting the Council's interests.

- 4.9 **Vehicle maintenance:** Feedback from the market during the preliminary soft market testing indicated that further price reductions could be obtained if LBHF took responsibility for the vehicles maintenance and M-o-T. ESPO can invite contractors to bid both on the basis of workshop maintenance being offered by the Client and not being offered, but advise that it is best if we specify clearly which option we prefer.
- 4.10 If LBHF undertake the maintenance, RSD have advised that the vehicle workshops at Bagleys Lane can only really operate this arrangement where brand new vehicles are supplied, due to maintenance risks associated with second-hand vehicles, or costs will increase significantly; conversely, suppliers will probably want to check and verify our workshops prior to signing a contract.
- 4.11 The hire vehicles will only be needed until the new contract arising from the competitive tendering of the passenger transport service is ready to commence. The Tender Appraisal Panel are establishing with ESPO the scale of relative benefits and risks of hiring new and second-use vehicles, and which of these options is likely to be more economically advantageous to the Council over the contract period.

5. THE NEED FOR URGENCY & PRIOR APPROVAL

- 5.1 Provision of SEN home-to-school transport is a statutory service. The current vehicle hire arrangement has expired, although interim arrangements are in place with the current contractor. Entering into a new arrangement requires competition. However, linking the award decision to the Committee cycle may mean a decision not being made until late-March, followed by a further Alcatel "standstill period" of 2 weeks. It is important that the new contract is in place as quickly as possible.

6. COMMENTS OF THE DIRECTOR OF FINANCE & CORPORATE SERVICES

- 6.1 The value of the contract is likely to be between £350,00-£500,00 over the contract period. There are a number of options that will need to be considered when agreeing payment terms for the awarded contract. Broadly speaking there are two options. Paying with no discount and no payment in advance or paying a reduced sum by paying an agreed amount up front.
- 6.2 This decision should be based on the preparation of a cost/risk model based on bids seeking prices for:
- a) no payment in advance; or

- b) monthly, quarterly, six-monthly, and annual payments in advance. It will be imperative to build into the model an analysis of the current financial standing of any preferred bidder, along with their risk and credit rating, prior to any award decision based on advance payments. It will be necessary to outline the financial savings (discounts) as a result of any payment upfront.
- 6.3 It may be possible for further price reductions if LBHF took responsibility for the vehicles maintenance and M-o-T. In order to fully explore these options contractors must be invited to bid on the basis that the workshop maintenance could be offered by the LBHF. It has been noted in the report that if LBHF undertake the maintenance, RSD have advised that the vehicle workshops at Bagleys Lane can only really operate this arrangement where brand new vehicles are supplied.
- 6.4 The comments made by the Director of Finance & Corporate Services in respect of current costs per vehicle per month are contained in the Exempt report on this agenda.
- 7. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)**
- 7.1 Subject to the terms of the Master Hire Agreement and SLA referred to in this report the Assistant Director of Legal and Democratic Services agrees with the recommendations of this report.
- 7.2 The Client Department is advised to seek evidence from ESPO as to the publication of the relevant OJEU Notice and Contract Award Notice.
- 8. COMMENTS OF THE ASSISTANT DIRECTOR FOR STRATEGY, PERFORMANCE & PROCUREMENT**
- 8.1 The comments of the Assistant Director for Strategy, Performance & Procurement are reflected in the report and its recommendations. The AD for Strategy, Performance & Procurement will advise and be represented on the Tender Appraisal Panel for the hiring of the SEN vehicles.
-

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	All background and TAP papers, and ESPO framework documents.	Dave Newman, Head of Waste Management & Transport Ext. 1191	Waste, Recycling & Transport, Residents Services Dept. 77-89 Glenthorne Rd. London W6 0LJ 020-8753-1191
CONTACT OFFICER:		NAME: John Francis, Principal Procurement Officer, CHS & FCS ext. 1328.	



FORWARD PLAN OF KEY DECISIONS

Proposed to be made in the period February 2010 to May 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 February 2010 to May 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 93 (published 15 January 2010)

LIST OF KEY DECISIONS PROPOSED FEBRUARY 2010 TO MAY 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	8 Feb 2010	Capital Programme and Revenue Budget 2009/10 month 7 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	8 Feb 2010	Revenue Budget and Council Tax levels 2010/11	Leader of the Council
	24 Feb 2010 Reason: Budg/pol framework	This report sets out the proposed 2010/11 revenue budget and associated Council Tax charge.	Ward(s): All Wards;
Cabinet Full Council	8 Feb 2010	Capital Programme 2010/11 to 2014/15	Leader of the Council
	24 Feb 2010 Reason: Budg/pol framework	This report sets out an updated resources forecast and a capital programme for 2010/11 to 2014/15.	Ward(s): All Wards;
Cabinet	8 Feb 2010	Corporate Planned Maintenance Programme 2010/2011	Leader of the Council, Cabinet Member for Parks, Culture and Heritage, Deputy Leader (+Environment)
	Reason: Expenditure more than £100,000	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.	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>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>Impact of increased child protection demand following the Baby Peter case</p> <p>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.</p>	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	8 Feb 2010	<p>Development of Wormholt and White City Collaborative Care Centre and housing scheme and land swap</p> <p>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.</p>	Leader of the Council, Cabinet Member for Parks, Culture and Heritage, Deputy Leader (+Environment)
	Reason: Expenditure more than £100,000		Ward(s): Wormholt and White City;
Cabinet	8 Feb 2010	<p>Ravenscourt Park Station access</p> <p>The Ravenscourt Park Station proposal will improve accessibility to and from the station and between bus stops</p>	Deputy Leader (+Environment)
	Reason: Expenditure more than		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
	£100,000	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	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	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.	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;
Cabinet	8 Feb 2010	Hire of vehicles: passenger transport services 2010-2011	Cabinet Member for Children's Services, Cabinet Member for Residents Services, Leader of the Council
	Reason: Expenditure more than £100,000	Delegated approval is sought to award a vehicle hire contract for passenger transport service to the Directors of Finance.	Ward(s): All Wards;
Cabinet Full Council	8 Feb 2010	Treasury Management Strategy Report	Leader of the Council
	24 Feb 2010	Providing information on the Council's Treasury Management Strategy for 2010/11 including interest rate projections and the borrowing	Leader of the Council
	Reason: Expenditure more than		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
	£100,000	and investment activity reports for the period April to December 2009. Seeking 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	Approval to award the following term contracts for: street lighting material supply 2010 to 2013 & street lighting support 2010 to 2013 (part exempt)	Deputy Leader (+Environment)
	Reason: Expenditure more than £100,000	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)	Leader of the Council
	Reason: Expenditure more than £100,000	Approval is sought to the establishment of a major improvement to the Council's business and service continuity.	Ward(s): All Wards;
Cabinet	8 Mar 2010	Hammersmith and Fulham Carbon Management Plan	Deputy Leader (+Environment)
	Reason: Expenditure	This report seeks approval for the Council's Carbon Management Plan The Plan	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
	more than £100,000	outlines the actions required to reduce carbon emissions and expenditure on energy in the delivery of council services.	
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
	Reason: Expenditure more than £100,000		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 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.	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	8 Mar 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 Mar 2010	Procurement of larger family sized accommodation	Leader of the Council, Cabinet Member for Housing

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	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.	Ward(s): All Wards;
Cabinet	8 Mar 2010	Regeneration of 248 Hammersmith Grove - disposal of head lease	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	This report proposes disposal of the head lease to Notting Hill Housing Group (NHHG) for demolition and redevelopment.	Ward(s): Addison;
Cabinet	8 Mar 2010	Disposal of the Bumpsadaisies Day Nursery site, Broomhouse Lane, SW6	Leader of the Council, Cabinet Member for Children's Services, Deputy Leader (+Environment)
	Reason: Expenditure more than £100,000	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.	Ward(s): Sands End;
Cabinet	8 Mar 2010	BSF - delegation of powers to proceed with procurement process	Leader of the Council, Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000	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 close of dialogue and submission of final bids.	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 Mar 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 Mar 2010	LBHF and local third sector Future Jobs Fund (FJF) scheme	Leader of the Council
	Reason: Expenditure more than £100,000	To seek formal approval for LBHF to enter into an agreement with DWP (Department of Work and Pensions) for Future Jobs Fund Funding. 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	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
		the partnership.	
Cabinet	8 Mar 2010	<p>Enforcement Policy</p> <p>Local Authorities are required, by section 24(2) of the Legislative and Regulatory Reform Act 2006, to have regard to The Regulators' Compliance Code, issued on 17 December 2007 by the Department for Business, Enterprise and Regulatory Reform (now Business, Innovation and Skills - BIS).</p> <p>One of the recommendations of the Code is that Regulators should publish an enforcement policy. The Public Protection and Safety Division's original Enforcement Policy was written and approved in February 2002 and last updated in October 2006. This report contains a revised Enforcement Policy, taking account of the recommendations contained in the Regulators' Compliance Code.</p>	Councillor Greg Smith
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	29 Mar 2010	<p>Capital Programme and Revenue Budget 2009/10 month 9 amendments</p> <p>The purpose of this report is to seek approval for changes to the capital programme and the revenue budget.</p>	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	29 Mar 2010	<p>Fulham Palace - approved caterers</p> <p>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</p>	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;

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	29 Mar 2010	<p>Fulham Palace - single governance and strategic plan</p> <p>The management of Fulham Palace is being transferred to a single managing body. This report seeks approval for:</p> <p>(1) The transfer of the site to the Fulham Palace Trust.</p> <p>(2) The draft strategic plan which sets out, inter alia, the strategic objectives for the Trust for 2009-12</p> <p>(3) The draft Service Level Agreement which specifies the terms under which a grant will be offered to the Trust by the Council.</p>	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	29 Mar 2010	<p>Fulham Palace - Phase 3 development Heritage Lottery Fund application (Stage 1)</p> <p>The Council proposes to develop the Tudor west quadrangle of Fulham Palace in order to open it up for public access. To help with the costs of this project, and in accordance with the Deeds of Variation of Fulham Palace, the Council proposes to submit a stage 1 funding application to the Heritage Lottery Fund. The project will see the creation of an enlarged museum space which will educate visitors not only about the Palace but about the history of Hammersmith and Fulham as well. This project will also establish a permanent display area for the Council's collection of Pre-Raphaelite paintings, the Cecil French bequest.</p>	Cabinet Member for Residents Services, Deputy Leader (+Environment), Cabinet Member for Parks, Culture and Heritage
	Reason: Expenditure more than £100,000		Ward(s): Palace Riverside;

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	29 Mar 2010	<p>Review of trade waste collection</p> <p>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.</p>	Cabinet Member for Crime and Street Scene
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	26 Apr 2010	<p>Capital Programme and Revenue Budget 2009/10 month 10 amendments</p> <p>The purpose of this report is to seek approval for changes to the capital programme and the revenue budget.</p>	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	26 Apr 2010	<p>IT Strategy</p> <p>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</p>	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	26 Apr 2010	<p>Corporate Out of Service Review</p> <p>Delivery of efficiency savings and service improvements in relation to the Council's out of hours initial point(s) of contact-Duty officers.</p>	Cabinet Member for Crime and Street Scene
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	14 Jun 2010	<p>Expansion of requirement to recycle borough-wide</p> <p>Following the report that was submitted to the Cleaner and Greener Scrutiny Committee on 17 June 2008, further work</p>	Cabinet Member for Crime and Street Scene
	Reason: Affects more than 1 ward		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
		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.	

Agenda Item 17



London Borough of Hammersmith & Fulham

Cabinet

8 FEBRUARY 2009

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

CABINET MEMBER

**DEPUTY LEADER
(+ENVIRONMENT)**

*Councillor Nicholas
Botterill*

17.1 NEW KING'S ROAD/BAGLEYS LANE – BUS ROUTE IMPROVEMENTS

This report outlines a proposal to carry out bus route improvements along New King's Road, between Bagleys Lane and Harwood Road to improve bus movements and journey times.

The estimated cost for undertaking this corridor improvement work is £30,000. This scheme is funded by TfL as part of the bus priority programme 2009/2010.

Decision taken by Cabinet Member: 17 December 2009

To approve the proposal to carry out bus route road widening improvements along New King's Road, between Bagleys Lane and Harwood Road, to improve bus movements and journey times, as outlined in the report at an estimated cost of £30k funded by TfL.

Wards: Parsons Green & Walham

**DEPUTY LEADER
(+ENVIRONMENT)**

*Councillor Nicholas
Botterill*

17.2 APPOINTMENT OF COUNCIL REPRESENTATIVES TO LONDON HELIPORT CONSULTATIVE GROUP

This report records the Deputy Leader's decision to appoint Council representatives to the London Heliport Consultative Group, which falls within the scope of his executive portfolio.

Decision taken by the Cabinet Member on : 11 January 2010

To re-appoint Councillor Jane Law and Sir Peter Jennings to the London Heliport Consultative Group for a period of 1 year, to the 12th January 2011.

Wards: All

LEADER
Councillor Stephen Greenhalgh

17.3 APPOINTMENT OF COUNCIL REPRESENTATIVE TO THE HAMMERSMITH AND FULHAM VOLUNTEER CENTRE

This report records the Leader's decision to appoint a Council representative to the Hammersmith and Fulham Volunteer Centre, which falls within the scope of his executive portfolio.

Decision taken by the Cabinet Member on: 15 December 2009

To appoint Joe Carlebach as representative to the Hammersmith and Fulham Volunteer Centre for a period of one year to 16 December 2010.

Wards: All

CABINET MEMBER FOR CHILDREN'S SERVICES
Councillor Sarah Gore

17.4 APPOINTMENT OF COUNCIL REPRESENTATIVE TO ST PAUL'S COURT LIMITED

This report records the Cabinet Member for Children's Services' decision to appoint a Council representative to St Paul's Court Limited, which falls within the scope of her executive portfolio.

Decision taken by the Cabinet Member on: 13 January 2010

To reappoint Graeme Trott to the Board of St Paul's Court Limited for a period of one year from 14.1.2010.

Wards: All

CABINET MEMBER FOR CHILDREN'S SERVICES
Councillor Sarah Gore

17.5 APPOINTMENT OF LEA GOVERNOR – BRACKENBURY PRIMARY SCHOOL

This report records 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: 15 December 2009

To appoint Charlotte Vidal-Hall as an LEA Governor to Brackenbury Primary School for a period of four years from 15.12.2009.

Wards: Ravenscourt Park