



London Borough of Hammersmith & Fulham

# Cabinet

## Agenda

**MONDAY**  
**10 JANUARY 2011**  
**7.00 pm**

**COURTYARD ROOM**  
**HAMMERSMITH**  
**TOWN HALL**  
**KING STREET**  
**LONDON W6 9JU**

### Membership

Councillor Stephen Greenhalgh, Leader  
Councillor Nicholas Botterill, Deputy Leader (+Environment and Asset Management)  
Councillor Mark Loveday, Cabinet Member for Strategy  
Councillor Helen Binmore, Cabinet Member for Children's Services  
Councillor Joe Carlebach, Cabinet Member for Community Care  
Councillor Harry Phibbs, Cabinet Member for Community Engagement  
Councillor Lucy Ivimy, Cabinet Member for Housing  
Councillor Greg Smith, Cabinet Member for Residents Services

**Date Issued**  
**22 December 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](mailto: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](http://www.lbhf.gov.uk/Directory/Council_and_Democracy)

### DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers 4-13 on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to David Viles at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Thursday 30 December 2010.**

### COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 12 January 2011**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 17 January 2011 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 17 January 2011**.

**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

10 January 2011

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<p>If a Councillor has any prejudicial or personal interest in a particular report he/she should declare the existence and nature of the interest at the commencement of the consideration of the item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a prejudicial interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken, unless a dispensation has been obtained from the Standards Committee.</p> <p>Where members of the public are not allowed to be in attendance, then the Councillor with a prejudicial interest should withdraw from the meeting whilst the matter is under consideration, unless the disability has been removed by the Standards Committee.</p>	
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<b>16.</b>	<b>EXCLUSION OF PRESS AND PUBLIC</b>	

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.

- |            |  |  |
|------------|--|--|
| <b>17.</b> | <b>OFF-SITE STORAGE RECORDS CONTRACT ; EXEMPT ASPECTS (E)</b>  |  |
| <b>18.</b> | <b>OPTION APPRAISAL ON THE FUTURE OF 120, DALLING ROAD CHILDREN'S HOME : EXEMPT ASPECTS (E)</b>                        |  |
| <b>19.</b> | <b>SUMMARY OF EXEMPT DECISION TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION (E)</b> |  |

# Agenda Item 1

London Borough of Hammersmith & Fulham



# Cabinet

## Minutes

Thursday 16 December 2010

### **PRESENT**

Councillor Stephen Greenhalgh, Leader  
Councillor Nicholas Botterill, Deputy Leader (+Environment and Asset Management)  
Councillor Mark Loveday, Cabinet Member for Strategy  
Councillor Helen Binmore, Cabinet Member for Children's Services  
Councillor Joe Carlebach, Cabinet Member for Community Care  
Councillor Harry Phibbs, Cabinet Member for Community Engagement  
Councillor Greg Smith, Cabinet Member for Residents Services

### 1. **MINUTES OF THE CABINET MEETING HELD ON 11 NOVEMBER 2010**

#### **RESOLVED:**

That the minutes of the meeting of the Cabinet held on 11 November 2010 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

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

An apology for absence was received from Councillor Lucy Ivimy.

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

There were no declarations of interest.

### 4. **THE GENERAL FUND CAPITAL PROGRAMME, HOUSING REVENUE CAPITAL PROGRAMME AND REVENUE BUDGET 2010/11 – MONTH 6 AMENDMENTS**

#### **RESOLVED:**

1. To approve the changes to the capital programme as set out in Appendix 1 of the report.
2. To approve a revenue virement totalling £390,000 as set out in Appendix 2 of the report.

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Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

**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. INTERNAL AUDIT CONTRACT RE-TENDER**

**RESOLVED:**

That approval be given to join and call off under the Internal Audit services Framework Agreement operated by the London Borough of Croydon, at a total projected 3 year cost of £792,000 as set out in paragraphs 4.1 to 4.3 of the 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.

**6. CONSULTATION TRANSPORT PLAN FOR HAMMERSMITH & FULHAM 2011 - 2031**

**RESOLVED:**

1. That approval be given to the seven borough transport objectives in section 2.2 and the nine transport targets in section 4.3 of the report.
2. That authority be delegated to the Director of Environment, in conjunction with the Cabinet Member for Environment and Asset Management, to submit the attached consultation document "Local Transport Plan for Hammersmith & Fulham 2011 – 2031" to Transport for London.

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

The summary was noted.

**8. FORWARD PLAN OF KEY DECISIONS**

The Forward Plan was noted.

**9. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:**

That under Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the remaining items of business on the grounds that they contain information relating to the financial or business affairs of a person (including the authority)] as defined in paragraph 3] of Schedule 12A of the Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

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

**10. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 11 NOVEMBER (E)**

**RESOLVED:**

That the minutes of the meeting of the Cabinet held on 11 November 2010 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

11. **INTERNAL AUDIT CONTRACT RE-TENDER: EXEMPT ASPECTS (E)**

**RESOLVED:**

That the report be noted.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

12. **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: 7.02 pm

Chairman .....

# Agenda Item 4



London Borough of Hammersmith & Fulham

## Cabinet

10 JANUARY 2011

### LEADER

*Councillor Stephen  
Greenhalgh*

**THE GENERAL FUND CAPITAL PROGRAMME, Wards  
HOUSING REVENUE CAPITAL PROGRAMME  
AND REVENUE BUDGET 2010/2011 – MONTH 7 All  
AMENDMENTS**

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

### CONTRIBUTORS

All Departments

### Recommendation:

**To approve the changes to the capital programme as set out in Appendix 1.**

<b>HAS A EIA BEEN COMPLETED? YES</b>
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## 1. SUMMARY

- 1.1 This report sets out proposed amendments to both Capital and Revenue Estimates as at month 7. However, there are no amendments to the revenue budget in this period.

## 2. GENERAL FUND CAPITAL PROGRAMME

- 2.1 Table 1 summarises the proposed amendments to the 2010/11 General Fund capital programme and is detailed in Appendix 1.

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

Service Area	Revised Budget at Month 5	Additions/ Reductions	Slippage to 2011/12	Revised Budget at Month 6
	£'000	£'000	£'000	£'000
Children's Services	14,901	155	61	15,117
Community Services (Adult Social Care)	824	0	0	824
Regeneration and Housing	1,955	1,066	1,066	3,021
Environment Services	15,116	(839)	(2,009)	12,268
Finance and Corporate Services	2,036		0	2,036
Resident's Services	8,685		0	8,685
<b>Total</b>	<b>43,517</b>	<b>382</b>	<b>(1,948)</b>	<b>41,951</b>

- 2.2 **Movement in Mainstream Expenditure (£1m)** The main adjustment relates to the slippage of expenditure for the Corporate Planned Maintenance programme.
- 2.3 **Movement in Specific Funded Schemes.** There has been a net increase of £0.382m in specific funded budgets. These relate mainly to confirmed new funding allocations of £0.155m in the Children Services, £0.128m in Regeneration and Housing Options and £0.099m in Environment Services. These are detailed in appendix 1.

## 3. REVENUE BUDGET ADJUSTMENTS

- 3.1 There is no budget virement requested that exceed £100,000 in this period.

### 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

**CHILDREN'S SERVICES**

Schemes	2010/11				Revised Budget at Month 7 £000's	Comments
	Last Reported Budget £000's	Additions/ Reductions £000's	Reprofiling £000's	£000's		
Children's Centres	1,278	0	0	0	1,278	
Targetted Capital	1,738	0	61	0	1,799	Reprofiling from 2011/12
Lyric Theatre Development	500	0	0	0	500	
Kitchens	827	0	0	0	827	
Primary Capital Programme	7,300	0	0	0	7,300	
Early Years and Child Care	1,141	0	0	0	1,141	
Devolved Capital to Schools	884	0	0	0	884	
Other	1,233	(72)	0	0	1,161	Reduced grant allocation
Schools Capital Programme	0	227	0	0	227	Prudential borrowing with respect to Cambridge School.
<b>Total Children's Services</b>	<b>14,901</b>	<b>155</b>	<b>61</b>	<b>0</b>	<b>15,117</b>	

**COMMUNITY SERVICES**

Schemes	2010/11				Revised Budget at Month 7 £000's	Comments
	Last Reported Budget £000's	Slippage	Additions/ Reductions	Reprofiling		
17 Rivercourt Road (mainstream)	13	0	0	0	13	
Relocation of HF Mind (mainstream)	15	0	0	0	15	
Adult Social Care Grant	317	0	0	0	317	
Grants to Social Landlords to Improve Hostels	215	0	0	0	215	
Sir Oswald Stoll Foundation(DCLG)	61	0	0	0	61	
Social Care IT Infrastructure Capital Grant (DOH)	83	0	0	0	83	
Supporting Your Choice (Social Care Reform)(DoH)	120	0	0	0	120	
<b>Total Community Services</b>	<b>824</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>824</b>	

**REGENERATION & HOUSING**

Schemes	2010/11			Comments
	Last Reported Budget £000's	Additions/ Reductions	Revised Budget at Month 7 £000's	
Fulham Twenty20 - BEC	155	0	155	
St Andrews Church	268	0	268	
Management and Admin	21	0	21	
Fulham Futures - Dawes Road	997	0	997	
Shepherds Bush Training Centre	430	0	430	
Your Move (Housing Options)	84	0	84	
Renovation Grants (mainstream)	0	938	938	Transfer from Environment Services
Low Carbon Refurbishment	0	128	128	Additional Grant Allocation
<b>Total</b>	<b>1,955</b>	<b>1,066</b>	<b>3,021</b>	

**ENVIRONMENT SERVICES**

Schemes	2010/11				Comments
	Last Reported Budget	Additions /Reductions	Reprofiling	Revised Budget at Month 7	
	£000's	£000's	£000's	£000's	
Footways and Carriageways.	2,197	0	0	2,197	
Planned Maintenance/DDA Programme	3,273	0	(1,000)	2,273	Slippage to 2011/12
River Wall Repairs	298	0	0	298	
Private Sector Housing Grants	938	(938)	0	0	Transfer to Regeneration and Housing Options.
Transport For London Schemes	2,695	0	0	2,695	
Parking Reserve	1,170	0	0	1,170	
Developer Contribution Funded	3,273	91	(1,009)	2,355	Slippage of £1.009m to 2011/12 and additional developer contributions of £0.091 m.
Efficiency Reserve Fund	436	0	0	436	
West London Grant	673	0	0	673	
Others	163	8	0	171	Additional contribution.
<b>Total Environment Services</b>	<b>15,116</b>	<b>(839)</b>	<b>(2,009)</b>	<b>12,268</b>	

**FINANCE & CORPORATE SERVICES**

Schemes	2010/11			Revised Budget at Month 7 £000's	Comments
	Last Reported Budget £000's	Additions/ Reductions	Reprofiling		
Contribution to Invest to Save Fund	750	0	0	750	
E- Procurement (Invest to Save)	4	0	0	4	
Executive Management Centre	71	0	0	71	
Implementation of a Corporate Complaints and Enquiries Management System.	184	0	0	184	
Payment capture and income distribution system (Finance IT Reserve and revenue contribution)	585	0	0	585	
Smart Working - Corporate IT (Invest to Save)	223	0	0	223	
Smart Working (Invest to Save)	219	0	0	219	
<b>Total Expenditure</b>	<b>2,036</b>	<b>0</b>	<b>0</b>	<b>2,036</b>	

**RESIDENT'S SERVICES**

Schemes	2010/11					Revised Budget at Month 7 £000's	Comments
	Last Reported Budget £000's	Slippage £000,s	Additions/ Reductions £000,s	Reprofiling £000,s	£000's		
Other Parks Expenditure	1,033	0	0	0	0	1,033	
Bishops Park	4,027	0	0	0	0	4,027	
Play Builders	1,222	0	0	0	0	1,222	
Shepherds Bush Common Improvements.	2,136	0	0	0	0	2,136	
Libraries	9	0	0	0	0	9	
Safer Communities	115	0	0	0	0	115	
Others	143	0	0	0	0	143	
<b>Total Residents Services</b>	<b>8,685</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,685</b>	

# Agenda Item 5



London Borough of Hammersmith & Fulham

## Cabinet

10 JANUARY 2011

### LEADER

*Councillor Stephen Greenhalgh*

### COUNCIL TAX BASE AND COLLECTION RATE 2011/2012

**Wards:  
All**

This report contains an estimate of the Council Tax collection rate and calculates the Council Tax base for 2011/12.

The Council Tax base will be used in the calculation of the Band D Council Tax undertaken in the Revenue Budget Report for 2011/12.

### CONTRIBUTORS

DFCS  
ADLDS

### Recommendation:

**That the following recommendations be made for approval to Council for the 2011-2012 financial year:**

<b>HAS A EIA BEEN COMPLETED? YES</b>
--

- 1) That the estimated numbers of properties for each Valuation Band, as set out in this report, be approved.**
- 2) That an estimated Collection rate of 97.5% be approved.**
- 3) That the Council Tax Base of 79,799 Band "D" equivalent properties be approved.**



## **1. BACKGROUND**

- 1.1 Under Section 33(1) of the Local Government Finance Act 1992 and the Local Authorities (Calculations of Council Tax Base) Regulations 1992, the Council (as billing authority) is required to calculate its Council Tax Base. This comprises both the estimated numbers of properties within each Valuation band plus the Council's estimate of its collection rate for the coming financial year.
- 1.2 For the current financial year, the Council approved a Council tax base of 81,079 Band D equivalent dwellings, and an estimated Collection Rate of 97.5%, which resulted in a tax base of 79,052.
- 1.3 Under Section 11A of the Local Government Finance Act 1992 and the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 the Council has reduced discounts for Second Homes and Long Term Empty properties.
- 1.4 For 2005/06 and subsequent years until revoked, the Council approved discount reductions on Second Homes from 50% to 10% and on Long Term Empty properties from 50% to 0%.

## **2. PURPOSE**

- 2.1 The purpose of the report is for the Cabinet to make recommendations to Council on the estimated Collection Rate and Council Tax Base for 2011/12.

## **3. DISCOUNTS**

### **3.1 Second Homes**

- 3.1.1 There are some 1,877 second homes in the borough. The reduction in discount from 50% to 10%, will add an additional 882 Band "D" equivalents to the taxbase for 2011/12.
- 3.1.2 Based upon 2010/11 Council Tax levels this reduction in the discount will generate income to the Council of £0.72m. Such additional income will directly benefit the Council and is allowed for within our Medium Term Financial Strategy. Our preceptor, the GLA, will also benefit from the reduction in the discount.

### **3.2 Long Term Empty Properties**

- 3.2.1 There are some 871 long-term empty properties and these have been reflected in the CTB1 return, which the Council provided to the DCLG on 15 October 2010. The net impact of the reduction in the discount on long term empty properties from 50% to nil, is to add an additional 492 Band D equivalents to the taxbase.

3.2.2 Based upon 2010/11 Council Tax levels this will generate additional income of £0.40m. Unlike the income generated from the reduction in the second homes discount the Government consider that such additional Council Tax income should not directly benefit the Council. Accordingly, it is taken account of within the Formula (RSG) Grant process. The Government suggest that any decision regarding the long term empty property discount rate should be made for housing, rather than financial, reasons.

#### 4. VALUATION BAND PROPERTIES

- 4.1 The latest information on the number of properties within each valuation band is contained within a return (CTB1), which the Council provided to the DCLG on 15 October 2010.
- 4.2 This return reflected the actual number of properties shown in the Valuation List as at 13 September 2010 and the Council's records as at 4 October 2010.
- 4.3 A detailed analysis of the properties in each valuation band can be summarised as follows. There are a total of 81,836 dwellings on the list with some 32,546 properties estimated to receive a sole occupier discount. The total Band "D" equivalent is approximately 81,638 properties.

Band	Band Size	Total Dwellings	Total after Discounts, Exemptions and Disabled Relief	Ratio	Band "D" Equivalents
	Band A disabled relief	0	0.00	5/9	0.0
A	Values not exceeding £40,000	3,227	2,597.75	6/9	1,731.8
B	Values exceeding £40,000 but not exceeding £52,000	5,534	4,487.50	7/9	3,490.3
C	Values exceeding £52,000 but not exceeding £68,000	13,891	11,161.75	8/9	9,921.6
D	Values exceeding £68,000 but not exceeding £88,000	23,344	19,878.50	9/9	19,878.5
E	Values exceeding £88,000 but not exceeding £120,000	14,503	12,763.75	11/9	15,600.1
F	Values exceeding £120,000 but not exceeding £160,000	8,839	7,869.75	13/9	11,367.4

<b>Band</b>	<b>Band Size</b>	<b>Total Dwellings</b>	<b>Total after Discounts, Exemptions and Disabled Relief</b>	<b>Ratio</b>	<b>Band "D" Equivalents</b>
G	Values exceeding £160,000 but not exceeding £320,000	10,500	9,567.50	15/9	15,945.8
H	Values exceeding £320,000	1,998	1,851.25	18/9	3,702.5
		<b>81,836</b>	<b>70,178</b>		<b>81,638.0</b>

## 5. ADJUSTMENTS TO THE VALUATION LIST

5.1 The above table shows the valuation band position at 13 September 2010 but the Council is also required to take into account likely changes during the financial year 2011-2012. The following potential adjustments need to be considered:

(i) New Properties

There are likely to be a number of new properties, conversions etc. added to the valuation list at some point during the year. There are approximately 321 units currently under construction on various sites in the Borough that will be added to the tax base sometime during 2011/12. It is estimated after allowing for different completion dates that this will equate to an additional 302 Band 'D' equivalents.

(ii) Banding Appeals

There have been over 9,500 appeals lodged with the valuation office in respect of initial Council Tax bandings. There are now only a small number unsettled so it is not proposed to make any adjustments for these.

(iii) Second Homes

The effect of reducing the discount for second homes from 50% to 10% from 1 April 2011, would add a further 882 Band "D" equivalents as outlined in section 3.1.

(iv) Student Exemptions

Dwellings wholly occupied by students are exempt from Council Tax. The projected Council Tax base needs to be adjusted to allow for students that have yet to prove their exemption for the new academic year. It is estimated that an adjustment of 977 Band "D" equivalents is required.

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

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

Band	Band "D" Equivalent Actual Sep't 2010	Adjustments for New Properties	Adjustments for second homes discount	Adjustments for student exemptions	Revised Band "D" Equivalents 2011/12 Forecast
A	1,731.8	0	24	-30	1,726
B	3,490.3	5	34	-38	3,491
C	9,921.6	4	89	-102	9,913
D	19,878.5	171	214	-300	19,963
E	15,600.1	85	176	-244	15,617
F	11,367.4	24	120	-146	11,365
G	15,945.8	11	171	-107	16,021
H	3,702.5	2	54	-10	3,749
	81,638	302	882	-977	81,845

## 6. COLLECTION RATE

- 6.1 The Council is also required to estimate its Collection Rate for 2011/12 at the same time as arriving at the estimated number of properties within the Tax Base. In arriving at a percentage Collection Rate for 2011/12, the Council should take into account the likely sum to be collected, previous collection experience and any other relevant factors.
- 6.2 The actual sum to be collected from local Council Tax payers cannot be finally determined until the preceptors' requirements are known and the Council has approved its budget. The Council therefore has to make an estimate of the sums to be collected locally, making estimated allowance for sums from Council Tax Benefits and write-offs/non-collection.
- 6.3 The actual collection rate for 2010/11 achieved to mid November 2010 is 68.7% comprising cash collection of £51.3m and Council Tax benefit of £17.0m. It is estimated that a further £20.1m (26.9%) will need to be collected by 31 March 2011 and £1.4m (1.9%) thereafter.
- 6.4 Collection performance has been calculated in order to comply with Best Value performance indicator calculations. Latest calculations for 2009/10 and 2010/11 show that the current collection rate can be continued for 2011/12. It is therefore suggested that the collection rate for 2011/12 is maintained at 97.5%

## 7. THE TAX BASE

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

(Band D equivalents) x (Collection Rate) = (Tax Base)			
<b>81,845</b>	<b>x</b>	<b>97.5%</b>	<b>= 79,799</b>

## 8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 8.1 The tax base is set by 31 January each year, as outlined in the Local Government Finance Act 1992. It is used within the overall Council Tax and budget setting process, due to be reported to Budget Council on 23 February 2011.
- 8.2 The proposed Council Taxbase for 2011/12 of 79,799 is 747 band D equivalents higher than the 79,052 agreed for 2010/11. This will result in a net increase in forecast 2011/12 Council Tax income, for the Council, of £0.61m.
- 8.3 The Local Government and Finance Act 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 the Council's own General Fund. As at the close of 2009/10 the Fund had an underlying deficit of £0.46m. The uplift now reported in the 2010/11 Council Tax Base should address this deficit as the amount now forecast to be collected is more than that assumed within the 2010/11 Revenue Budget. Accordingly there are no plans to recover the Collection Fund deficit as part of the 2011/12 Revenue Budget process.
- 8.4 The recent 2010 Spending Review announced two new unringfenced revenue grants. Both relate to Council Tax Base data. They are:
- A Council Tax Freeze Grant. This will provide a grant equivalent to a 2.5% increase in the 2010/11 Council Tax charge. Based on these Taxbase figures this would deliver a 2011/12 grant of £1.62m.
  - A New Homes Bonus Grant. This is intended to match fund the additional Council Tax for each new home and property brought back into use, for each of the six years after that home is built. It is not yet clear how this will operate in practice. Based on the increase in the Council Tax Base the potential grant could be in the region of £0.5m-£0.6m.

More details on these schemes are expected to be released in the forthcoming weeks. Any grant award will be taken account of within the MTF process.

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

- 9.1 The Council is under a statutory duty to set the Council Tax for the forthcoming financial year and to make a budget. This report forms part of that process. The Council is obliged, when making its budget, to act reasonably and in accordance with its statutory duties, the rules of public law and its general duty to Council Tax payers.
- 9.2 The basic amount of Council Tax must be calculated in accordance with Section 31(1) of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) Regulations 1992.
- 9.3 The Council Tax base has been calculated in accordance with the Act and the Regulations. Reducing the estimated collection rate to 97.5% is a reasonable and realistic estimate.
- 9.4 Regulations under the Local Government Act 2003 allow the Council to reduce Council Tax discount for dwellings that are not the sole or main residence of an individual and which are furnished (second homes) to a minimum of 10%. The regulations also allow the Council to reduce Council Tax discount for dwellings that are unoccupied and substantially unfurnished for more than six months (long term empty properties) to zero.

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

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext. of Holder of File/Copy</b>	<b>Department/ Location</b>
1.	Local Government Finance Act 1992	A. Lord Ext. 2531	Ground Floor Room 5 Town Hall
2.	DCLG Return CTB1 (October 2010)	S. Barrett Ext. 1053	2 <sup>nd</sup> Floor Town Hall Extension
3.	Taxbase Adjustment Calculations	S. Barrett Ext. 1053	2 <sup>nd</sup> Floor Town Hall Extension
4.	Collection Rate Statistics	S. Barrett Ext. 1053	2 <sup>nd</sup> Floor Town Hall Extension



London Borough of Hammersmith &  
Fulham

## Cabinet

10 JANUARY 2011

### LEADER

*Councillor Stephen  
Greenhalgh*

### OFF-SITE STORAGE RECORDS CONTRACT

The Council's current Off-Site Records Storage Services with Restore Ltd expires on 31 March 2011.

The purpose of the report is to award a new contract following the retendering of the service.

A separate report on the exempt part of the Cabinet agenda provides information about the procurement process and the successful tenderer.

**Wards:  
All**

### CONTRIBUTORS

H&F Bridge  
Partnership  
DFCS  
ADLDS

### Recommendations:

1. That a framework agreement for the off-site storage of Council records for a 5 year period (with the option to extend for up to 2 further years on an annual basis) be awarded to Box-it Ltd.
2. That approval be given to the expenditure of a maximum of £28,500 for the relocation all the boxes from the current supplier to the new supplier, to be funded from the existing Corporate Contingency budget in financial year 2011/12.

<p>HAS A EIA BEEN COMPLETED? YES</p>
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## **1. BACKGROUND**

- 1.1 The Council has an Offsite Records Storage Service (ORSS) for the storage of both hard-copy documents and artefacts. The contract for this service with Restore Ltd. expires on 31 March 2011 after two extensions taking it to its maximum length.
- 1.2 The contract value this year is expected to be in the order of £136,000, making the value over five years a projected £680,000. The Council is therefore obliged under the EU Procurement rules to invite suppliers to bid for the service in order to meet its legal obligations, to meet new, emerging requirements in this business area and to test the market.
- 1.3 The opportunity was therefore taken to gain greater efficiencies through collaboration with the 6 WLA authorities, RBK&C and the City of Westminster, along with public bodies within these geographical areas (e.g. PCTs & RSLs), thereby potentially achieving economies of scale. Care was taken to ensure the current incumbent supplier had the opportunity to bid for the contract.
- 1.4 Consequently, the Council has undertaken a tender process for a replacement service. The existing contract is for the storage of short and long term documents, and to a lesser extent it includes items of a personal nature for children taken into care by the Council (e.g. heirlooms, letters and birthday cards/gifts from biological parents). The current provider currently store boxes in a secure environment (ex-MOD munitions site) on the outskirts of Bath.
- 1.5 There is a tendency for companies offering this type of service to be based out of city environments, and in most instances in rural locations in unmarked buildings for reasons of security.
- 1.6 The Council has no internal facilities for the storage of paper documents and with the accommodation reduction strategy more reliance will be placed on external providers to manage these matters. Some of the archived material can be destroyed after a relatively short period of time, whilst other documents (e.g. adoption papers) must be stored in their original state for a minimum of 70 years.
- 1.7 The ORSS is used by around 180 services across the Council. Currently 35,000 boxes are stored. The service is delivered at the moment by a company called Restore Ltd, formerly known as Wansdyke.
- 1.8 The ORSS, due to changes in technology, has been specified on this occasion to include the option to scan records on demand and store images, in addition to or instead of holding physical records in an offsite storage facility.

## **2. OPTIONS APPRAISAL**

- 2.1 The new proposed contract will be a framework agreement led by the Council. Potentially, the framework will be open to the 6 WLA Councils, RB K&C and



the City of Westminster (along with public bodies within these geographical areas (e.g. PCTs & RSLs), thereby potentially achieving economies of scale. So far, LB Brent has been actively involved in the procurement process.

- 2.2 The retendering of the service began in late 2009 with a service review of current requirements. In addition to paper storage, the retendering exercise has also requested pricing for magnetic data storage.
- 2.3 A tender appraisal panel (TAP) was set up to oversee the procurement, consisting of departmental service users and corporate procurement from LB Brent and H&F, and, from H&F only, Legal Services with advice from Finance and Hammersmith and Fulham Bridge Partnership (HFBP) on IT.
- 2.4 The contract notice was published on 15 January 2010 on the Council website and later an advertisement was placed on the London Tenders Portal website. The service was re-advertised, and the date for receiving expressions of interest was extended, when it became apparent that there was interest from other Councils in joining into a framework arrangement. This framework agreement is not subject to the full rigours of the Public Contracts Regulations.
- 2.5 The Council initially received expressions of interest from 23 companies, all of which were sent and returned Pre-Qualification Questionnaires (PQQ).
- 2.6 Competition was extremely tough in what is now a litigious supplier environment with the top 10 responses being closely grouped.
- 2.7 Following evaluating of the PQQ's, the Council invited 6 companies to submit a tender of which 2 actually submitted bids.
- 2.8 The bids were evaluated by a sub-group of the TAP, including representatives from LB Brent, based on evaluation criteria weighted with 60% price and 40% quality.
- 2.9 The tender evaluation consisted of scoring the original bids; visits to the companies' storage facilities; visits to customer reference sites; clarification on questions in their proposals; and company presentations/interviews.
- 2.10 The quality evaluation (40% of the overall marks) was based on the following rounded percentages:

General requirements	9%	pro-rata: 3.0%
Business requirements	30%	pro-rata: 12.0%
Technical requirements	41%	pro-rata: 17.0%
Functional requirements	17%	pro-rata: 7.0%
Non-functional requirements	3%	pro-rata: 1.0%

It covered:

- Ability to deal with collection and deposit of record boxes and items, closed and open;
- Customer services;

- Support and account management;
- Security and business resilience of the facility;
- Ability to provide scan on demand and indexing;
- Access management;
- Audit management;
- IT infrastructure and systems; and
- Management reporting

- 2.11 The pricing was based on a typical basket of goods taken from the spend data for a typical month with the incumbent supplier, Restore, and had an overall weighting of 60%.
- 2.12 Allowance was also made for the cost of scan on demand or an electronic document management facility. This facility would enable the Council to systematically apply a destruction schedule for existing boxes using the new online indexing facility so that only those records and items the Council has an obligation to retain are kept. In addition, the scan on demand service will also over time further reduce the number of physical boxes retained and reduce subsequent retrieval costs for those scanned items as they will be readily available via Council business applications.
- 2.13 Details of the bids received and of the tender assessment process are in the separate report on the exempt part of the Cabinet agenda.

### **3. CONTRACT AWARD**

- 3.1 Cabinet is asked to accept the recommendation of the TAP to award a contract for a period of 5 years, beginning 1 April 2011 to Box-it Ltd.
- 3.2 It is proposed that the contract is awarded to a new supplier who will make no charge for the transfer and take-on of the boxes. The Council will however incur a cost of transition in relocating all the boxes from the current supplier to the new supplier, at a maximum estimate of £28,500. The Council anticipates this cost to be one which can be negotiated with the existing supplier and may achieve the transition at a lower cost. However, provision for this estimate needs to be made from corporate contingency.

### **4. DETAILS OF THE PROPOSED CONTRACT**

- 4.1. Usage of the scan on demand facility could initially increase the service cost as a one-off cost for each scanned record box or item scanned. This will be offset over time by the elimination of costs associated with retrieval and storage as the physical records/items can be legitimately destroyed as the scanned records can be stored within H&F removing further retrieval and overall storage costs. The accommodation rationalisation programme will also see costs associated with collections and retrievals reducing as the charges relate to postcodes, not points of delivery.

- 4.2. This will represent good value for money for the Council as records that would have previously taken up to three days to retrieve could be accessed immediately and from any location, thereby enhancing the Council's SmartWorking capability.
- 4.3. The Information Management team is currently investigating ways of reducing the costs of the service over time. It proposes to do this in a number of ways; working with departments to reduce the volume of boxes in storage; data cleansing including disposal of boxes reaching the end of their life; changing delivery schedules; defining and implementing an approach to tiered storage. Tiered storage means files regularly retrieved can be imaged, those less frequently will be held in hardcopy in regular storage and those rarely if ever retrieved can be kept in deep storage which incurs a lower charge. In this way more rigorous cost control can be exercised than previously.

## **5. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES**

- 5.1 One-off costs of £28,500 are expected to be incurred in 2011/12 regarding the relocation of existing records. This will be a charge against the corporate contingency. Other comments are in the separate report on the exempt Cabinet agenda.

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

- 6.1 The Assistant Director of Legal and Democratic Services agrees with the recommendations of this Report. Further comments are in the separate report on the exempt Cabinet agenda.

## **7. COMMENTS OF THE ASSISTANT DIRECTOR OF PROCUREMENT & IT STRATEGY**

- 7.1 The AD is responsible for the service provision and her comments are contained within the body of the report and in the separate report on the exempt Cabinet agenda .

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

<b>No.</b>	<b>Description</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
1.	Contract extension for current contract for Offsite storage - Records Management	Ciara Shimidzu ext 3895	FCS SmartSpace 3 <sup>rd</sup> floor Town Hall
<b>CONTACT OFFICER:</b>		<b>NAME:</b> Ciara Shimidzu ext 3895	

# Agenda Item 7



London Borough of Hammersmith & Fulham

## Cabinet

10 JANUARY 2011

### CABINET MEMBER FOR CHILDREN'S SERVICES

*Councillor Helen  
Binmore*

**HAS A EIA BEEN  
COMPLETED?  
YES**

**HAS THE REPORT  
CONTENT BEEN  
RISK ASSESSED?  
YES**

### CONTRIBUTORS

DChS  
DFCS  
ADLDS

### FAMILY SUPPORT PROGRAMME

The Family Support programme has explored support in the Borough for vulnerable families. Key conclusions include a need to reduce the fragmentation of current provision, and to reinforce support through communities and local front line professionals. Proposals are made in this report to restructure current tier 2 and 3 provision into three locality based multi-disciplinary teams. We also expect to have to restructure provision for children's centres in line with grant reductions to fully directly fund no more than six centres, to be provided by schools or privately, whilst maintaining a full network through 'hub and spoke' provision. A small pilot of 'community champion' local volunteers to aid signposting to universal services and a conference of LBHF professionals working with vulnerable families are also proposed. Direct savings from restructuring would be around £3.2m, with indirect benefits through expected reductions in the LAC caseload and other public service impacts. Costs would be around £66k to April 2011 then £766k in year one, mainly from expected redundancy costs.

**Wards:  
All**

### Recommendations:

- 1. That the implementation of a locality team model for Family Support at a total cost of £832k, as set out in para. 3.7 of the report, be approved.**
- 2. That approval is given to change the children's centre programme, within financial constraints.**

## 1. BACKGROUND

1.1. In April of this year, the Council initiated a project to explore local support for vulnerable families. The project has two key objectives:

- better outcomes for children in need or at risk
- efficiencies for LBHF and other public service providers in total spend on these cases.

1.2. The findings were as follows:

**We need a new approach to targeting interventions with families to break the inter-generational cycle of poor parenting.** Key intervention points are at birth, and at transition from primary to secondary school. Where support to the family will not bring the required changes, we need to move faster to secure permanent alternative care arrangements for the children. **Current services are fragmented** and can be hard for professionals and families to navigate and access. We need to restructure provision for support to vulnerable families into **multi-disciplinary teams**. These can be locality based and develop closer links into the universal services, and the local community they aim to support.

Queries to children's social care about support can by-pass options for more universal provision in the community. **We need to reposition the 'front door' for services** to make sure the full range of options are considered – while retaining a keen eye on any need for child protection.

**We could do more to help communities to help themselves** – a useful option could be to create a network of community champions – local volunteers to act as a bridge to professional services, offering both signposting and support within the community. This would fit well with the 'Big Society' policy theme.

Many H&F professionals can be involved with the same families without sharing a picture of that family. **Professionals do not have a good understanding of each others' services** and do not always form a 'Team around the Family'. There are options to help build this network ranging from IT solutions (eg common access to a web portal) to annual conferences or joint training events. Having good joined-up intelligence and understanding of family circumstances – a picture in the round and over time rather than a snapshot – can improve support to families.

**Housing is a significant problem area for vulnerable families** – but there are no easy solutions. We need to ensure that families get a clear, realistic and consistent message about housing options from the professionals that support them – not just housing officers.

**Social care processes, especially legal proceedings, are slow, complex and bureaucratic.** We can change some of how this works to gain efficiencies – but some can only be significantly improved through government-led policy change.

1.3. Children's services will now work up proposals to implement this approach. The most significant of these is to address the issue of fragmented services,

which is addressed in the paper below.

## **2. LOCALITY TEAMS**

### **2.1. The most significant change proposal in this package is to restructure current tier 2 and 3 children's provision into multi-disciplinary locality based teams. This will:**

- Reduce the numbers of transfers and hand-offs in supporting families – providing more consistent relationships with professionals which helps to support them, and deliver more efficient provision
- Reinforce the role of universal, community and 3<sup>rd</sup> sector provision as the first line of support for families through relationships built with these teams; the locality teams will both refer and 'step down' families to this provision
- Provide more effective interventions with vulnerable families through joined up provision including direct expert advice on specialist issues.
- Make the 'front door' easy for other professionals and families to find

### **2.2. We would replace our current multi-disciplinary teams focused on different children and age groups (Family ASSIST, Targeted Youth Support and Family Support Team) with this single joined up team. We would additionally build in specialist support for children and adults on domestic violence, drug and alcohol misuse, sexual health and risk taking behaviours, anti-social behaviour, mental health and housing issues. This would enable the team to directly support on most of the key issues impacting vulnerable families. Provision for young carers and for Roma children would be subsumed into the team, although on these and any other specialist areas an operational lead would be identified as responsible.**

### **2.3. The objectives for the teams with families would be:**

- wherever possible, preventing children and young people coming into care – fewer looked after children.
- keeping children safe at home with their families
- enabling families to function as normally/effectively as possible
- keeping children alive – identifying danger signs
- addressing drug and alcohol issues early
- stopping children and young people getting into trouble with the police
- preventing exclusions from school/improving attendance & engagement at school
- improving children's life chances through better attainment at school
- better health outcomes for children and families

### **2.4. Although the direct focus of the team would be on outcomes for children, there should also be benefits for the families – eg reducing worklessness, ASB, improving health through helping to tackle other issues in the family. Measures are being developed to baseline and track outcomes for children and families in line with these objectives.**

2.5. The team would develop strong relationships with local universal provision – offering schools, police and GPs advice on how best to support and encourage vulnerable families . It would also develop very strong relationships with social care services for escalation of more serious cases and when accepting ‘step down’ cases. The team would work closely with local community champions (volunteers) and 3<sup>rd</sup> sector providers to help support people from within the community.

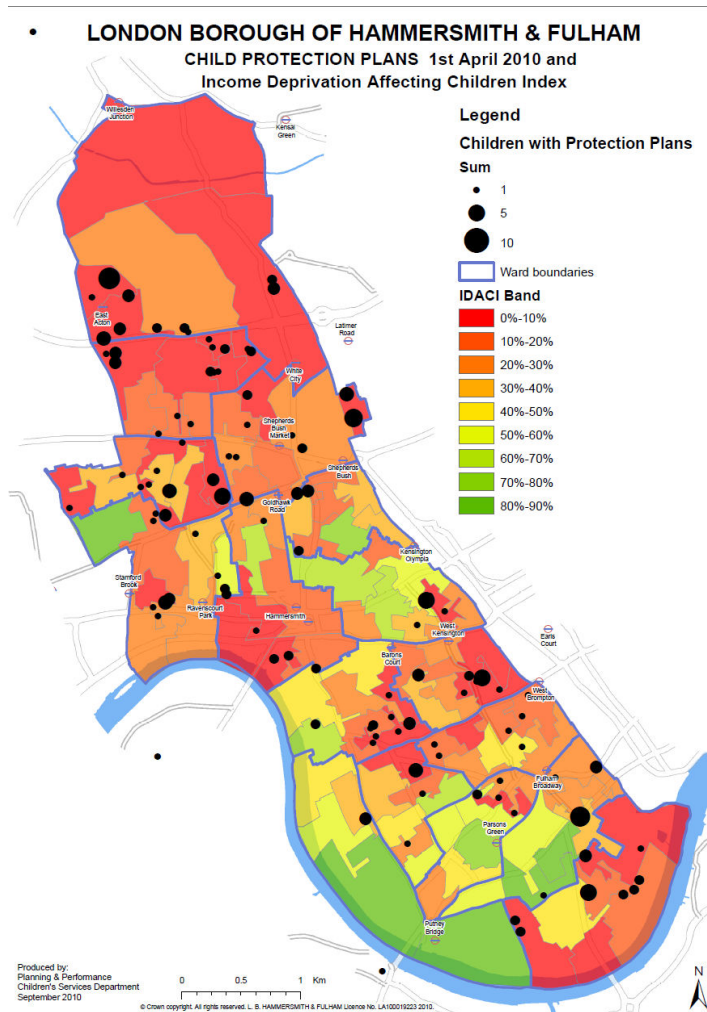
**Geography and number of teams**

2.6. The teams would be aligned to existing distribution of local need. We know that there are more children in the north and south of the borough, fewer in the middle. We also know the distribution of child protection plans, which is highest in the extreme north and south of the borough, with the highest concentration in the north, but there is also a noticeable cluster in the centre. This is mirrored in the general distribution of income deprivation. [see map]

2.7. We initially propose three locality based teams aligned to school cluster and Children’s centre boundaries (rather than introducing a new set of geographic boundaries), but aiming for a roughly even distribution of caseload. Note there is some risk of a change to these clusters for schools (post reduction in funding for extended services) and post PCT and the development of GP consortia, so we will need to stay flexible to developments. Plans will also depend upon the final resource envelope available.

The police are also moving to a locality model and we will aim if possible to align boundaries between the teams to maximise ease of collaboration between these teams.

We know there is a clear pattern of differing levels of need across the borough. With several teams we can tailor the size, make-up in terms of experts, and caseload volume capacity for these teams to the local level



analysis of types and levels of need, and the teams can form stable relationships with key local professionals – head teachers, GPs etc in a way that a fully borough-wide single team could not.

## **Catchment**

- 2.8. We could either cover families with children of any age, or run a separate service for older youths at some age-based cut off point on the basis that they might tend to have a different range of problems. However families do not tend to come in this neat separation of types – there might well be children especially in extended families running across the full age range. The recommended approach is therefore for the support team to deal with families with children of any age and to do so holistically – focusing on the family as the ‘case’, not any individual child, but with interventions and the skills of the team appropriately tailored to age and developmental stage.
- 2.9. There will be a capacity limit to how many cases these teams can support requiring some kind of decision on ‘thresholds’ for referrals. The principle should be that families not supported by these teams either have problems of such a severe nature that they are into child protection procedures (tier 4) or that they can safely be supported within the community or by universal services (tier 1). So these teams will be primarily only for tier 3 families but essentially the decision will be ‘where can the family best be helped’ rather than ‘do they meet the threshold?’.
- 2.10. We need to distinguish the work of these teams from the planned integrated approach to youth offending across three boroughs. For older children to young adults, a specialist youth offending team for issues related to criminal activity will be the best approach. Unlike younger children, they might be much more independent of their families – eg issues might be much more about connections with gangs than with relationships with parents. However we should ensure that we are only handling separately those cases where it is of clear benefit to do so – ie clear youth offending cases where the child is involved in criminal activity that would not apply for most younger children. Offending prevention work should be retained in the multi-disciplinary team (for any age of child), and the teams should form close relationships with the youth offending team to avoid unnecessary duplication or hand-offs.

## **Capacity and Structures**

- 2.11. There are about 500 children – 400 families approx referred for support annually<sup>1</sup> as children in need. We have designed a team to deliver support for these families costed at around £4.8m pa for staffing and running costs. (see organisation chart attached) . In practice the levels of resource assigned to each family would vary, with only the most vulnerable families receiving the highest intensity of support. Where the issues expected to arise are relatively rare (fewer cases) the expert resource can be shared part-time across

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<sup>1</sup> Uses average family to child ratio in current targeted T2/3 services. Note around half of these are children with disabilities, for whom we do not plan to change support; so the catchment for the Family Support Team would go beyond just children in need.



several teams or treated as a 'central' resource. The bulk of the local teams will therefore be made up of more 'generalist' family workers for adults and children. To maintain specialisms, the expert advisors on the team would be 'matrix' managed, with a dotted reporting line eg to a clinical supervisor for professional management. But operational day to day management will come via the Locality Team manager.

- 2.12. The full team would be run by a senior service manager and deputy, with local service managers for each local team, and supported by a central analyst who would pull together information about the families being supported using specialist software. There should also be administrative support.
- 2.13. The teams would form close relationships with local universal and lower tier providers including schools, primary care and children's centres – and would liaise with and consult them about families regularly. This close connection would be most difficult for secondary schools where children might not attend a school in the locality – nor even in the borough. The teams will also need to have very good awareness of the voluntary sector and other commissioned provision available for mainstream support to families.
- 2.14. Having and maintaining this good working relationship with other universal and voluntary providers will be very important for the success of this delivery model. The local nature of the teams, and the inclusion of specialists should make it easier to build these connections with universal and specialist providers. Team members will know the professionals 'on their patch' or in their specialist area of expertise. It is proposed to develop an annual conference/ training event for key LBHF professionals who work to support vulnerable families. This would be a low cost way of building and reinforcing the support available to families within universal and voluntary services, and to help professionals to build awareness of each others services, and a strong underpinning support network across the borough. The cost of an annual event has been estimated at around £14,000.
- 2.15. It will be vital to target this resource only on families who can have a genuine willingness to engage. We will still aim for persistent outreach to families who may be initially reluctant. However it will be essential to balance this against the need not to waste resource in cases where no change can be achieved. Equally where child protection procedures are the right answer, we must progress to these rapidly. We must also ensure that the incentives are there for families to participate – so they can see what they will get out of it. Operational guidance on engaging families and support for making these judgements will need to be developed. Tracking outcomes over time for the families supported by this service will enable evaluation of its impact, and inform future provision.
- 2.16. It is also proposed to pilot supporting a network of community champions in the north of the borough – local volunteers who will receive training on signposting people in need of support to help available from universal and voluntary provision. As this can be built on the current network of Health

champions costs to develop this pilot should be quite low at around £10,000.

### 3. CHILDREN'S CENTRES

- 3.1. We currently expect to lose over £4.2m of external grants in the spending review for early intervention services, including a significant part of the current funding for later (phase 3) children's centres. In addition we need to make over £4m of efficiencies to meet the council budget requirements, representing in total almost a third of our current total budget of £26m for tier 2 & 3 services. It is therefore highly unlikely that we could continue to fund all current children's centres and targeted provision for vulnerable families whilst meeting these savings targets. However cutting targeted support for the most vulnerable families would almost certainly lead to a direct rise in volumes of 'looked after children', raising costs elsewhere. It must be a priority to support children and families who are vulnerable and to ensure the provision of targeted services.
- 3.2. At present H&F has a network of 15 children's centres, providing a wide range of support from universal provision through to targeted support for the most vulnerable families (tier 4). Although these are clearly popular with families, and seem likely to have some preventive impact, we have much less clear evidence about the degree of impact this has – including on the ultimate number of children falling into child protection. Although early studies showed no clear evidence of impact on early school results<sup>2</sup>, overall Sure Start seems to have had a positive impact especially on parenting and social behaviour for 3 year olds<sup>1</sup>. The *Effective Provision of Pre-School Education Project* (EPPE) examines the effect of preschool education for three and four year olds on children's development at key ages. EPPE found that involvement in high-quality early years education from age two onwards can lead to better educational and social outcomes for all children. It is also the case that Children's Centres fill a gap in universal provision for 0-5 year olds who will not be in school, or who have not taken up any other early years provision through schools or private sector. They provide the opportunity for a layer of preventive intervention, as opposed to reactive targeted intervention. They have become integral to the delivery of a wide range of services – midwifery, parenting programmes, obesity services, etc. we have begun to link them with primary care through health visiting and GPs.
- 3.3. We are looking at options to restructure this provision in line with the likely levels of efficiency and grant reductions expected, whilst targeting the remaining provision more closely on vulnerable families, so as to reduce the impact as much as possible. In doing so we will take account of need in each part of the borough, as well as reasonable travelling distance to access support, aiming to retain full borough coverage. This is in line with the Coalition commitment to refocus Sure Start "on its original purpose of improving the life chances of disadvantaged children"

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<sup>2</sup> <http://www.dur.ac.uk/research/news/?itemno=5685>

- 3.4. However, it is not likely under this scenario that LBHF could continue to directly fund more than 6 Children's centre teams. In any case we would no longer seek to directly run centres but would contract out provision either to schools or private sector providers. Several centres are already attached to or run by schools and we expect that many would in any case wish to continue making some provision for children (eg after school clubs) at these centres. Depending on the terms of any grant funding, we will seek to maintain a full wider network of outlets, on a 'hub and spoke' model. We aim to maintain some provision at most centres, through small amounts of pump-priming funding. A separate briefing paper to Cabinet will expand on these proposals.
- 3.5. The nature of the service provided at the remaining centres will need to be better targeted on vulnerable families. Support to the most vulnerable will be subsumed into the new locality teams. A public consultation on these proposals is planned to commence in January. The loss of more significant grant levels would require a more drastic level of reduction in provision. The remaining children's centres could provide a drop-in hotdesking base of operations for locality teams, and be the main provider of eg parenting sessions for the client group.

### **What isn't included**

- 3.6. Some specialist functions would still be provided on a cross-borough basis eg for legal/ enforcement procedures (e.g. prosecution for non-attendance at school). Both Educational Welfare and Educational Psychology would retain a small high-level specialist team, which will be part of the plans for merged services with Westminster. Embedded staff in the locality team could have a 'dotted line' of accountability also reporting to their head of profession.
- 3.7. We propose to leave a centralised team for child protection cases – however these staff could also be structured to align with the locality teams (ie have locality based caseloads) to help build relationships, understanding and improve handovers – step up and step down. In the longer term we could look at closer bringing together of the management structures for these teams.

### **Costs**

- 3.8. The major cost elements would total £66k for Jan 2011 to April 2011 and then £766k pa from April 2011 as follows (some further implementation costs may arise eg for training/relocating the localities team – plans yet to be developed). Costs have been apportioned between financial years where the bulk is most likely to fall.

#### **3.8.1. Programme team**

- Programme director already in place to April 2011 (funded for 2010-11 )
- Programme management £90k per annum from Jan 2011 to Mar 2012 (£22.5k up to April 2011)

- Main implementation leads for locality teams and CCs projects provided by ChS through internal secondments and not backfilled
- Implementation lead to support on above and for projects on referrals handling and possible integration with social care on £62k (£15.5k to April 2011)
- Administrative support for programme management absorbed by ChS from executive support team

### 3.8.2. Redundancy costs

We currently expect around 50 posts (a smaller number of full time equivalent staff) to be lost from the restructuring overall. Staff consultations are being prepared for a 90 day period to start following Cabinet clearance. Using the corporate average of £12000 per post we could expect redundancy costs of around £600k. Precise figures would depend on actual posts lost and might be somewhat lower than this as many of these posts are not FTE so costs might be below corporate average. (costs likely to fall post April 2011)

### 3.8.3. IT costs

- for adapting Frameworki case management software for use by locality teams (of the order of ) £10000
- for specialist intelligence software to provide analysis of key events involving individuals and those associated with them £8000

IT colleagues will continue to refine these costs as more detail is developed on the operational plan. (Some costs likely to fall pre April 2011)

- Providing a family view of the social care data held in Frameworki is in the vendor's product roadmap, possibly for 2012. However this would not be available in time for launch of the locality teams next Spring, hence the suggested use of specialist software in the interim. H&F customisations proposed for Frameworki will be checked against the vendor's plans to avoid wasted effort. In the medium term we will need to consider IT in the wider strategic context, both for the local authority and in the context of three borough working. For example, Westminster's Family Recovery Project uses corporate IT resources such as their Children's Hub and online collaboration spaces (SharePoint).

3.8.4. Pilot network of community champions (Big Society) in White City £10,000 for training [some spend likely to fall pre April 2011]

3.8.5. Joint conference/ training event for LBHF professionals supporting vulnerable families (schools, GPs, health professionals, police) £14,000 [main spend likely to fall post April 2011]

## Savings

3.9. Savings arise through a reduced total resource compared to the sum of current provision, and through supporting more cases in the community

rather than these becoming looked after children or Child Protection cases.

- 3.10. The reduction on current spend has been estimated at approximately [£7.4m. Much of this reduction in spend would come from running reduced support for children's centres. However around £4.2m of that is expected to be lost in currently ring fenced grants, leaving a net reduction in spend of £3.2m]]. ChS is exploring further options for making savings. These benefits would be delivered in line with the implementation timetable – from Spring 2011.
- 3.11. Indirect benefits would also accrue to LBHF as staffing and location changes would reduce demands on overheads, and would enable the release of infrastructure assets [subject to consultation]. This would contribute to the council's asset savings programme.
- 3.12. Savings on volumes of LAC are much more difficult to estimate. Estimating based on performance of existing teams and national experience with the Family Intervention projects, we might reasonably hope for a 5% reduction in resulting LAC cases for the families supported or eg  $5\% \times 400 = 20$ . This level of reduction would broadly equate to an immediate social care saving of  $20 \times £50,000 \text{ pa} = £1\text{m}$ . So the long run savings if we can focus resources on the most vulnerable look likely to exceed £1m a year. However these savings are clearly based on broad brush figures, and very dependent on the success of the scheme, and the underlying trends on child protection. For this reason we do not think they are sufficiently robust to count on as savings for Children's Services at this time.
- 3.12 There are also likely to be knock-on benefits from working more effectively with these families. National research on the success of Family Intervention projects (FIPs) has shown on average: child protection concerns declining by 42%; truancy, exclusion and disruptive behaviour in school reducing by 55%; antisocial behaviour reduced by two-thirds; reductions in parental drug, alcohol use, domestic violence incidents and eviction/housing enforcement. Early evidence for 108 families showed these outcomes were sustained 9-14 months after the end of the intervention. The Family Support programme will operate a FIP-type model.

## **Transition**

- 3.13 This would represent a dramatic change to our current shape of provision and would take some time to implement fully. An outline implementation plan could run as follows, but full plans would need to be worked up by an implementation team. Illustrated below is a 'big bang' implementation approach. These plans would need to be worked up in considerably more detail to see if we could realistically implement on this timescale. In particular we will need to consider constraints such as the need to consult on changes, which could delay a Spring go-live. Plans would need to be in place for handling surplus staff or potential redundancies by the point of go live.

## 4. TIMETABLE

### **Winter 2010**

Cabinet go live decision

Staff consultation period begins (3 months)

Implementation team formed to: work up reorganisation proposal, implementation plan; run recruitment exercise for new team; identify and secure accommodation and resources; finalise make-up of teams for new areas and caseload volumes; handling any exits of staff; develop training for new teams

Operational and intervention approach developed

IT support decided and sourced

consultation on Children's Centres model

### **early Spring 2011**

Team recruitment and training starts in parallel with identification of actual caseload for new teams – made up of cases taken over from existing teams (where services being replaced) and priority CIN cases to be 'stepped down' from social care. Cases to be prioritised in line with H&F data research on areas of overlap. Other cases to be stepped down to support from universal services or progressed to child protection.

New operational processes implemented

IT and accommodation implemented

Issue new service level agreements to Children's Centre providers

Start external communications

### **From late Spring 2011**

Go live for 3 locality based teams

Implementation of Children's Centres changes

## 5. RISK MANAGEMENT

5.1 The proposals in the report have been considered by the Family Support programme Board in relation to potential risks, and will be tracked on the programme risk register. Key risks to be tracked relate to:

- implementation risks - handover from current teams could be difficult for current caseload (ie risk of stepping down support prematurely); control for that is to set up a Board to review all transfers (with service heads)

- risk of negative impact on staff; extended period of uncertainty on future model could impact morale, performance. Risk losing expertise and knowledge in existing teams Control: we need to positively plan for communications to staff around the change in communications plan for programme, and track impact on morale by monitoring absence data (baselined from same time last year). Plan for skills and knowledge transfer where necessary.

- risk to plans of unexpectedly high drop in Government grant income;  
Control - we need to develop alternative options for higher than currently expected levels of loss

- adverse publicity/ public reaction around Children's Centres. Control: developing the clear case for restructuring, decision on where hubs are best placed, and how coverage across the borough will be ensured. Communications strategy to explain the need and rationale for changes.

- The timing of implementation is also very tight – a late Spring start is likely to be difficult to achieve. Although this is not yet flagged as a risk, once a firm date is set in line with a more developed implementation plan, there could be a risk of project slippage.

## **6. EQUALITY IMPLICATIONS**

6.1 These are in the EIA (Appendix 1).

## **7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES**

- 7.1. The Family Support Programme is part of a wider review of Tier 2 and 3 services provided by the Children's Services Department, as part of the medium term financial strategy.
- 7.2 The operating model proposed under the Family Support Programme is significantly different from current arrangements. The programme approach was to restructure current tier 2 and 3 children's provision into locality based multi-disciplinary locality based teams. Once the structure of these teams was finalised it became possible to compare the cost of the new provision against current arrangements.
- 7.3 The cost of current provision totals £25.974m, of which £11.613m is received in the form of grants, contributions from the PCT, schools and other authorities leaving a net spend of £14.361m.
- 7.4 In spite of the recent Comprehensive Spending Review, the financial situation remains uncertain. The Early Intervention Grant will be ring-fenced and will include sure-start funding. However until the total allocation of grant is announced and the attendant terms and conditions become clearer it is not possible to confirm that the assumptions made in the review of Tier 2 and 3 services are robust. In particular, assumptions around the loss of grant totalling £4.209m p.a. are pivotal in terms of funding the multi-disciplinary teams, the provision of children's centres, and in terms of delivering revenue savings.
- 7.5 The cost of the multi-disciplinary teams to the General Fund is estimated to cost £4.828m and it is currently assumed that to operate 6 children's centres would cost £2.016m, at an average cost of £372k. The net cost to the General fund would be £1.733m.

- 7.6 The review of Tier 2 and 3 services including the Family Support Programme have identified savings of £3.172m p.a. subject to assumptions relating to the CSR.
- 7.7 Having moved to implementation of the Family Support Programme, attention is focussing on Retained services, overheads and commissioned services to derive further efficiencies and cost reductions. The level of expenditure in this area is set out below:

<b>Retain Services</b>	6,353,663
<b>Overheads</b>	4,195,000
<b>Commissioned services</b>	2,114,400
	12,663,063

- 7.8 Savings under the Family Support Programme are included within the department's MTFs but the likely cost of redundancies will reduce the savings deliverable in 2011/12.
- 7.9 Additional costs relating to programme management and implementation have been identified, although it is not possible to quantify them at this stage. Programme Board will identify, estimate and review costs throughout the project and seek to contain them within available resources.

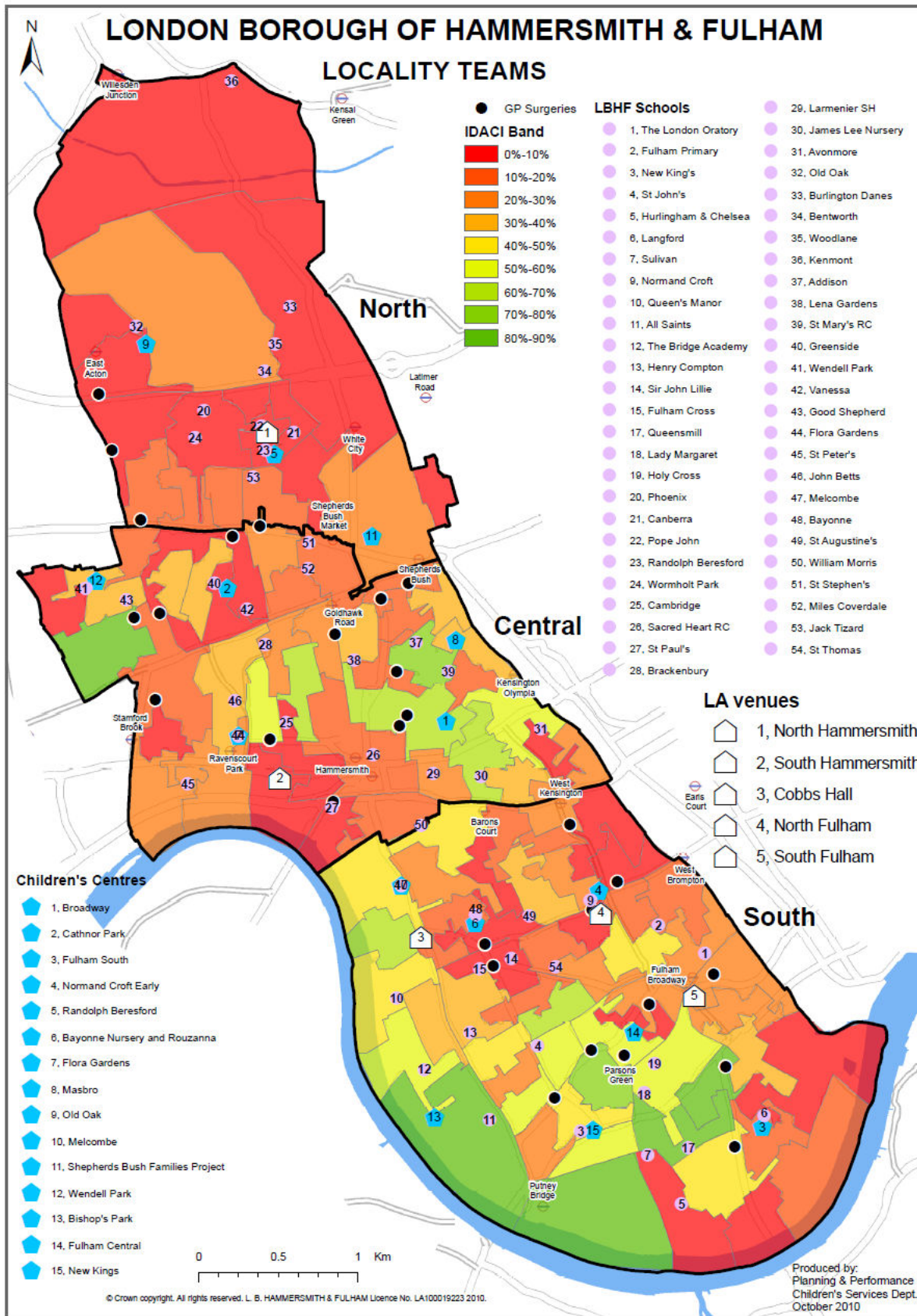
## **8. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)**

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

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

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
1.	Programme Definition Document	Clare Potts x6018	CHS
2.			
<b>CONTACT OFFICER:</b>		<b>NAME: Clare Potts</b> <b>EXT. 6018</b>	

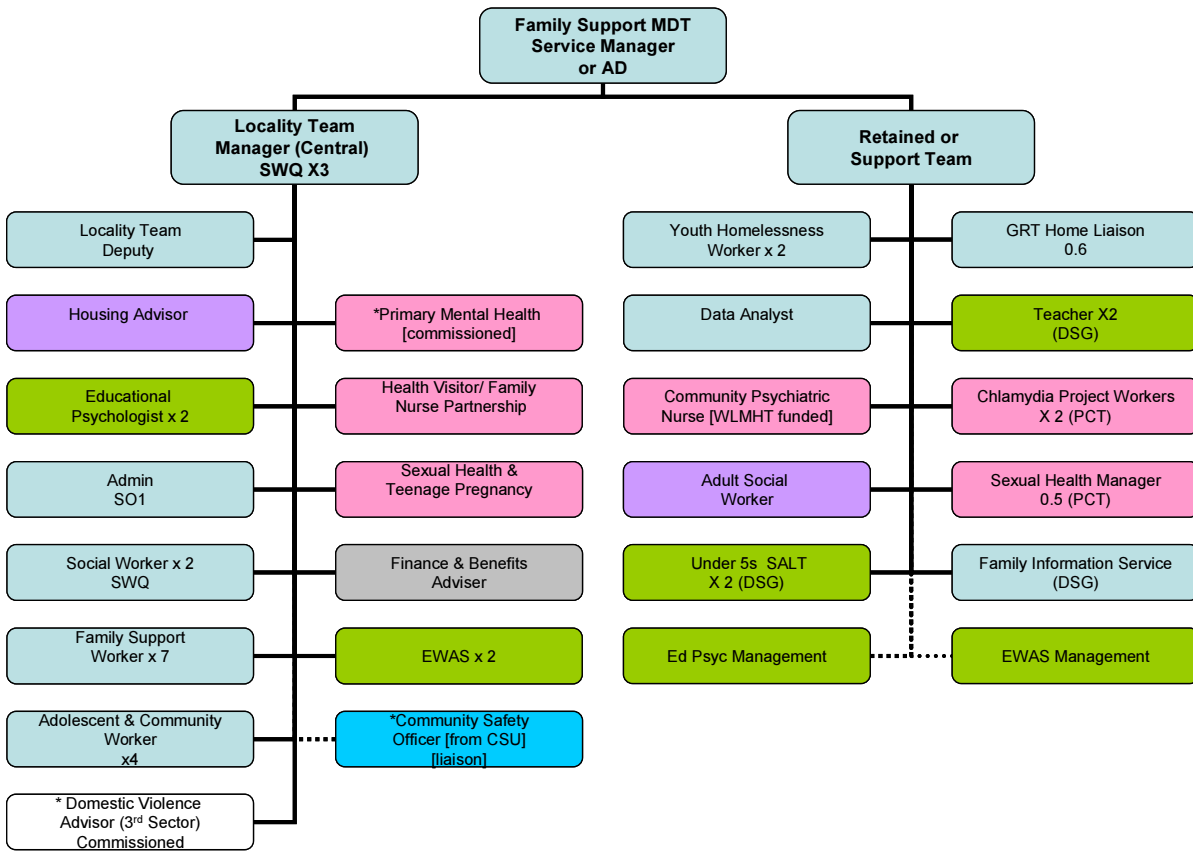




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Produced by:  
Planning & Performance  
Children's Services Dept.  
October 2010



## APPENDIX 1

### Equality Impact Assessment Initial Screening Tool with Guidance

This document has been produced to help you assess the likelihood of impacts on equality groups – including where people are represented in more than one strand – with regard to your new or proposed policy, strategy, function, project or activity. It has been designed to complement the e-learning tool for Equalities Impact Assessments and to help with your business planning process, as well as to ensure that your policy/project does not incur a delay due to lack of equalities consideration.

#### Initial Screening Equality Impact Assessment Tool

Section 01	Details of Initial Equalities Impact Screening Assessment
Financial Year and Quarter	10 / 03
Name of policy, strategy, function, project, activity, or programme	<p>New</p> <p>Locality Teams proposal – creating joined up multi-disciplinary teams based in three localities across the borough to provide support for vulnerable families. This will replace current provision in Family ASSIST, Family Support and Targeted Youth Support.</p> <p>We also propose to reduce the number of children’s centres teams to 6 in line with expected reductions in funding. Remaining services would be more strongly targeted on the most vulnerable families.</p> <p><b>Note:</b> If your proposed strategy will require you to complete an organisational change assessment report, please refer to the organisational change assessment (OCA) documentation accessed via the Smart HR web pages for additional guidance on assessing impact on staff.</p>

<p><b>Q1</b> What are you looking to achieve?</p>	<p><b>What are the main aims, objectives and/or purpose of the policy, strategy, function, project, activity, or programme, or programme?</b></p> <ul style="list-style-type: none"> <li>- Reduce the numbers of transfers and hand-offs in supporting families – providing more consistent relationships with professionals which helps to support them, and deliver more efficient provision</li> <li>- Reinforce the role of universal, community and 3<sup>rd</sup> sector provision as the first line of support for families through relationships built with these teams; the teams will both refer and ‘step down’ families to this provision</li> <li>- Provide more effective interventions with vulnerable families through joined up provision including direct expert advice on specialist issues.</li> </ul>		
<p><b>Q2</b> Who in the main will benefit?</p>	<p>Consider the impact across the seven strands, including where people or groups are represented in more than one strand. Use this to determine whether your policy, strategy, function, project, activity, or programme, or programme is positive, neutral or negative, and of high, medium, or low relevance to equality. (Refer to guidance)</p>		
Race	+	H	<ul style="list-style-type: none"> <li>▪ Families will not be targeted for support on grounds of race but of vulnerability.</li> <li>▪ The ethnic origin of the looked after children in H&amp;F is quite diverse, with more children of mixed ethnic origin, and fewer black or black British than the London average</li> <li>▪ The population of looked after children in the borough somewhat over-represents non-white groups at around 68%. However around 86% of the poorest 30% of the child population (IDACI) are non-white, so this may not be disproportionate. This proposal is therefore likely to benefit those groups slightly more – but only in relation to the vulnerability of children in those families</li> <li>▪ Subject to consultation, provision for Roma/ Traveller families will be subsumed into the localities teams. Families from these groups tend to have quite poor educational outcomes compared to borough averages, although the small volumes in cohort make this difficult to compare. We can monitor outcomes for this group to ensure there is no negative impact.</li> </ul>
Disability	+ / -	L	<ul style="list-style-type: none"> <li>▪ Families will not be targeted for support from locality teams on grounds of disability</li> <li>▪ There will remain a specialist support team for children with</li> </ul>

				<p>disabilities within children's social care division</p> <ul style="list-style-type: none"> <li>▪ 9% of LAC and 16% of CIN are allocated to disability teams.</li> </ul>
	Gender	+	H?	<ul style="list-style-type: none"> <li>▪ Adding specialist DV support to the locality teams will improve their ability to support women subject to domestic violence. Around 42% of child protection plans had domestic violence as a main or contributory factor in January 2010.</li> <li>▪ Some current users may need to travel further to use Children's Centre services. Most current users of these services are women. However provision will be ensured on a reasonable geographic spread across the borough.</li> <li>▪ We do not hold reliable data on the numbers of single parent families in caseload.</li> </ul>
	Age	+ / -	L	<ul style="list-style-type: none"> <li>• Services are in support of vulnerable families hence will include children and young adults</li> <li>• Bringing together current teams which do distinguish caseload on basis of age may improve support workers' ability to support the most needy families rather than any current bias related to remits and caseload restrictions. However the team will overall aim to ensure it does not neglect any age group and will monitor the data on its caseload.</li> </ul>
	Sexual Orientation	+ / -	L	<ul style="list-style-type: none"> <li>▪ Services will be provided in support of vulnerable families without any targeting in regard of sexual orientation.</li> <li>▪ However current specialist provision for young people around sexual orientation will be retained within the locality teams</li> </ul>
	Religion/belief (including non-belief)	+ / -	L	<ul style="list-style-type: none"> <li>▪ Services should not discriminate in any way with regard to religious belief – and nor do predecessor services.</li> <li>▪ LAC and CIN children come from a wide range of cultural and religious backgrounds.</li> </ul>
	Socio-Economic	+	H	<ul style="list-style-type: none"> <li>• These services will be targeted on vulnerable families and greater resource will be directed to those areas with the highest likelihood of vulnerability (eg more child protection plans) – these are known to have some correlation with areas of economic deprivation. These services may therefore help to support more families to</li> </ul>

	<p>return to work and to improve their economic circumstances.</p> <ul style="list-style-type: none"> <li>• However provision will be borough-wide with teams covering all parts of the borough – so no parts should be at a disadvantage.</li> </ul>
	<p>Will it affect Human Rights, as defined by the Human Rights Act 1998? No. (Note: Human Rights will not be relevant in every case but must be considered. If unsure, seek advice from the Opportunities Manager)</p>
<p><b>Q3</b> Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p>	<p>Does this provide an opportunity to promote equality? There may be some positive effect on gender equality in relation to additional support on domestic violence. There may be some positive impact on families at socio-economic disadvantage through better and more joined up provision of support services to vulnerable families.</p>
<p><b>Q4</b> Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?</p>	<p>No There may also be an impact on staff as teams are restructured to implement the new model. However posts will be competed on a fair and open basis for each role type within the team. There will be no unfair discrimination within this process. Restructuring is in line with needs of the service.</p>

### Initial Screening Equality Impact Assessment Guidance

<b>Section 01</b>	<b>Details of Initial Equalities Impact Screening Assessment</b>
<b>Name of policy, strategy, function, project, activity, or programme</b>	<p>A <b>Policy</b> refers to an approved decision, principle plan or a set of procedures by Cabinet, or a Cabinet Member under delegated powers that affects the way that the Council conducts its business both internally and externally. A policy can include: strategies, guides, manuals and common practice.</p> <p>A <b>Strategy</b> refers to a systematic short term or a long term plan of action that is designed to achieve a specific business benefit or goal(s).</p>

	<p>A <b>Function</b> refers to any actions and/or activities designed to achieve a specific business benefit or goal.</p> <p>A <b>Project</b> defines how a temporary structure or scheme can achieve a specific business benefit or goal(s). A project can be implemented by setting up aims and objectives, resources, communication, budget needs and timelines.</p> <p>An <b>Activity</b> is a specific task (or a groups of tasks) which can also form as part of a 'function'.</p> <p>A <b>Programme</b> is a portfolio of activities and projects that are co-ordinated and managed as a unit such that they realise common outcomes and benefits.</p>
<p><b>Q1</b> What are you looking to achieve?</p>	<p>For example this might help to implement outcomes identified in policies such as the <a href="#">Single Equality Scheme</a>, <a href="#">Disability Equality Scheme</a>, <a href="#">other EIAs</a> in your service department, or in another department that your service/service users also interact with and draw down services from, <a href="#">Corporate Plan</a>, <a href="#">LAA Targets</a>, CAA Aims, <a href="#">UDP</a>, or <a href="#">JSNA</a>.</p>
<p><b>Q2</b> Who in the main will benefit?</p>	<p>Consider the impact across the seven strands:</p> <ul style="list-style-type: none"> <li>▪ Race (including colour, nationality, ethnic or national origins)</li> <li>▪ Gender (including pregnancy and maternity, gender reassignment)</li> <li>▪ Disability (including mobility and sensory impairments, people with life-limiting illness)</li> <li>▪ Age (including children and young people, and older people)</li> <li>▪ Sexual Orientation (heterosexual, homosexual, bisexual people)</li> <li>▪ Religion / belief (including non-belief)</li> <li>▪ Disadvantage arising from socio-economic status</li> </ul> <p>Additionally, demonstrate here that the impact on <b>human rights</b> arising from the policy, strategy, function, project, activity, or programme, has been considered (see below for list of rights).</p> <p><b>Race Equality Duty</b> Requires due regard to the need to:</p> <ul style="list-style-type: none"> <li>▪ Eliminate unlawful racial discrimination;</li> <li>▪ Promote equal opportunities; and</li> <li>▪ Promote good relations between people from different ethnic groups.</li> </ul> <p>Public authorities are expected to have 'due regard' to the three parts of the duty to promote race equality. This means that the weight given to race equality should be proportionate to its relevance to a</p>

particular function. This may mean giving greater consideration and resources to functions or policies that have the most effect on the public or employees. Relevance is about how much a function affects people, as members of the public or as employees of the authority. For example, a local authority may decide that race equality is more relevant to raising educational standards than to its work on highway maintenance. Note also that 'due regard' does not mean that race equality is less important when the ethnic minority population is small.

### **Gender Equality Duty**

Requires due regard to the need to:

- Eliminate unlawful sex discrimination and harassment (including for transsexual people); and
- Promote equality of opportunity between men and women

Public authorities are expected to have 'due regard' to the two parts of the duty to promote gender equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

### **Disability Equality Duty**

Requires due regard to the need to:

- Promote equality of opportunity between disabled persons and other persons;
- Eliminate discrimination that is unlawful under the Act;
- Eliminate harassment of disabled persons that is related to their disabilities;
- Promote positive attitudes towards disabled persons;
- Encourage participation by disabled persons in public life; and
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons

Public authorities are expected to have 'due regard' to the six parts of the duty to promote disability equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

### **Age**

The Council's Age Equality Scheme sets out LBHF's commitment to age equality for people of all ages, including children and younger people and older people, across employment and service delivery. The Employment Equality (Age) Regulations 2006 make it unlawful to discriminate on the grounds of



age in the areas of employment and vocational training and apply to employees, independent contractors and contracted workers. Age discrimination law does not currently apply to goods and services, though human rights law may give some protection in these areas. If you are unsure whether this applies, contact the Opportunities Manager.

### **Sexual Orientation**

The Equality Act (Sexual Orientation) Regulations 2007 prohibit discrimination on the grounds of sexual orientation in the provision of goods, facilities and services, in education and in the exercise of public functions. The Regulations make it unlawful to:

- Refuse to provide goods, facilities and services on grounds of sexual orientation;
- Provide goods, facilities and services of a different quality on grounds of sexual orientation;
- Provide goods, facilities and services in a different manner on grounds of sexual orientation; and
- Provide goods, facilities and services on different terms on grounds of sexual orientation.

The Regulations also apply to pupil admissions and access to education services.

### **Religion / Belief (inc. non-belief)**

The Equality Act 2006 makes it unlawful (subject to certain exemptions) to discriminate on the grounds of religion or belief (including non-belief) in the following areas:

- The provision of goods, facilities and services;
- The disposal and management of premises;
- Education; and
- The exercise of public functions.

In addition, legislation implementing the European Union's Equality Framework Directive 2000 came into force in December 2003, making it unlawful to discriminate against anyone directly or indirectly on the grounds of faith.

### **Socio-Economic**

For LBHF, the relationship between socio-economic status and other equality strands and impacts underpins our creation of a Borough of Opportunity for All. It means understanding the relationship between these characteristics and socio-economic disadvantage and the experience of other vulnerable groups when considering the impacts of our policies and so forth. The duty to consider socio-economic disadvantage will be placed on public bodies when taking decisions of a strategic

nature on how to exercise its functions, and will come into force in April 2011 under the Equality Act 2010 (the main provisions of which come into force in October 2010). We will be required to have due regard to the desirability of exercising our functions in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.

### **Reasoning/Comment (inc N/A)**

In this section you should outline your reasoning behind your scores of low/medium/high, and use this section when a particular equality strand may not be relevant.

### **Human Rights**

Public authorities have an obligation to act in accordance with the European Convention on Human Rights. These are:

- [Right to life](#)
- [Freedom from torture and inhuman or degrading treatment](#)
- [Right to liberty and security](#)
- [Freedom from slavery and forced labour](#)
- [Right to a fair trial](#)
- [No punishment without law](#)
- [Respect for your private and family life, home and correspondence](#)
- [Freedom of thought, belief and religion](#)
- [Freedom of expression](#)
- [Freedom of assembly and association](#)
- [Right to marry and start a family](#)
- [Protection from discrimination in respect of these these rights and freedoms](#)
- [Right to peaceful enjoyment of your property](#)
- [Right to education](#)
- [Right to participate in free elections](#)

Each of the above links takes you to explanations and examples provided by the EHRC. Further, the [EHRC](#) and the [Ministry of Justice](#) both provide guides for public authorities.

Use your reasoning in order to determine whether the impact will be high, medium or low. What do we mean by these terms?:

**High**

	<ul style="list-style-type: none"> <li>▪ The policy, strategy, function, project, activity, or programme is relevant to all or most parts of the general duty, and/or to human rights</li> <li>▪ There is substantial or a fair amount of evidence that some groups are (or could be) differently affected by it</li> <li>▪ There is substantial or a fair amount of public concern about it</li> </ul> <p><b>Medium</b></p> <ul style="list-style-type: none"> <li>▪ The policy, strategy, function, project, activity, or programme is relevant to most parts of the general duty, and/or to human rights</li> <li>▪ There is some evidence that some groups are (or could be) differently affected by it</li> <li>▪ There is some public concern about it</li> </ul> <p><b>Low</b></p> <ul style="list-style-type: none"> <li>▪ The policy, strategy, function, project, activity, or programme is not generally relevant to most parts of the general duty, and/or to human rights</li> <li>▪ There is little evidence that some groups are (or could be) differently affected by it</li> <li>▪ There is little public concern about it</li> </ul>
<p><b>Q3</b> Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p>	<p>Yes/No</p> <p>If the answer here is 'yes', use your evidence from Q2 to state why</p>
<p><b>Q4</b> Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity and/or human rights?</p>	<p>Yes/No</p> <p>If the answer here is 'yes', then it is necessary to go ahead with an Equality Impact Assessment (see further down this document). Your reasoning behind Q2 will help you determine this.</p>

# Agenda Item 9



London Borough of Hammersmith & Fulham

## Cabinet

10 JANUARY 2011

**CABINET MEMBER  
FOR CHILDREN'S  
SERVICES**

*Councillor Helen  
Binmore*

**OPTION APPRAISAL ON THE FUTURE OF  
120, DALLING ROAD CHILDREN'S HOME**

**Ward:  
Ravenscourt Park**

This report examines the options for the future of 120, Dalling Road Children's Home in the context of the Department's MTFs for 2011-14 and placements strategy to secure the most cost-effective residential placements for looked after children.

A separate report on the exempt part of the Cabinet agenda provides information on the options for the future of the asset.

**CONTRIBUTORS**

DCS  
DCFS  
ADLDS

**Recommendation:**

**That 120 Dalling Road Children's Home is closed, subject to achieving the outcomes for the care plans of the young people currently resident at the home.**

**HAS A EIA BEEN  
COMPLETED?  
YES**

**HAS THE REPORT  
CONTENT BEEN  
RISK ASSESSED?  
N/A**

## 1. BACKGROUND

- 1.1. Support to looked after children is the single largest expenditure within the Children's Social Care Division, accounting for approximately 45% of its overall budget. Much of this expenditure relates to placement costs. These vary significantly, depending on the child's needs, from £200 /week for a kinship placement up to £4000+/week for specialist residential placements.
- 1.2. As the table below indicates, the number of "looked after" children has diminished significantly in the last few years through better gate-keeping, improved care planning and permanency and the development of services to work intensively with young people on the threshold of care.

Year	Citizen	Unaccompanied children (UASC)	Total
Mar-01	404	34	438
Mar-02	381	52	433
Mar-03	339	58	397
Mar-04	361	83	444
Mar-05	315	98	413
Mar-06	308	86	394
Mar-07	305	59	364
Mar-08	266	48	314
Mar-09	242	43	285
Mar-10	234	26	260

- 1.3. One of the key drivers of the MTFs strategy for Children's Social Care is to continue to reduce this population further and, for those who remain looked after, to achieve best value in terms of the quality and cost of placements.
- 1.3. It is within this context that this report examines the options for the future of Dalling Road, which is the Council's last directly managed children's home. The home, which was built in 2001, provides accommodation for up to 10 young people, the majority of whom are admitted in an emergency following a breakdown from home, foster placement or other residential setting. The home has also been used to provide accommodation for a number of older unaccompanied asylum-seeking young people (uasc).
- 1.4. The statement of purpose for the home designates it for short/medium term placements, with average stays of between 3-6 months following which young people either are rehabilitated home or move to a permanent placement. Fluctuations in occupancy levels however, make it vulnerable in terms of unit cost and the Council has to bear the full impact of this.

## 2. OCCUPANCY

- 2.1. The tables below illustrate the cumulative occupancy, broken down by citizen” and “uasc” young people for the last two financial years.

### 2008/09

Description	Number of Bed Nights	% Occupancy
Max No of Beds Nights	3650	100
Citizen’s Actual Bed Nights	1589	44
UASC Actual Bed Nights	1089	30
Total UASC & Citizen Bed Nights	2678	73

### 2009/10

Description	Number of Bed Nights	% Occupancy
Max No of Beds Nights	3650	100
Citizens Actual Bed Nights	1432	39
UASC Actual Bed Nights	1018	28
Total UASC & Citizen Bed Nights	2450	67

- 2.3. Occupancy during 2008/09 was 73% and 67% in 2009/10. Projections for the current year based on actual occupancy for the first 6 months suggest a similar performance (70%). These figures however include unaccompanied children. If these are removed from the figures, the “citizen” occupancy (i.e. Hammersmith & Fulham children), reduces substantially – 44% in 2008/09 and 33% in 2009/10. The citizen population for the current year is slightly up on previous years, but at 52% still only represents approximately half the capacity of the home.
- 2.4. The number of unaccompanied young people whom the Council has a duty to support has reduced significantly in recent years. This is consistent with the reduction in the overall number of unaccompanied minors entering the UK, and we anticipate this figure reducing further in line with current immigration policy.

## 3. OPERATIONAL ISSUES.

- 3.1. Since opening in 2001, Dalling Road has consistently provided good quality residential care. As a small borough however, we are faced with the difficulty of maintaining optimum occupancy either because demand is unpredictable or because the dynamics of the resident group militate against the placement of some young people. It is this uncertainty that has led to many of our neighbouring local authorities ceasing to provide their own residential provision in favour of commissioning placements through external private or voluntary agencies.

- 3.2. The manager who had been in post since the home was set up in 2001 left at the end of October 2010. He played an important role in the development and operation of the home and the absence of his experience and leadership will have a significant impact. While we have put in place short-term management arrangements, we know from experience that these posts are extremely difficult to fill. Similarly we have a number of permanent vacancies within the staff team and, again, experience suggests that the appointment of able and experienced residential workers is difficult to achieve even in the current recruitment climate.
- 3.3. Children's residential care requires significant and sustained input from external management and other support services to ensure quality and to fulfil the requirements of the "responsible authority" as required by regulation. As with most other local authorities, the direct provision of residential care is no longer our core business and with the planned MTFs reductions in senior management and other headquarters functions over the next few years our capacity to adequately support the operation of the home will diminish.
- 3.4. Since being commissioned in 2001, the premises have required continual and sustained investment to meet the standards of accommodation required by Ofsted. Recent inspections have been critical of the fabric of the building and maintenance programme; however, in an environment where we are seeking to reduce costs it is questionable as to whether we should be making high level investment in premises to meet exacting registration standards.
- 3.5. Although it has been expedient at times to use vacancies at Dalling Road to accommodate unaccompanied young people, they generally do not present with such a high level of need as requiring residential care. In previous years, we have been able to mitigate some of the operational costs of Dalling Road by claiming against the asylum grant for the equivalent of 2 full-time places for unaccompanied young people. Changes announced by the UK Border Agency mean that for the future they will not meet the costs of placing these young people in children's homes other than in exceptional circumstances, as in their view the majority have low levels of need and therefore can be accommodated in lower cost provision. This will have a significant impact on the business case for operating the home.
- 3.6. To achieve a competitive unit cost for the home, we need to achieve an average occupancy of between 75% - 80% throughout the year. Occupancy levels in recent years strongly suggest we do not have the level of demand to support this target. Demand analysis suggests the need for 4 or 5 short/medium-term residential places for "citizen" young people at any one time. This is half the current capacity of the home.

#### 4. UNIT COSTS.

- 4.1. Based on recent occupancy figures, the unit costs for the home are as follows:

Year	Expenditure	Annual cost per place based on actual occupancy	Weekly cost
2008/9	£892k	119k	£2288
2009/10	£781k	116k	£2242

- 4.2. The above compares favourably to similar services operated by private or voluntary residential providers which range between £1,800 - £2800/week depending on the level of need of the young person. The issue becomes much more problematic however if we take unaccompanied young people out of the calculation. Thus:

Year	Expenditure net of uasc grant	Annual cost per place based on actual occupancy (citizen only)	Weekly cost
2008/9	£1.179m	£268k	£5153
2009/10	£982k	£252k	£4843

#### 5. FUTURE OPTIONS.

##### 5.1. Service remains “as is”

- 5.1.1. The failing demand for “citizen” placements combined with changes to the grant regime for unaccompanied children means that the cost of maintaining the on-going operation of the home is not sustainable because of the adverse impact on unit costs.

##### 5.2. Downsizing the existing service.

- 5.2.1. Most modern children’s homes are smaller than Dalling Road, with capacity of no more than 5 or 6 places. Reducing the capacity of the home however, would not necessarily lead to a proportionate reduction in the budget. The bulk of the expenditure in terms of the operation of a children’s home is the salaries budget and there are minimum staffing levels which have to be met to meet current inspection standards and maintain adequate supervision and health & safety, particularly given the size of the premises. Further, its purpose-built construction would militate against its adaptation to a smaller unit.

##### 5.3. Relocation.

- 5.3.1. Relocating the service to smaller premises, even if a suitable building could be identified, would involve a significant capital investment and would be contrary to the Council’s policy of reducing its asset footprint.



#### **5.4. Selling “surplus” capacity.**

- 5.4.1 It would in theory be possible to sell the surplus capacity to neighbouring local authorities. In practice, unless this was done on the basis of a joint venture or block contract arrangement this would not provide the necessary guaranteed level of occupancy on which to develop a sound business operation for the future.
- 5.4.2 Further, we know from experience that having high numbers of young people in the home, often with very challenging and diverse needs, can present significant operational challenges. This leads to the need for higher levels of staffing, greater sensitivity within the local community and the need for more senior management support. At a time when we are downsizing in terms of departmental support services and management and given the current position regarding permanent staff within the home, this is not recommended as an option.

#### **5.5. Increasing the role of Private & Voluntary Providers.**

- 5.5.1. Hammersmith & Fulham have been leading on an initiative with 4 other boroughs (Westminster, Wandsworth, Harrow, and Hounslow) to develop a shared solution for the development of more local residential provision for looked after children. A recent market-testing exercise conducted with a number of large private and voluntary organisations established that, although there was no interest on their part in taking over existing local authority stock, there was a strong interest in developing additional capacity for use by local authorities in the West/South London area.
- 5.5.2. This solution will take some time to develop. Until this is available, there is capacity within the existing network of Private & Voluntary providers, within which we currently commission, to off-set the loss of capacity available at Dalling Road. Additionally, we have in place a new block contract for the provision of semi-independent accommodation for older teenagers and, further, K&C and Hounslow are continuing to maintain their own children’s homes for the moment and in principle it would be possible to purchase their additional capacity should that be required.
- 5.5.3. Work is also being undertaken both as part of the tri-borough discussions and with the West London Alliance in relation to placement procurement in general. Although this work is at an early stage of development, it is the expectation that this will lead to improvements in the cost and quality of placements (including children’s homes) for participating boroughs.
- 5.5.4. In conclusion, with the failing demand for “citizen” placements and the restrictions in terms of recharging for the cost of unaccompanied children, the cost of maintaining the on-going operation of the home is not sustainable. Of the other options available, closure and recommissioning within the private & voluntary sector is recommended as offering a more cost effective and sustainable option for the future.

## **6. IMPLICATIONS FOR THE YOUNG PEOPLE.**

- 6.1. Dalling Road provides short/medium-term placements for young people. Accordingly the current group of young people will be expected to move on to permanent placements over the next few months. There are currently 7 young people resident at the home – 5 citizen and 2 unaccompanied young people. In the event that the decision is made to close the home, this would be undertaken within a timescale that ensured this process did not undermine the care plans of the young people.
- 6.2. In the light of paragraph 6.1, it is considered neither necessary nor appropriate to consult on the proposed closure of Dalling Road since the proposed closure will not impact negatively on the care planning for the current residents.

## **7. STAFFING IMPLICATIONS.**

- 7.1. There are 16 established posts, of which 9 are held by permanent staff. Two of these are part-time. Of these, 2 are time-limited and relate to the national social pedagogue project which we are participating in. This project is due to end in July 2011 but our commitment can be concluded earlier if required. If the home closes, the remaining 7 staff would be subject to the Council's employment policy.

## **8. EQUALITY IMPLICATIONS**

- 8.1. The placement of any "looked after" child is a function of their care plan, an integral part of which is to take due regard of equality issues in terms of their individual needs. Care plans for children are monitored through a system of independent reviews. In addition, all residential placements for children, including those provided at 120, Dalling Road, are subject to stringent registration requirements. These requirements include addressing issues of equality and diversity. How any particular home meets these in relation to the young people is defined in their "statement of purpose" and compliance is routinely examined through a process of unannounced inspection undertaken by Ofsted.
- 8.2. In relation to the young people currently at the home, plans are already agreed for their move to either semi-independent or more permanent placement within the next few months and therefore a decision regarding the future of the home will not impact this adversely. In relation to future commissioning requirements to replace capacity lost by the closure of Dalling Road, we only use registered providers that meet Ofsted standards and any such placement would need to be consistent with the child's care plan.

- 8.3. In relation to employees, should a decision be made to close the home, staff who would be affected would be subject to the Employment Policy which is consistent with the Council's Equalities Policy.

## **9. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES**

- 9.1. Dalling Road currently receives £193k per annum asylum grant income in relation to Unaccompanied Asylum Seeking Children (UASC) accommodated at the home. Within the last 12 months the UKBA have changed the asylum grant criteria and will only pay a standard rate for UASC placements, as opposed to previous years when the full cost of any type of placement would be met. The maximum that Dalling Road would be likely to achieve in 2010/11 would be £52k. The implication is a £141k funding gap.
- 9.2. Accommodation for the young people currently resident at Dalling Road will have to be reprovided. It is likely that the currently group of young people would be moved to medium or high support semi independent accommodation, the cost of which has been estimated to be £285k.
- 9.3. In year 1 net of redundancy costs and overheads the closure of 120 Dalling Road would achieve a saving of £323k.
- 9.4 Fully year savings of £407k would be achieved in year 2.

## **10. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)**

- 10.1. The Council's duties towards looked after children include a duty under s22 Children Act 1989 to safeguard and promote the welfare of looked after children, and under s23 Children Act 1989 a duty to provide accommodation for them and to maintain them.
- 10.2 For so long as the current residents of Dalling Road remain looked after by the Council then those duties remain, and will have to be fulfilled by the proposed future placements which are referred to at paragraph 9.2 above.
- 10.3 Given that Dalling Road provides short and medium term placements for looked after children and that the current residents will have moved on to future placements by the time of the proposed closure, then it is considered that in this particular case the duty to consult does not arise since the residents' needs will continue to be met in alternative placements and since their placement at Dalling Road was never intended to be long term.

**11. COMMENTS OF THE ASSISTANT DIRECTOR PROCUREMENT.**

11.1. The Assistant Director of Procurement and IT Strategy has been consulted and notes the proposals will improve value for money and therefore supports the recommendations.

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

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
1.	120, Dalling Rd Working File	Peter Houghton	Children's Services
2.	Children's Services Performance report	Peter Houghton	Children's Services
<b>CONTACT OFFICER:</b>		<b>NAME: PETER HOUGHTON EXT. X5738</b>	



# Cabinet

10 JANUARY 2011

**LEADER**

*Councillor Stephen Greenhalgh*

**CABINET MEMBER FOR CHILDREN'S SERVICES**

*Councillor Helen Binmore*

**PROGRESS ON SHARING OF CHILDREN'S SERVICES WITH WESTMINSTER CITY COUNCIL AND ROYAL BOROUGH OF KENSINGTON & CHELSEA**

**Wards:**  
**All**

This report outlines progress on proposals to merge Children's Services across Westminster City Council (WCC), the Royal Borough of Kensington & Chelsea (RBKC) and the London Borough of Hammersmith & Fulham (LBHF), to be implemented in phases from 2011 to 2012.

**CONTRIBUTORS**

DChS  
ADLDS  
DFCS

**Recommendations:**

**HAS A EIA BEEN COMPLETED?**  
**YES**

**HAS THE REPORT CONTENT BEEN RISK ASSESSED?**  
**N/A**

1. That the proposal to develop shared education provision across LBHF, WCC and RBKC be approved, subject to agreement by WCC and RBKC Councils, and for the implementation to be phased as set out in Appendix 1 - to include the establishment of a joint commissioning unit and the establishment of an arm's length delivery unit for education services across the three LAs by September 2012, with an interim merged service in place for the new academic year in September 2011.
2. For the exploration, in the second phase, of possible different models for the delivery of services - options may include market testing or a social enterprise.
3. That agreement be given for the development of shared provision for the Local Children's Safeguarding Board, Fostering and Adoption services and Youth Offending services by September 2011, subject to agreement by WCC and RBKC Councils.
4. With a view to the implementation in line with these timescales, that the Director of Children's Services be authorised to :

**i) reach agreement with fellow Directors of Children's Services on reorganisation proposals on a service by service or part service basis, with a view to agreeing the future scope of such services; management arrangements; the staffing structures for such services; the advisability of harmonising terms and conditions across boroughs; and the implementation of a joint commissioning strategy;**

**ii) consult with affected staff and unions on the basis that any sharing of services will initially take place by affected staff either being seconded to work with staff at other boroughs or will be transferred to the employment of a host borough depending on the detail of the agreement to be reached with other boroughs on a service by service or part service basis;**

**iii) implement the sharing of the services identified at paragraph 2.2 below on the above basis; to agree the terms of any secondment either to or from the Council; to agree any necessary changes to staffing structures; and to authorise any resulting redundancies in accordance with the Council's usual procedures; and to do everything necessary to give effect to the above recommendations.**

- 5. That it is agreed that the implementation of these proposals and any future proposals in relation to Children's Services be aligned with the requirements and timescales for the wider development of shared services across the three LAs.**

## **1. BACKGROUND**

- 1.1 In the Cabinet Member Decision paper dated 1 July 2010, and reported to Cabinet on 2 September, it was agreed that:
- initial proposals to develop shared education services across the London Borough of Hammersmith and Fulham (LBHF) and Westminster City Council (WCC) be further developed and reported back to this Committee; and
  - opportunities to develop shared service provision with WCC and the Royal Borough of Kensington & Chelsea (RBKC) across the full range of children's services be further explored.
- 1.2 The primary drivers for change for the shared service development are:
- Tighter budgetary constraints and an expected reduction in funding and grants – a particular challenge for LBHF
  - A recognition that other local authorities are facing the same financial pressures and need to ensure value for money
  - The opportunities that exist to build on the strengths of all three organisations in order to deliver high quality services
  - The current approach to organisational cost reductions is unsustainable in the long term
  - The need to develop an approach to sharing services that can potentially be applied to other functions within the Council.
- 1.3 Since the last report, further detailed discussions have taken place between LBHF and WCC to validate these initial findings and agree a timetable and process for the development of shared services where appropriate. More recently, these discussions have extended to include RBKC (though the discussions on Youth Offending Services, which predate the recent shared services agenda, have included all 3 boroughs).
- 1.4 This report sets out proposals to develop shared provision across the three LAs in four specific areas. Discussions are ongoing across the full range of children's services.

## **2. THREE BOROUGH ROADMAP**

- 2.1 The paper in July was based upon a high level analysis of possible future operating models for clusters of children's services across LBHF and WCC. At this time, RBKC had different levels of involvement in the various service discussions and potential savings associated with any proposals were limited to those that could be considered by the sharing of services across 2 LAs. RBKC have now been included in the development of proposals to create shared services across children's services.
- 2.2 Each borough's Chief Executive (CE) has been assigned as a sponsor for a different commission area, and Derek Myers, CE at RBKC, is leading on the development proposals for shared provision for children's services. The timetable currently being worked to is as follows:

- **Phase 1 (by February 2011)**
  - Seek political agreement on the structure for the merged services
- **Phase 2 (February – April 2011)**
  - Consult with affected staff and schools
- **Phase 3 (May – August 2011)**
  - Create one education commissioning team across LBHF, WCC and RBKC
  - Implement an interim merged delivery structure
- **Phase 4 (September 2011 – August 2012)**
  - Merged service in place
  - Consider future model of delivery for fully traded services and set up procurement process for this

2.3 Following a series of discussions and workshops with senior managers from the three children's services departments, a list of services that should be considered for the development of shared services was agreed. These were classified as either Priority 1 or Priority 2 (see 2.4), depending primarily on how quickly a shared service could be in place and the benefits to be gained, whether financial in terms of savings or benefits in terms of service improvements or efficiencies.

2.4 Subsequently work has begun in earnest in the four Priority 1 areas to design shared services in four priority areas with a view to early implementation. These are:

- Education services
- Fostering and Adoption services
- Local Safeguarding Children Board (LSCB)
- Youth Offending services

Discussions on other priority areas have also commenced.

2.5 It is expected that there could be a number of benefits arising from these initial proposals that will help pave the way for a fuller integration over the coming years and the realisation of greater financial benefits. These could include:

- an opportunity to learn about the processes, timescales and costs associated with the development of shared services that can inform future decisions about other services;
- a re-organisation of existing services to improve efficiency and cost effectiveness would make services more attractive to potential partners in the future;
- the development of a brand across three high performing departments that could be very attractive to potential partners; and
- Clustering of related services that could be attractive to new/existing providers in the market

2.6 Principles underpinning the development of shared services and possible future delivery models must include:

- focusing on the needs of children, young people and families and providing integrated locality based services;
- commissioning the outcomes we need from services, not the services themselves;
- ensuring flexibility is designed into services to respond to changes in demand;



- ensuring that legal and political accountability issues are addressed;
- ensuring that sovereignty and 'reversability' are addressed;
- streamlining and harmonising back-office functions, procedures and management and thereby reducing infrastructure costs;
- seeking out partners in the private, voluntary and community sectors; and
- maximising opportunities for income generation and trading

2.7 It is important to note that the full implications of the Comprehensive Spending Review (CSR) are not yet clear and any further reductions to grant could generate additional financial pressures. Furthermore, each of the three LAs is at a different stage in terms of its preparation for reductions to funding. The implications for the development of shared services will only become clear as each authority refines its financial strategy over the coming months.

2.8 Project workstreams are finalising the details of operating models upon which costs can be allocated and savings calculated.

### **3. EDUCATION SERVICES**

3.1 The key drivers of the proposed education merger are:

- To make significant savings of 20% by 2014 that will not impact on education standards
- To improve each LA's capabilities in intervening effectively when a school is failing, or at risk of failing, and commissioning providers who could deliver free schools or manage or support clusters of primary schools
- To commercialise buy-back (traded) services cross-borough so that revenue outstrips costs and aims to double income by 2014
- To examine the benefits of developing a special purpose vehicle for the traded services

3.2 In addition, all three LAs share an ongoing commitment to raising education standards. However, the strategies and resource commitments each LA has implemented over recent years have differed. We have all faced the added challenge of raising standards amongst a diverse and mobile school population, but it is also important to recognise the different challenges each LA has faced, such as:

- The differing size of the school estate and the number of pupils
- The different legal status of schools – community schools, voluntary aided, Foundation, Trust and Academies

3.3 Regardless, all three LAs must respond to changing national financial and policy drivers that indicate less resources and a revised role for the LA. However, it seems likely, from the recent White Paper, that the following key roles will remain:

- The duty to intervene where a school is causing concern
- To provide additional support for the most vulnerable children and young people e.g. in the area of special education needs (SEN)
- Ensuring fair access to schools through the admissions process
- Ensuring there are sufficient school places for children of statutory school age

- 3.4 We believe the best, and most sustainable, way to continue to provide high quality services in these areas is to pool resources and expertise across the three LAs.
- 3.5 It is therefore proposed that the full range of education services be developed as a shared provision across the three LAs. This will take place in phases, as detailed in section 2.2, with a fully merged service in place by September 2011.
- 3.6 Work is underway to quantify the precise savings that will arise from this proposal, but they are anticipated to be reasonably significant. This assumes a certain level of continued buyback of services.
- 3.7 Appendix 1 provides an overview model for a merged service across the 3 Councils. As a first stage to sharing of services it is proposed that, where possible, this is accomplished without the necessity of a complete restructure of services. It is proposed that a number of new posts are created and accepted by staff with a view to flexible working arrangements being implemented. It is considered that, with suitable goodwill and pace in decision making from all three boroughs, such a structure could be implemented from May 2011 and be fully operational by September 2011 to coincide with the new academic year.
- 3.8 All three LAs agree that there is an urgency to develop shared services in a number of areas given reductions to grant. The degree to which services are met by the general fund rather than grant has also helped to identify services where immediate steps are needed. These include:
- 14-19 curriculum support
  - Education Business Partnership (EBP)
  - Alternative provision for vulnerable pupils, inc. behaviour support
  - Governor support
  - School improvement delivery
  - School admissions
  - School exclusions
  - SEN statements and placements
  - Early years advisory
  - Education welfare services
  - Education psychology
  - LAC education (virtual school for looked after children)

A significant proportion of expenditure in relation to these services is attributable to the Dedicated Schools Grant (DSG) and other grants such as the Sure Start grant. Any potential savings to DSG can only be redirected to other areas of education spend if agreed with Schools Forum. The key aim of the merger of these services will be to improve efficiency and cost effectiveness overall. A by-product of such efficiencies may be to make such services more attractive to other potential partners in the future.

- 3.9 Consideration will also be given to alternative arms length delivery models. Were this to proceed, the procurement timetable would dictate that, depending on the nature and value of the service(s) in question, a minimum of nine months lead-in time from the point at which a re-let strategy is in place. For consideration of an arm's length model to progress, key principles need to be agreed and a joint commissioning unit for education will need to be established across the three LAs.

- 3.10 It will be essential to involve schools in the design of the new service arrangements, and the development of the new commissioning and delivery units more generally, over the coming months in order to ensure ongoing goodwill towards the three LAs and because they will be future customers of this service.
- 3.11 Each LA has sent out a detailed questionnaire to schools on the current and proposed services; the outcomes of which have been analysed – Appendix 2 shows the summary of responses - and the responses have influenced the proposed structure.

#### **4. YOUTH OFFENDING SERVICES – STATUTORY FUNCTIONS**

- 4.1 The three LA Youth Offending Teams (YOTs) fulfil responsibilities to reduce youth crime by running a statutory service required to respond to all children and young people who offend and who are dealt with by the police and courts. This includes provision of appropriate adults at police stations, and an administrative, advocacy and assessment service for the courts. All community sentences imposed by the courts are supervised by YOTs, who also work with young people who are in custody, and on their release.
- 4.2 The key proposals are:
- Delete the three existing Head of YOT posts and replace with a single Head of Service by September 2011 at the latest
  - Establish a single Court Team by September 2011
  - Establish a single central Business Support Team by September 2011
  - Development of shared specialist roles to work across three areas teams by September 2011 – will include Reparation and Youth Offender Panel co-ordinators
  - Exploration of future delivery options including further merging of services
- 4.3 The Head of Service will be line managed by a manager from one of the LAs and consideration will be given to establishing a management board, comprising senior managers from all the boroughs and partner agencies, on an interim basis. (N.B. The Intensive Supervision and Surveillance Programme – ISSP – already operates as a shared service across the 3 boroughs).
- 4.4 It is proposed that one authority employs the Head of Service, Business Support Team and Courts Manager. Remaining staff will be employed locally across the three boroughs.
- 4.5 Again, work is underway to quantify the precise savings of this proposal, but the anticipated savings to LBHF are expected to be around 20% on current net expenditure in a full year.
- 4.6 In addition to the YOT work, the 3 boroughs and LB Wandsworth are working together on a Custody Pathfinder project, which involves looking at new ways of working, including the possibility of working with a private sector partner. This work will be invaluable in terms of the further development of the YOT proposals, particularly in regard to governance and alternative funding arrangements.

#### **5. FOSTERING AND ADOPTION SERVICES**

- 5.1 Initial talks between the three LAs have identified a number of opportunities in merging fostering and adoption services. There are three broad areas where efficiencies could be achieved:

- sharing management;
- amalgamating specific functions - e.g. training for foster carers and recruitment, panels; and
- sharing foster carers

- 5.2 More detailed work is needed in relation to other functions, including Family and Friends carers and post-adoption/special guardianship support, but it is anticipated that many of these areas will also achieve efficiencies through merger, although the sums saved may be modest.
- 5.3 There are some challenges and risks that need to be managed when looking at merging services in this area. Each LA has very different payment structures for foster carers and this is a complex area where we cannot afford to disadvantage carers or risk losing them. There is also a sense of loyalty that foster carers feel for their host LA, with a significant number having worked for that LA for ten or more years. Also, it is felt that there are close working relationships between children's social workers, fostering supervising social workers and foster carers themselves which could be jeopardised by hasty changes being made to the service.
- 5.4 However, there are further opportunities over and above merely merging services as above. We intend to explore the possibility of developing a joint venture vehicle that could trade and generate income. Currently all three LAs are competing with a range of independent fostering agencies (IFAs), some of which are non-profit and others are private companies, sometimes part of very large commercial organisations. They compete aggressively in the market for a relatively small number of foster carers and charge a large premium to LAs who use those carers.
- 5.5 By merging our three separate pools of foster carers we can create a critical mass that might enable us to trade and sell foster care placements to other LAs. Our initial view is that we could best achieve this by firstly merging services and then seeking an external partner with whom we could create a joint vehicle, using the skills and commercial expertise of an independent partner. This would potentially create an organisation to compete with the largest IFAs. There are two immediate advantages to such an approach:
- We can recruit foster carers who live further from inner west London in order to sell placements to a wider range of LAs (at present we only recruit carers who live within reach of the home borough).
  - We can sell placements at commercial rates thereby generating income. The existing IFAs all appear to be profitable and there is no reason why a joint vehicle as described could not achieve similar profitability and indeed the reputation of three good LA services may put us in a strong position, although it will be necessary to put in place additional support to foster carers to justify the premium.

This model has been agreed in principle with WCC and discussions are continuing with RBKC.

- 5.6 There are some initial savings to LBHF anticipated from these proposals (still to be fully quantified), largely arising from a reduction in staff numbers. As explained above, further savings/income could potentially be achieved by pursuing the option above. Additional savings may also be possible through selling of placements and avoidance of IFAs.

## 6. LOCAL SAFEGUARDING CHILDREN BOARD (LSCB)

6.1 LSCBs are statutory bodies that have a duty to promote safeguarding of children and young people across all local agencies. They operate at 'arms length' from the local authority and all proposals are subject to consultation with the existing three boards and stakeholders. Initial meetings have taken place to develop proposals across the three boroughs but there are a number of issues pertaining to governance, structure, funding, professional practice and HR issues which require further clarification and/or resolution. However, having a three borough model will strengthen the challenge and comparisons of practice and performance across the three areas.

### 6.2 *Child Death Overview Panel (CDOP)*

Current funding from Central Government is expected to cease in April 2011. This is currently used for business support and independent chairing of the CDOP which already operates across the three LAs. The key proposals are:

- CDOP to focus only on resident children, leaving responsibility for non-resident children to local hospitals. This will reduce the need for business support from four days per week to two days by April 2011. Incorporating CDOP support into the work of the LSCB Team (see below) will additionally make it more sustainable
- Responsibility for chairing of the CDOP to be moved to a local chair from April 2011, therefore reducing the costs currently associated with independent chairing
- In the medium term there may be opportunities for further rationalisation resulting from the move of Public Health responsibilities to local authorities

### 6.3 *Training*

Currently LBHF has a more comprehensive LSCB training programme than the other two LAs. The proposal is that the new LBHF LSCB Training Officer is jointly funded across the three LSCBs from April 2011. This will reduce spending on training consultants, enable the use of more local expertise, exploit economies of scale and provide a more standardised package of LSCB training across the three areas. This will deliver savings.

### 6.4 *Tri-Borough LSCB*

Each LSCB is currently supported by a small number of posts in each local authority (e.g. LSCB Development Manager). It is proposed that this support is merged to a single staff group to be hosted by one of the three boroughs. A proposed structure of the shared LSCB team is as follows:

- 1 x LSCB Manager
- 1 x LSCB Training Officer
- 0.8 x LSCB Senior Business Support Officer including CDOP activity
- 1 x LSCB Business Support Officer including training administration activity

It is also proposed that a single LSCB be established across the three LAs by September 2011. This body would be independently chaired, and there will be an associated saving from having one instead of three chairs.

6.5 It is anticipated that additional benefits will be achieved through significant reductions to requirements on partner agencies to attend LSCB meetings, sub groups, etc.

6.6 It should be noted that there is a potential risk that Primary Care Trust's may seek a reduced contribution to LSCB funding when they make the move to merged three borough arrangements in 2011.

## **7. RISK MANAGEMENT**

7.1 The subject of this report is not included on the departmental or corporate risk register.

## **8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES**

8.1 Children's Services are progressing the sharing of services with RBKC and WCC over a number of service areas and a range of operating models that will define how the cost of the models will be apportioned and what savings each borough will achieve.

8.2 Operating models will include shared service management arrangements, integrated working arrangements and improved procurement opportunities.

8.3 LSCB will operate across all three boroughs and it is proposed that costs should be shared equally.

8.4 Education Services are developing a mixture of integrated service management and differentiated service delivery that will determine how costs are apportioned across boroughs.

8.5 Youth Offending services are developing an integrated service. This is subject to a successful grant application to the Ministry of Justice to pool grant and expenditure across the three boroughs. In order to determine savings, the level of grant needs to be confirmed. The impact on savings will be determined by the total cost of service and how this is allocated, including the existing use of grant to offset overheads.

8.6 Prior to the development of more integrated working, procurement efficiencies will be achieved in fostering.

8.7 Operating models continue to develop and refine and these will inform cost sharing to ensure that there is no cross-subsidy between boroughs. Support service arrangements for the integrated services and the legal form that they still need to be resolved and are being considered by the corporate services group. Whilst specific savings cannot be confirmed at this stage, the proposals are being developed to deliver a £1m savings target in its first year of operation.

### Staffing Implications

8.8 Depending on the total number of staff impacted by these proposals, formal consultation will commence in a 30 or 90 day cycle. The timeline must be consistent across all three boroughs to ensure fair recruitment to any new structure. Appendix 3 sets out these timelines. A cross-borough working group, including HR, has been established to advise on the process for merging services. It is anticipated that the 90-day consultation model will be used due to the number of staff involved.

- 8.9 Children's Services will be the first to develop shared services. This may impact on re-deployment of redundant staff.
- 8.10 In order to facilitate the initial re-structure, it is anticipated that employment terms and conditions will remain that of substantive employing authority.
- 8.11 Consultation with the recognised trade unions will be carried out at regional, as well as branch level, to ensure consistency of information about the implementation of the new services.
- 8.12 Due to the potential size of this project and the merger of different organisations, equality impact assessments will be required in the initial stages to ensure that there are no adverse consequences for any group protected by the Equality Act 2010.

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

- 9.1 As previously advised, there are a number of options by which shared arrangements might be put in place. Initial proposals for implementation of shared services are through secondment and partial or complete reorganisations of certain services and hosting by individual boroughs. Section 2 of the Local Authorities Goods and Services Act 1970 allows LAs to provide each other with professional and other services and Section 113 of the Local Government Act 1972 allows the secondment of staff on agreed terms. Section 39 of the Crime and Disorder Act 1998 allows two (or more) local authorities to establish one or more Youth Offending Teams for both (or all) their areas.
- 9.2 On the basis that legal and political responsibility will continue to rest with individual boroughs, care will need to be taken to put sufficient delegations to officers in place to allow day to day operation of the services, whilst policy matters are reserved to the relevant Cabinet Member in each borough.
- 9.3 In the short term, it may be necessary to put agreements in place to specify levels of service where individual boroughs host certain services. In the medium term consideration might be given to harmonisation of terms and conditions across the boroughs and/or delivery of services through arms' length agencies. Further consideration will need to be given to the legal implications of such options as and when they might emerge.

## **10. RECOMMENDATIONS**

- 10.1 That the proposal to develop shared education provision across LBHF, WCC and RBKC be approved, subject to agreement by WCC and RBKC Councils, and for the implementation to be phased as set out in Appendix 1 - to include the establishment of a joint commissioning unit and the establishment of an arm's length delivery unit for education services across the three LAs by September 2012, with an interim merged service in place for the new academic year in September 2011.
- 10.2 For the exploration, in the second phase, of possible different models for the delivery of services. Options may include market testing or a social enterprise.
- 10.3 That agreement is given for the development of shared provision for the Local Children's Safeguarding Board, Fostering and Adoption services and Youth Offending services by September 2011, subject to agreement by WCC and RBKC councils.

10.4 With a view to the implementation in line with these timescales, that the Director of Children’s Services be authorised to :

- i) reach agreement with fellow Directors of Children’s Services on reorganisation proposals on a service by service or part service basis with a view to agreeing the future scope of such services; management arrangements; the staffing structures for such services; the advisability of harmonising terms and conditions across boroughs and the implementation of a joint commissioning strategy;
- ii) consult with affected staff and unions on the basis that any sharing of services will initially take place by affected staff either being seconded to work with staff at other boroughs or will be transferred to the employment of a host borough depending on the detail of the agreement to be reached with other boroughs on a service by service or part service basis;
- iii) implement the sharing of the services identified at paragraph 2.2 below on the above basis; to agree the terms of any secondment either to or from the Council; to agree any necessary changes to staffing structures and authorise any resulting redundancies in accordance with the Council’s usual procedures and do everything necessary to give effect to the above recommendations.

10.5 That it is agreed that the implementation of these proposals and any future proposals in relation to children’s services be aligned with the requirements and timescales for the wider development of shared services across the three LAs.

**If you have any queries about this report or wish to inspect one of the background papers please contact Ian Heggs on 020 8753 2880 or email [ian.heggs@lbhf.gov.uk](mailto:ian.heggs@lbhf.gov.uk)**

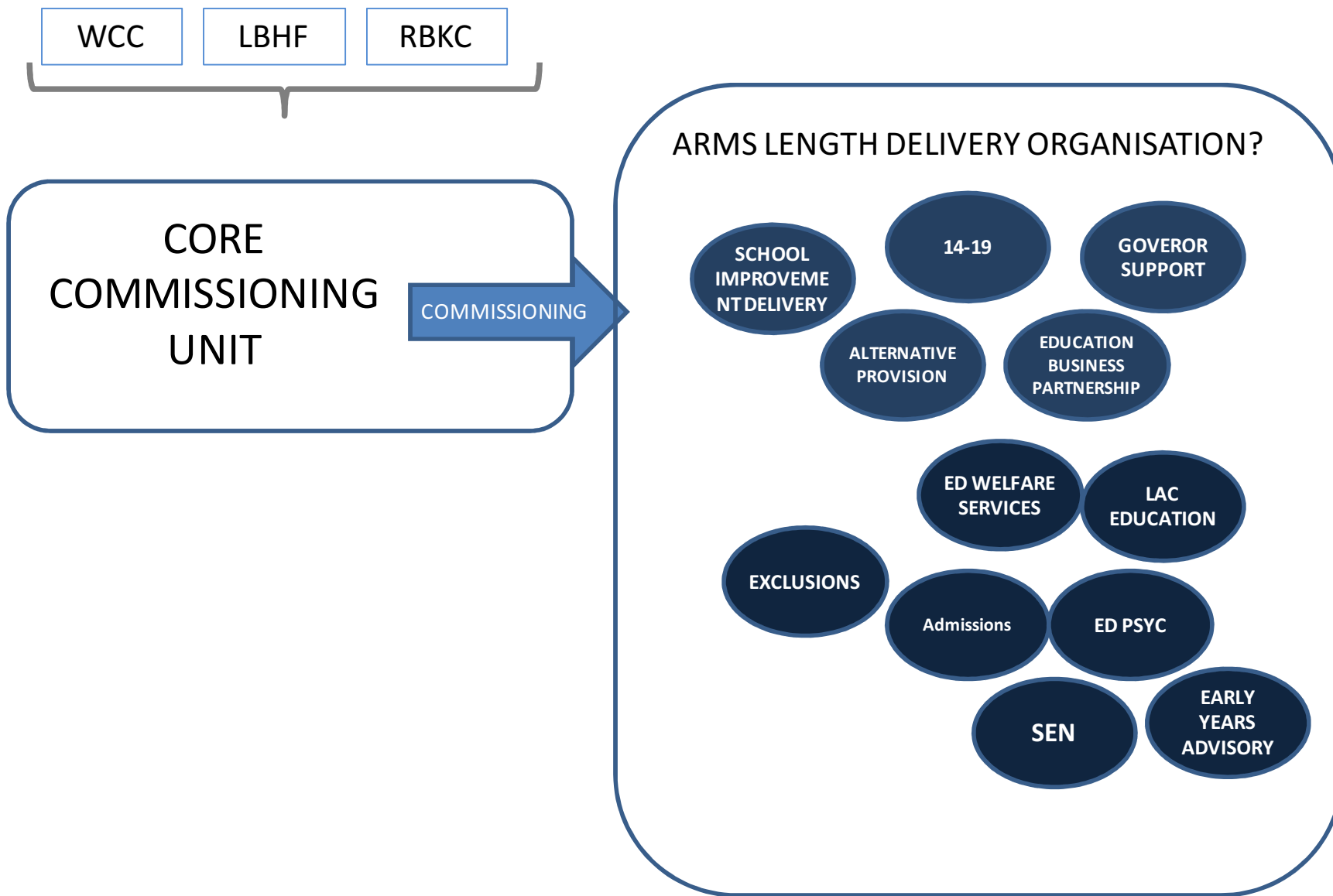
**LOCAL GOVERNMENT ACT 2000**  
**LIST OF BACKGROUND PAPERS**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Previous Cabinet Member Decision report – 2 September 2010	Ian Heggs x2880	CHSD Cambridge House
2.			
<b>CONTACT OFFICER:</b>		<b>NAME: Ian Heggs</b> <b>EXT. Ian x2880</b>	



Apr-Aug 2011 Appoint to new structure: Sep-Aug 2012 New interim structure in place prior to procurement of new delivery model

SEPT 2012

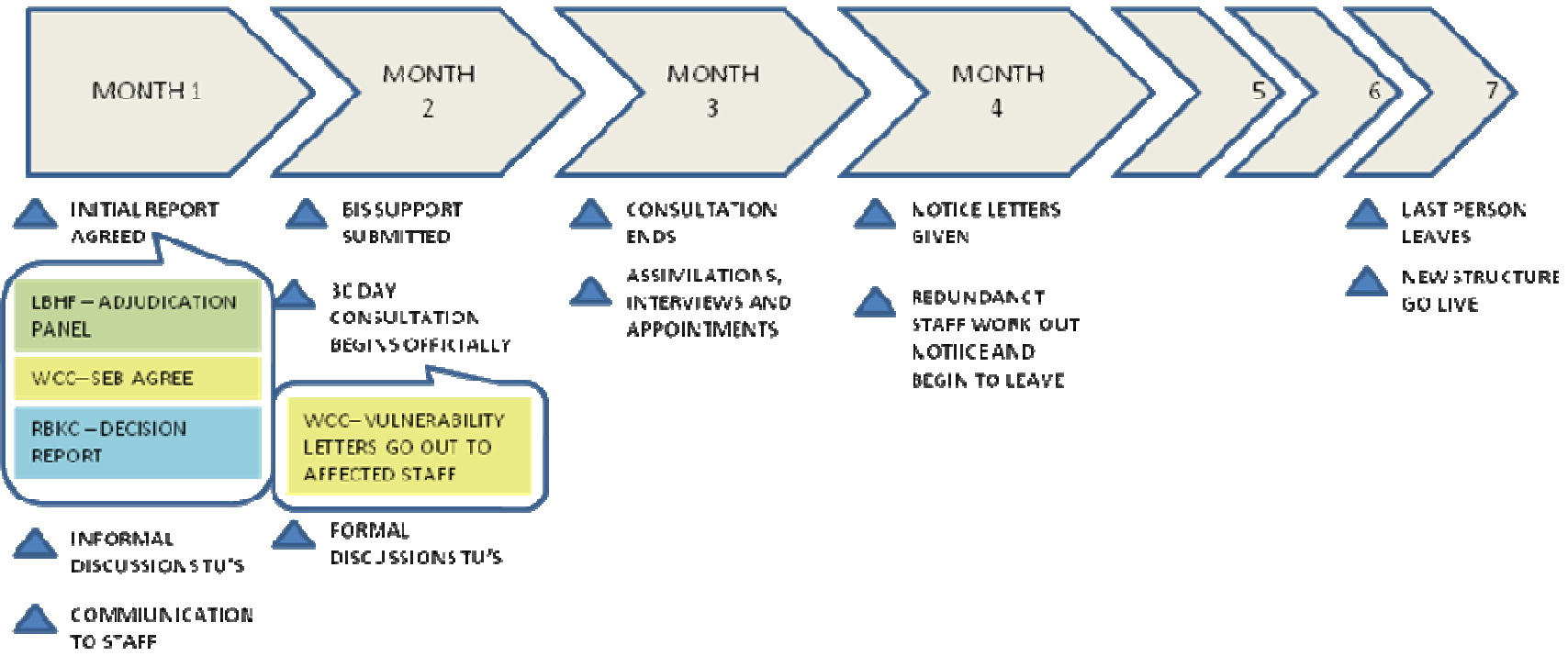




	How important is the service to your school?						Do you plan to commission the service in the next year?				How important is it to have a range of providers to choose from?						If competitively priced would you buy back from a borough traded service?		
	1 Very	2	3	4 Not	Score	% 1 or 2	Yes	No	Maybe	% Yes	1 Very	2	3	4 Not	Score	% 1 or 2	Yes	No	% Yes
Learning Mentors support	4	6	3	12	2.1	40%	9	14		39%	5	4	3	11	2.1	39%	9	15	38%
Transition at KS2/3	8	6	6	6	2.6	54%	15	9		63%	6	3	3	13	2.1	36%	11	12	48%
SEAL and SEAD	6	3	4	9	2.3	41%	7	14		33%	2	1		9	1.7	25%	5	13	28%
Behaviour Support/Outreach	7	5	4	7	2.5	52%	10	10		50%	6	2	1	10	2.2	42%	9	10	47%
Education Welfare: statutory	20	3	3		3.7	88%	23		1	96%	10	1		12	2.4	48%	20	1	95%
Preventative	10	5	5	4	2.9	63%	15	4		79%	5	3	1	10	2.2	42%	14	4	78%
Education Psychology: statutory	22	4	1		3.8	96%	25			100%	12	1	3	8	2.7	54%	23		100%
Preventative	12	7	3	2	3.2	79%	20	3		87%	9	2	3	8	2.5	50%	20	2	91%
Special Education Needs:																			
Sensory and language impairment	11	8	3	2	3.2	79%	17	5		77%	10	3	2	8	2.7	57%	17	3	85%
Dyslexia and numeracy	8	5	4	5	2.7	59%	10	11		48%	8	3	1	9	2.5	52%	13	7	65%
SENCO Support	11	6	3	3	3.1	74%	16	5		76%	10	1	2	8	2.6	52%	15	5	75%
<b>RESOURCES AND SUPPORT SERVICES</b>																			
ICT Technical Support to Schools	19	6		1	3.7	96%	22	2		92%	10	1	3	8	2.6	50%	20	3	87%
Finance	23	3	1		3.8	96%	23	2		92%	10	2	3	7	2.7	55%	19	4	83%
Legal	21	2	1	2	3.6	88%	22	2		92%	12	1	2	8	2.7	57%	20	3	87%
Payroll	23	2		2	3.7	93%	24	1		96%	12	1	3	7	2.8	57%	19	4	83%
HR	24	2	1		3.9	96%	24	1		96%	11	1	3	8	2.7	52%	20	3	87%
Contract Advice/Procurement	8	3	7	6	2.5	46%	10	10		50%	8	2	3	9	2.4	45%	11	9	55%
Asset management	6	4	4	9	2.3	43%	9	11		45%	7	2	2	11	2.2	41%	11	9	55%
Health and Safety	11	6	5	4	2.9	65%	18	4		82%	11	2	1	9	2.7	57%	19	4	83%

### 30 DAY CONSULTATION PERIOD MAPPING Less than 99 staff at risk of redundancy in each LA

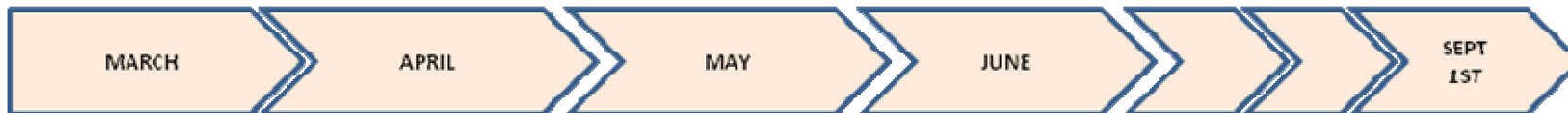
### DRAFT TIMESCALES



#### FOR APRIL 2011 IMPLEMENTATION



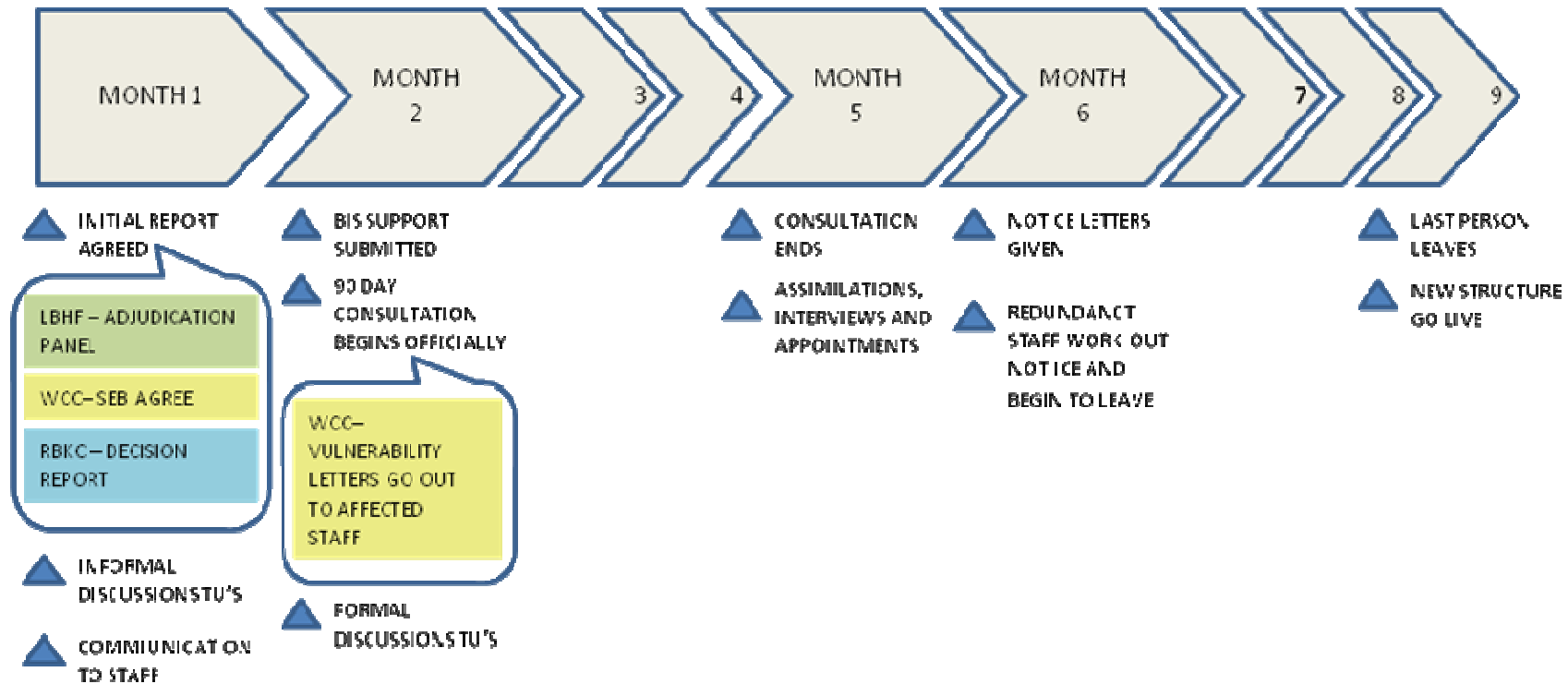
#### FOR SEPTEMBER 2011 IMPLEMENTATION



## DRAFT TIMESCALES

### 90 DAY CONSULTATION PERIOD MAPPING

MORE than 99 staff at risk of redundancy in each LA



### FOR APRIL 2011 IMPLEMENTATION



### FOR SEPTEMBER 2011 IMPLEMENTATION



# Agenda Item 11



London Borough of Hammersmith & Fulham

## Cabinet

10 JANUARY 2011

### CABINET MEMBER FOR COMMUNITY CARE

*Councillor Joe  
Carlebach*

### INTEGRATED CARE PROJECT

This report asks Cabinet to endorse and adopt as policy the intention of creating an integrated system of care, to include social care, housing support, community health, primary care and General Practice. Such integrated care will improve access for and better respond to vulnerable adults' needs and their often-stated aspirations for more joined up support at and closer to home. Such integrated care and support will achieve greater value for money through improved productivity and efficiency. Enhanced prevention and rehabilitation capacities will reduce demand on more costly institutional and acute care.

**Wards:  
All**

**HAS A EIA  
BEEN  
COMPLETED?  
YES**

**HAS THE REPORT  
CONTENT BEEN  
RISK ASSESSED?  
YES**

Having adopted this policy, Cabinet authorisation is sought to delegate authority to the Chief Executive to enter into agreements with Central London Community Health (CLCH) NHS Trust under s.113 of the Local Government Act 1972 with a view to placing officers of CLCH and the Council at the disposal of each other. Further delegation is sought for the Chief Executive to then set up integrated services with pooled budgets as appropriate under s.75 of the NHS Act 2006 to encompass community health and social care & support for vulnerable adults. In addition, to progress an effective partnership of these services with GPs, primary and relevant specialist acute health services.

Cabinet is asked to note and authorise the first phases of this programme to deliver integrated care and support.

### CONTRIBUTORS

DCS  
DFCS  
ADLDS

### Recommendations:

- 1) To endorse and adopt as policy the intention of creating an integrated system of care - to include social care, housing support, community health, specialist acute and primary care and General Practice - in order to improve access, to better respond to people's needs and to achieve necessary efficiencies.**

- 2) That authority be delegated to the Chief Executive, acting with the Director of Finance and Corporate Services and the Assistant Director (Legal & Democratic Services), in consultation with the Leader and the Cabinet Member for Community Care, to enter into agreements on such terms as officers consider appropriate with Central London Community Healthcare (CLCH) NHS Trust through powers under s. 113 of the Local Government Act 1972 to place officers of CLCH and the Council at the disposal of each other in order to manage adult social care, housing support and related health services on behalf of each other.**
- 3) That authority be delegated to the Chief Executive, acting with the Director of Community Services and Assistant Director (Legal and Democratic Services), to enter into agreements on such terms as officers consider appropriate with Central London Community Healthcare (CLCH) NHS Trust under s.75 of the NHS Act 2006 to set up integrated provider services with pooled budgets as appropriate to manage integrated health and Council services, the first of these being for Rapid Care.**
- 4) To note and agree the actions in phase one of this integration programme as set out in section 3 of this report.**

## 1. INTRODUCTION

- 1.1 In numerous local and national deliberations vulnerable people, their carers and the professionals who serve them have all repeatedly reinforced their request that they be supported and cared for at or closer to home, and that service boundaries be eliminated and that processes for access, assessment and support planning become seamless. This outcome is desired to overcome their current experience of needless or premature admissions to institutional and acute care service and of negotiating these boundaries and navigating multiple processes which is wasteful of precious resources and exasperating for both public and professionals. In response, achieving more care closer to home and deeper integration of care and support for vulnerable people has become a policy priority, most recently reinforced in the previous government's key reforms of "Transforming Community Services" (community health) and "Putting People First" (adult social care). This priority is again centre stage in the current Government's health and social care reforms, most recently captured in the white paper: "Equity and Excellence: Liberating the NHS". It is re-stated in the Government's recently published "Vision for Adult Social Care: Capable Communities and Active Citizens".
- 1.2 Hammersmith & Fulham Council is committed to achieving improved value for money in the provision of greater opportunities for its residents at all stages of their lives, including in the provision of support for our vulnerable residents. Therefore, the Council is determined to progress plans to provide more opportunities for people to be supported at home for longer. It recognises that the achievement of this objective requires acting in closer concert with health partners, especially GPs and other professionals in community and acute health services that support people with long term conditions placing them at risk. In these times of severe resource constraints, the imperative to reduce wasteful duplication, take preventative actions and become more productive is vital to protecting front line provision for those in greater need.
- 1.3 In furtherance of these national and local objectives, strongly endorsed by both public and professionals in the care and support services, the Council may use legal powers to integrate Council and health functions so that multi-agency and multi-disciplinary teams can be established under single management and with single points of access and integrated processes.
- 1.4 Over the past six months, officers in Community Services have undertaken work with GPs and professionals from community and acute health services to produce a blueprint for such a multidisciplinary team, combining professionals and working closely with GPs to deliver a Rapid Care service. This work is now progressing to an implementation phase as described later in this report.
- 1.5 In parallel with this development, the Council is exploring the feasibility of achieving service improvements and greater efficiency through the merger of its adult social care functions with our neighbours, Royal Borough of Kensington & Chelsea and Westminster City Council. Those boroughs are



exploring a very similar integrated agenda and the results of this work will be the subject of a report to Cabinet in February. At that time, progress on this plan for integration with health services will be reported to Cabinet and the interconnectedness of these developments will be described.

- 1.6 In the next section, the plans and processes to progress these proposals will be described together with the first phase of implementation characterised as an integrated care project.

## **2. ACHIEVING AGREEMENT WITH CLCH NHS TRUST**

- 2.1 The Director of Community Services has been appointed to the position of Chief Executive of CLCH NHS Trust and will take up that position in mid February. Whilst he will participate in informing these developments, the Council's Chief Executive, working with the Director of Finance and Corporate Services and the Assistant Director (Legal and Democratic Services), will lead the negotiations with CLCH NHS Trust.
- 2.2 Using the powers contained in S113 of the Local Government Act 1972, it is proposed that the Council delegate authority to the Chief Executive acting with the Director of Finance and Corporate Services and the Assistant Director (Legal and Democratic Services), in consultation with the Leader and the Cabinet Member for Community Care, to enter into agreements with Central London Community Healthcare (CLCH) NHS Trust to place officers of CLCH and the Council at the disposal of each other in order to manage adult social care, housing support and related health services on behalf of each other.
- 2.3 Using the powers under S75 of the Health Act 2006, it is proposed that the Council delegate authority to the Chief Executive, acting with the Director of Community Services and Assistant Director ( Legal and Democratic Services), to enter into agreements with Central London Community Healthcare (CLCH) NHS Trust to set up integrated provider services with pooled budgets as appropriate to manage integrated health and Council services; the first of these being for Rapid Care.
- 2.4 Although this report seek agreement to delegate the conclusion of these arrangements to the Chief Executive, the details of the agreement, the arrangements and the final workforce and financial implications will be reported to Cabinet at its February meeting. However, in the next section more detail is included of the elements of the integrated care project - the first phase in the implementation of these plans which have already been the subject of detailed planning with GP's and CLCH NHS Trust.

## **3. PHASE 1: THE INTEGRATED CARE PROJECT**

- 3.1 The Integrated Care Project is a key component of the overarching Continuity of Care Programme, which proposes to transform primary and community

care by improving services so that there is a greater emphasis on prevention and integration, with associated improvements in service user outcomes and system efficiency. A more integrated system of care would be both easier for residents to access and better able to respond to their needs. A primary objective is to prevent premature and unnecessary admissions to institutional and acute care.

- 3.2 The Integrated Care Project is being managed through a governance structure co-led by the Director of Community Services and a General Practitioner and representatives from the Council, H&F PCT, Central London Community Healthcare (CLCH) NHS Trust and Imperial College Healthcare NHS Trust.
- 3.3 The Integrated Care Project includes the Rapid Care and Managed Care workstreams which are explained further below. Most referrals for adult social care services originate from health. A significant number, 27% of all referrals that lead to an assessment, are referrals from hospitals

#### **4. RAPID CARE**

- 4.1 The Council's home care reablement team works closely with CLCH's rehabilitation team to ensure effective discharge from hospital.
- 4.2 There were previously two rehabilitation wards in Charing Cross Hospital - Harold Wesley with 23 beds and Lady Skinner with 15 beds. As a result of extending community rehabilitation services, the need for hospital rehabilitation beds has reduced and the Harold Wesley ward officially closed during August.
- 4.3 Since August, all of those patients who would have formerly been admitted on to Harold Wesley ward are now being discharged back into the community with a package of health and social care. Lady Skinner ward in Charing Cross Hospital is now operating as a specialist assessment streaming hub and a new clinical model has been agreed.
- 4.4 Care within the Farm Lane Community Rehabilitation Unit is provided by a team of nurses, physiotherapists, speech and language therapists and occupational therapists and is overseen by a local General Practitioner practice and there is also some input from a Care of the Elderly consultant from Charing Cross Hospital.
- 4.5 The hospital at home nursing service and the Council's home care reablement service are an essential part of this new model and ideally should be managed together as a single service. They have started working more closely with hospital teams to identify patients in hospital who could be cared for at home. This has also involved local General Practitioners. As a result, patients are now being discharged from hospital at an earlier point, with packages of care to support them at home. The extra costs for home care

reablement are met by NHS H&F.

- 4.6 This work also focused on reducing the number of patients whose discharge from hospital was delayed, There has been a reduction in delayed discharges locally from a rate of 22.6 delays per 100,000 population in April 2009 to 7.3 in July 2010 and to zero in the last reported month.
- 4.7 Whilst a “virtual” Rapid Care service is now operating effectively for hospital discharges and for social care, with all new referrals being channelled through reablement as part of the assessment process since May 2010, the next step is to develop Rapid Care further by creating a fully integrated health and social care service to work towards stopping unnecessary hospital admissions. We are proposing to use S75 of the Health Act 2006 to set up integrated provision and a pooled budget.
- 4.8 A specification for the Rapid Care service is being developed in conjunction with the Council, PCT, CLCH, General Practice and Imperial College.

## **5. MANAGED CARE**

- 5.1 Managed Care is for those most at risk and includes a single point of access to an integrated assessment system for all personal community services, i.e. housing support, social care, primary care, General Practice, community health services, therapies and adaptations.
- 5.2 This service is only at the concept stage at present and is to be designed, incorporating LEAN design principles where appropriate, again in conjunction with the Council, PCT, CLCH, General Practice and Imperial College Healthcare NHS Trust.
- 5.3 Managed Care is a much more ambitious project than Rapid Care. If successful residents of the borough will be able to make one contact in order to access a very wide range of services.
- 5.4 The aim is to have the assessment of a wide range of needs managed by a single individual, thus cutting out waste and improving the experience for the resident. Having a single person managing the package of care will result in the most effective use of health and Council resources and improve care. It is not possible to quantify savings at this stage but it is proposed that the benefits from the service improvements would alone justify the project.
- 5.5 The challenges include creating a single IT system, recruiting and training staff with the required competencies and establishing robust accountability and governance arrangements.

## **6. DELEGATED RESPONSIBILITY**

- 6.1 Delegated authority is sought for the Chief Executive, acting together with the Director of Finance and Corporate Services and the Assistant Director (Legal and Democratic Services), in conjunction with the Leader and Cabinet Member for Community Care, to decide upon integrated care arrangements and to enter into such Partnership Agreements under Section 75 of the National Health Act 2006 as appropriate.

## **7. RISK MANAGEMENT**

- 7.1 The Integrated Care Project is a component of the Continuity of Care Programme. As a key corporate transformation programme, its delivery is included on the corporate risk register. Likewise, progress on achieving project outcomes are managed in accordance with the Council's project management principles and governance arrangement

## **8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES**

- 8.1 Some important MTFs savings rely upon the integration of social care with the NHS. Therefore the proposals in this paper fit with the financial plans of Community Services and the Council as a whole. This paper does not seek any additional funding for these proposals.

## **9. EQUALITY IMPLICATIONS**

- 9.1 The decision that this EIA refers to is not yet at detailed design stage. We recognise that 65% of all services users in a year are 65 or over. Of all service users in a year 61% are women, which increases to almost 70% for those aged 65 or over. All have a disability or long-term impairment. It is therefore likely that the project will impact more on those people, who may also be represented in one or more other equality strands. The project will take this into account at detailed design stage, through to delivery of the service. (source : RAP 2009-10 and includes all community based and residential / nursing placements)
- 9.2 To create a single point of access to an integrated information and assessment service including housing support, social care, General Practice, community health services, therapies and adaptations will be an essential step towards making long term improvements for all groups. Similarly, the long term aims of reducing hospital admissions and ensuring effective discharge will benefit all groups.

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

10.1 The Council and NHS bodies have the power to enter into the type of arrangements proposed. S75 of the 2006 Act allows the Council and NHS Bodies to delegate functions and provide services to one another, share staff and enter into pooled budget arrangements whilst S113 of the 1972 Act allows for the sharing of officers. Legal advice will need to be sought in relation to the negotiation and drafting of the agreement and any employment issues, such as the application of TUPE, which may arise. In developing the arrangements due regard will need to be given to the Council's equality duties.

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

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
1.	Cabinet report: A Framework for Investment in Prevention and Early Intervention for Adults	Mike Turner	Ext 2811
<b>CONTACT OFFICER:</b>		<b>NAME: John Chamberlain EXT. 5004</b>	

# Agenda Item 12



London Borough of Hammersmith & Fulham

## Cabinet

10 JANUARY 2011

**CABINET MEMBER  
FOR RESIDENTS  
SERVICES**

*Councillor Greg Smith*

**LIBRARY STRATEGY 2009-2014 UPDATE**

In 2009 the Library Strategy for Hammersmith & Fulham Libraries was developed and launched. This report updates on progress to date and proposes the next steps.

**Wards  
ALL**

**CONTRIBUTORS;**

DFCS  
ADLDS  
DChS  
DCS  
DENV

**Recommendations:**

1. **Retain the current Hammersmith Library provision in its present location.**
2. **End the council run facility at Barons Court Library from March 31 2011, and enter into a suitable agreement with other organisations to;**
  - (i) **transfer library provision to a volunteer-run service, overseen by Avonmore Primary School,**
  - (ii) **utilise any spare accommodation space to other voluntary sector groups including Citizens Advice Bureau**
3. **If Cabinet agree to the closure of Sands End Community Centre, re-provide Sands End library provision in a community setting, at Hurlingham & Chelsea School, ensuring there is no break in service provision.**
4. **Cease the provision of the mobile library service and re-provide to the Home Library Service and nearby static libraries.**
5. **Roll out the More Than a Library brand to all libraries, retaining the focus on books, promoting quiet space but also offering additional services within the library setting.**
6. **That delegated authority be given to the Director of Residents Services , in consultation with the Cabinet Member for Residents Services, to take all necessary steps to implement the above.**

**HAS A EIA BEEN  
COMPLETED?  
YES**

**HAS THE REPORT  
CONTENT BEEN  
RISK ASSESSED?  
N/A**

## 1. BACKGROUND

- 1.1. The Library Strategy 2009-2014 was released in 2009 and one year on a review has taken place on the progress to date, considering the next steps to transform the library service. The vision for the library service is: Hammersmith & Fulham libraries will provide an efficient, 21st century library service which promotes reading and offers opportunities for cultural enrichment, recreation, employment and learning for all residents. There are 5 priorities in the strategy and the key achievements are summarised below.

### **Priority 1: Providing modern, welcome and accessible library services at the heart of local communities**

- 1.2. Since its opening, Shepherds Bush Library issues have increased by 50% to 80,705, visits have increased by 28% to 227,208 and the number of new members has increased by 298% to 5,541 on the same period the previous year in the old library.
- 1.3. Since re-opening in partnership with Royal Mail, Askew Road library issues have increased by 4% and new members by 27% on the same period in 2009.
- 1.4. The Library Management System, Spydus, provides 24/7 access to library services via the website to manage reservations and loans, search the library catalogue, register for alerts, rate and review books and find out about new stock additions.

### **Priority 2: Improving libraries stock and ensuring that books and reading remain core priorities.**

- 1.5. There has been a 9% increase in stock fund budget between 2009/10 and 2010/11. This has translated into a 4% increase in the issue of non fiction books, a 6.5% increase in the issue of children's fiction books and a 0.2% increase in the issue of adult fiction on 2008/9 figures.
- 1.6. Total loans overall increased by 4.1 % to 669,864 in 2009/10 compared to the previous year – a significant achievement as it runs counter to national trends which are showing a decline in library borrowing.
- 1.7. The library service offers the national Summer Reading Challenge, which encourages children to read at least six books over the summer holiday. In 2009, 130 children completed this programme.
- 1.8. In 2009/10, 415 reading events were delivered attended by 4,071 people and over 80% of eligible Hammersmith & Fulham children received Bookstart packs that encourages all parents and carers to enjoy books with their children from as early an age as possible.

### **Priority 3: Ensuring that staff are customer focussed with the key skills to deliver a 21st century library service to residents**

- 1.9. Retail focused customer experience training was delivered by Marks & Spencer to staff working in Shepherds Bush and Askew Road libraries to give them the skills to deliver good customer service in a modern library environment.
- 1.10. The introduction of self service kiosks, which lend and return items, has enabled staff to be increasingly present on the library 'shop' floor to assist customers and allowed the minimising of the traditional counter.
- 1.11. The 2009 Public Library Users Survey, which surveys library customers over the age of 16, found that 87% of respondents thought the standard of customer care was either good or very good in H&F libraries.

**Priority 4: Providing access to council services and events and activities supporting education and learning, employment opportunities and healthy lifestyles.**

- 1.12. Work Zone is a recruitment, training and employment support partnership, located within Shepherds Bush Library, helping retailers recruit staff and helping job seekers find jobs, training and childcare. Since its establishment over 300 clients have been put forward for interviews and 75 have secured employment.
- 1.13. The libraries run a varied events and activities programme. In April 2010, the number of children attending Under 5 sessions was up by 22% to 787 on the same period in 2009. 255 school classes have visited their local library, a total of 4,266 children in 2009/10.

**Priority 5: Engage effectively with residents and market and communicate all library services to existing and potential customers**

- 1.14. In the 2009 Annual Residents Survey, residents' satisfaction with libraries rose from 65% in 2008 to 77%.
- 1.15. The 2009/10 Library Users survey showed that 83% of library users over the age of 16 thought that their library was good or very good.
- 1.16. In Shepherds Bush Library 66% of customers using the Govmetric terminals thought that the library service was good and 63% of website users thought that the library service was good (against an average of 57% for other London boroughs using Govmetric).
- 1.17. In 2009/10 there were 179 active users of the Home Library Service and 59,298 items were issued, which was up 23% on the previous year.



## 2. PREVIOUS LIBRARY PERFORMANCE

- 2.1. Before the More Than a Library brand was launched, CIPFA data (2008-9) indicated Hammersmith & Fulham libraries performed poorly against other library authorities in London, with:
  - the lowest number of issues
  - the second lowest number of visits
  - the tenth highest (out of 33 boroughs) proportion of spend on employee costs as a percentage of over all service expenditure (although this indicator has improved significantly on the 2007-8 figures).
- 2.2. Appendix A outlines how some of the H&F libraries have improved in 2009/10 on the core, initial, indicators of loans of items and library visits. The net costs were calculated by the total costs of staff, utilities, building costs etc (excluding SLAs, overheads and capital charges) net of income received. Performance was then measured against opening hours and net costs.
- 2.3. Hammersmith, Fulham and Shepherds Bush libraries all perform strongly against the range of indicators presented. Shepherds Bush was operating the new *More Than A Library* model for half of the year (September 09 – Mar 10). Askew Road performance is expected to increase significantly during 2010/11 following the roll out of the More Than A Library model.
- 2.4. However, Barons Court and Sands End libraries both show significant costs per issue and visit compared to the other libraries. For example, it costs an extra £4 to issue a book at Sands End than it does at Hammersmith Library and the unit costs of issues is 100% greater than Shepherds Bush Library (Appx A).
- 2.5. Sands End is the worst performing library overall having the lowest scores against the number of items issued per hour of opening, total items issued, highest net cost per issue, lowest number of visits and number of visits per hour of opening and highest net cost per visit. Barons Court is the second worst performing library overall having the second lowest number of visits, visits per hour of opening and second highest costs per issue and visit.
- 2.6. The reasons for this performance could be due to the proximity to larger libraries with greater choice of products and services to offer. Sands End and Barons Court library are located within a mile of Fulham and Hammersmith Libraries respectively. Appendix C has three maps which show the geographic distribution of library members for each pairing of libraries. These maps show that users at Sands End Library and Barons Court library overlap with users of Fulham Library and Hammersmith Library. This poor performance could also be due to customers using libraries when they are doing other activities like shopping, which draws them to the town centre libraries, and is evidenced by the mapping information in Appendix C.
- 2.7. The mobile library service is currently operated under contract by LB Ealing servicing customers in the north of the borough. The cost of the contract per

annum is £10,500. It is clear that this service does not provide good value for money with exceedingly high costs per issue and visit (£8.27 and £25.74 respectively). Customers close to the current mobile library stop are 1mile from Askew Road, 1.2miles from Shepherds Bush Library, 1mile from Acton Library or 1.3miles from Kensal Rise Library. These libraries offer a wider variety of book stock as well as additional facilities like internet access, activities & events.

- 2.8. To summarise, Hammersmith & Fulham library service was in the bottom quartile of performance in London against a range of performance indicators in 2008/9; the mobile library, Sands End and Barons Court libraries are significantly more costly to run compared with the other libraries; and there exists a staffing structure that is inflexible, costly and not customer focused.

### **3. PROPOSALS FOR THE FUTURE OF THE LIBRARY SERVICE**

- 3.1. Clearly, actions are required to address some of the issues identified in paragraphs 2.1-2.8. It would appear that libraries which can offer a larger selection of stock, a wider range of services and are located on major thoroughfares with good transport/retail links provide better value for money and are more popular with customers. This is demonstrated by the performance of Hammersmith, Fulham and Shepherds Bush libraries.
- 3.2. Therefore a further step change is necessary to develop libraries that are centres of excellence, cost effective to run and offer a wide range of modern and accessible services to residents.
- 3.3. To achieve this, a consultation exercise was undertaken on the following proposals; to:
- deliver the More Than A Library model to Hammersmith Library and Fulham Library, including the potential relocation of Hammersmith Library to a town centre location
  - rationalise the number of libraries from six to four and cease the mobile library service, investigating the potential to locate a pilot library in a community setting.
  - review the staffing structure to meet the needs of a modern library service and the demands of customers
  - explore alternative methods of provision of library services with other London library authorities to drive further efficiencies and customer improvements.
- 3.4. It was proposed that the services currently provided at Barons Court, Sands End libraries and through the mobile library service would be delivered by fewer, but better, more efficient libraries as centres of excellence and small library community hubs in locations such as schools and children's centres.

## 4. CONSULTATION

- 4.1. The consultation on proposals for the library service opened on 27th July 2010 and ran until 15 September 2010. It consisted of an online survey, hard copy versions of the on line survey, two focus groups with young advisors and 3 open days in the 3 main libraries. In addition meetings have been held with residents concerned about the proposed closure of Barons Court Library and Sands End Library. The consultation has been widely circulated and promoted. Full results are contained within Appendix A, with the main highlights outlined below in Section 5. Officers are of the view that the consultation exercise presented sufficient information and gave sufficient time for residents to respond effectively and this is reflected in the results.

## 5. RESULTS

- 5.1. **On line consultation survey** There were 1130 respondents to this survey, which only represents 1% of all LBHF library members, 3.75% of the number of LBHF active borrowers and 0.65% of the resident borough population.
- 5.2. Appendix D provides details of the on line consultation, with a summary below;
- 50% of respondents strongly or tend to agree that LBHF libraries have improved one year on.
  - 41% of respondents strongly or tend to disagree with the council's proposal to roll out the More Than A Library brand
  - 56% strongly or tend to disagree with proposals to relocate Hammersmith Library to a more town centre location
  - 66% strongly or tend to disagree that having fewer but better libraries is the best way forward
  - 42% strongly or tend to agree that it makes financial sense to cease the mobile library
  - 40% of respondents are not sure whether the Sands End library should be re-provided elsewhere in the ward if the Sands End Centre closes.
  - 30% of respondents agree or strongly agree the Sands End library should be re-provided elsewhere in the ward if the Sands End centre closes. 21% of respondents disagree or strongly disagree with this proposal. 40% of respondents answered "not sure" to this question.
  - 64% of respondents disagreed with closing Barons Court Library. Many of the comments made reference to the value that the library brings to the local community.

## What is important for library services?

Very Important or Important		Not really Important or not at all Important	
Books	88%	WiFi	38%
Convenient Opening times	80%	Modern décor and furniture	51%
Central Convenient Location	72%	E-Books	52%
Newspapers / magazines	63%	Self Service Machines	54%
Online information and Resources	62%	Xbox/PS3/Wii	63%
PC access	59%	Café/vending machines	65%
DVDs	55%		
Adult Learning courses	49%		
CDs	49%		
Events & activities	48%		

Other comments given as important for library services include:

- Knowledgeable staff
- Quiet
- Home Library Services
- Photocopiers and printers
- Study space
- Advice and information

When asked what facilities do customers want to see in their library the principle answers were:

- More books, more variety of books
- Book clubs
- Wifi
- Seating
- More activities for adults
- Community meeting spaces
- Ability to rent games for consoles

From this information it appears the key services that people value about their library service are books, quiet study space and knowledgeable staff. In terms of convenience people place as important convenient opening times and location of libraries.

### Young Advisors focus groups

5.3. Young Advisors are young people aged between 15 and 21, who show community leaders and decision makers how to engage young people in community life, regeneration and renewal. Of the 6 young people, only 2 used a public library with 3 of them using their college / university library largely for a space to study/get books from assigned reading list. They valued the free computers, quiet relaxing space to study and ability to borrow books and DVDs.

5.4. Some of the reasons why the young people didn't use a library were:

- Stigma attached- seen as 'geeky/nerdy' particularly for aged 13-19s-

- Don't know/lack of knowledge/understanding of different services offered
- Books are often not useful for college or not on reading list

5.5. The young people were also asked what they would like to see in the library:

- Split zones for children and young people
- Have quiet rooms/zones/focus rooms/ so that those who wish to can work/read quietly
- Other services, or information, for young people operating from libraries

### **Consultation Open Days**

5.6. Three consultation open days were held in Hammersmith, Shepherds Bush and Fulham Libraries. Held between 2pm and 7pm this gave people the opportunity to drop in and speak to senior library managers about the consultation proposals. In total approximately 50 people attended the open days.

5.7. Customers fed back that they would like more quiet dedicated study space, more factual books at Shepherds Bush Library, more "serious" books and newspapers, more promotion of stock through new books displays and lists of new items added to stock. Customers would also like more free time on computers and longer opening hours especially on Sundays.

### **Barons Court Library**

5.8. Supporters for Barons Court Library submitted a petition against its closure to the Council and had meetings with council officers and the Cabinet Member for Residents Services. The action group revealed significant concerns about:

- how local schools will continue to access libraries
- that the amount of money earmarked for saving is not enough to justify the loss
- the lack of consideration of qualitative measures the library offers
- the libraries are all different it's not possible to compare like for like

5.9. The action group suggested ways of making efficiencies and cutting costs to enable the library to remain open including exploring London Borough of Hillingdon's model of cost reduction combined with service improvement and London Library campaigner, Tim Coates' model. Both of these models are explored below and a number of the actions have already been adopted by H&F.

### **Tim Coates and Libraries for Life for Londoners (LLL)**

5.10. Chair of LLL (Libraries for Life for Londoners), Tim Coates, wrote to many London Borough Leaders outlining a number of requests relating to libraries. London Libraries (Association of London Chief Librarians) responded that most services buy mainstream stock shelf-ready from suppliers and those that do not currently are re-examining arrangements in

view of the financial pressures local authorities face. Many are members of consortia for stock purchasing which help to drive down costs. Some materials, such as music scores and small press publications, aren't available through the main library suppliers and still need to be catalogued and processed by the library service, so most authorities are looking at ways to share this work and cut costs while maintaining a high quality catalogue. Further details regarding the LLL requests can be found within Appx D.

### **London Borough of Hillingdon Model**

- 5.11. London Borough of Hillingdon have undergone a transformation programme which has seen them start implementing a refurbishment plan for all their libraries whilst extending opening hours. These were achieved through reducing back office and management functions, direct delivery of stock, renegotiating the supplier contract and creating a flatter staffing structure giving local managers greater empowerment. LB Hillingdon also have an innovative arrangement with Starbucks to offer We Proudly Brew Starbucks products in the libraries. Many of these actions are ones that either have been or are being implemented, however, if implemented in full the savings that these actions could generate are not significant.

## **6. RESPONSE TO HAMMERSMITH AND FULHAM ACTION FOR DISABILITY**

- 6.1. HAFAD provided a full response to the consultation, which has been fully considered. Key concerns raised were physical access for disabled and elderly to new or alternative library sites and the accessibility of the library website. Further details can be found in Appendix D.
- 6.2. The law places a duty on the Council to pay due regard to equalities in everything it does. This duty requires that the Council considers equality in the design and delivery of policies and services. The impact of these proposals on the authority's equalities duties has been fully considered throughout this report, and where possible opportunities for improvements in physical access to library services have been identified. Full consideration of the impact on equalities has been included as part of the Equalities Impact Assessments in Section 12 and Appendix G.

## **7. OTHER MODELS OF DELIVERY AND TRI-BOROUGH WORKING**

- 7.1. In August 2010, LBHF with Royal Borough Kensington & Chelsea were successful in being selected as one of 10 national pilots for the Future Libraries Programme. The purpose of the joint project is to research the concept of shared services and what models could be applied. The goal of the project is to address two key issues: the extent of integration that both boroughs want to move towards (from some shared services to full integration); and the model of delivery that will best suit both boroughs (from in-house delivery to commercial outsourcing). The project will report in January 2011 and assess;

- Delivery models to reduce costs
- Co-location opportunities
- Income generation
- Shared good practice
- Stock supply

7.2. Since the project commenced, it has been agreed to include Westminster City Council within the programme, to support the tri-borough approach endorsed recently by all three councils.

7.3. The London Libraries Change Programme is also looking at what opportunities there are at a pan London level relating to planning library services in the future, including models of delivery.

## **8. LOCAL AREA NEEDS**

8.1. On 3<sup>rd</sup> December 2010, Ed Vaizey Minister for Culture, Communications and Creative Industries, wrote to council leaders to reiterate the importance of compliance with the statutory duty of providing a “comprehensive & efficient” library service under the Public Libraries & Museums Act 1964. The Secretary of State last exercised his statutory power to intervene in April 2009, by commencing a local inquiry into Wirral Metropolitan Borough Council’s compliance with its duties. The inquiry determined that the “comprehensive & efficient” service that local authorities are required to provide is a balance between meeting local needs within available resources in a way which is appropriate to the needs of the local community. Key considerations are: a statement of what the service is trying to achieve; a description of local needs; a detailed description of how the service will be delivered; and the resources available for the service.

8.2. The Council has to pay due regard to equalities in everything it does and requires that the Council considers equality in the design and delivery of policies and services. To support the Equalities Impact Assessments, further analysis has taken place to look at the characteristics of a particular area and how local library service meets the needs of local areas. The characteristics that have been considered are: customer profile, deprivation, accessibility and neighbouring boroughs’ provision.

## **9. CUSTOMER PROFILE**

9.1. Customer patterns of library usage are varied. Appendix C has three maps which show the geographic distribution of library members for each pairing of libraries. Reviewing this geographic distribution allows us to map and, using mosaic data, identify the predominant customer groups in that particular area. Understanding the customer groups enables the service to better to meet the needs of that particular customer group.

- 9.2. Wormholt & White City and College Park & Old Oak wards have the highest ethnic minority populations in the borough with rates in excess of 30%. There are Polish, Urdu, Bengali and Arabic Languages collections at Hammersmith Library. Shepherds Bush Library has Indic, Arabic and Somali language book collections.
- 9.3. All libraries offer access to People's Network PC's and IT Help sessions. These are 30 minute sessions, run by library staff, in addition to Silver Surfers sessions aimed at older people to help bridge the digital divide in technology. These sessions are particularly important in wards like Hammersmith, Sands End and Shepherds Bush Green where the percentage of adults with no qualifications is 20%, 19% and 19% respectively.
- 9.4. The library service offers 24/7 online access to the virtual library, which is attractive to wards where the predominant customer profile is Prosperous Professionals such as Avonmore & Brook Green and Town. Services offered include access to online databases and directories, the ability to renew and reserve items and manage your library account online. There is also the capability to rate and review items, like the Amazon website. Being part of the SELMS consortium also offers access to the stock of 200 other libraries in the consortium and 6 million items which are all available to reserve and borrow. Self service machines, as part of the More Than A Library brand, are also aimed at this demographic to offer a better customer service for those customers who are time poor and do not want to queue.
- 9.5. The borough has a higher proportion of young adults aged 25-39 (36%) whilst only 4.9% of the borough population are aged 75 or over. 12.3% of the borough's population are aged 0-10 years. The library service offers the Summer Reading Challenge, Kick into Reading and the new staffing structure will appoint a dedicated children and young people librarian to promote books and reading to this age group.

## **10. DEPRIVATION**

- 10.1. The highest unemployment rates are in the north borough wards: Wormholt and White City (6.8%), College Park and Old Oak (5.7%), Askew (5.6%) and Shepherd's Bush Green (5.5%). The distribution of benefit claimants mirrors the distribution of the council's properties, with Askew, Wormholt & White City, Hammersmith Broadway and Shepherd's Bush Green wards having the largest number of applicants.
- 10.2. Situating the Work Zone in the north of the borough helps provide a service where there is specific need. Since its establishment over 300 clients have been put forward for interviews and 130 have secured employment.
- 10.3. Both the new Shepherds Bush library and refurbished Askew Road library are in one of the council's five regeneration areas. If Hammersmith Library is relocated as part of a new development in Hammersmith it will be at the heart of the regeneration of Hammersmith town centre.



- 10.4. The service currently works with the Broadway Homeless Project running two reading groups for homeless people at the day centre and the hostel. This gives homeless people access to books and reading in a structured way which can often improve skills and provide a constant at a time of unstable surroundings.

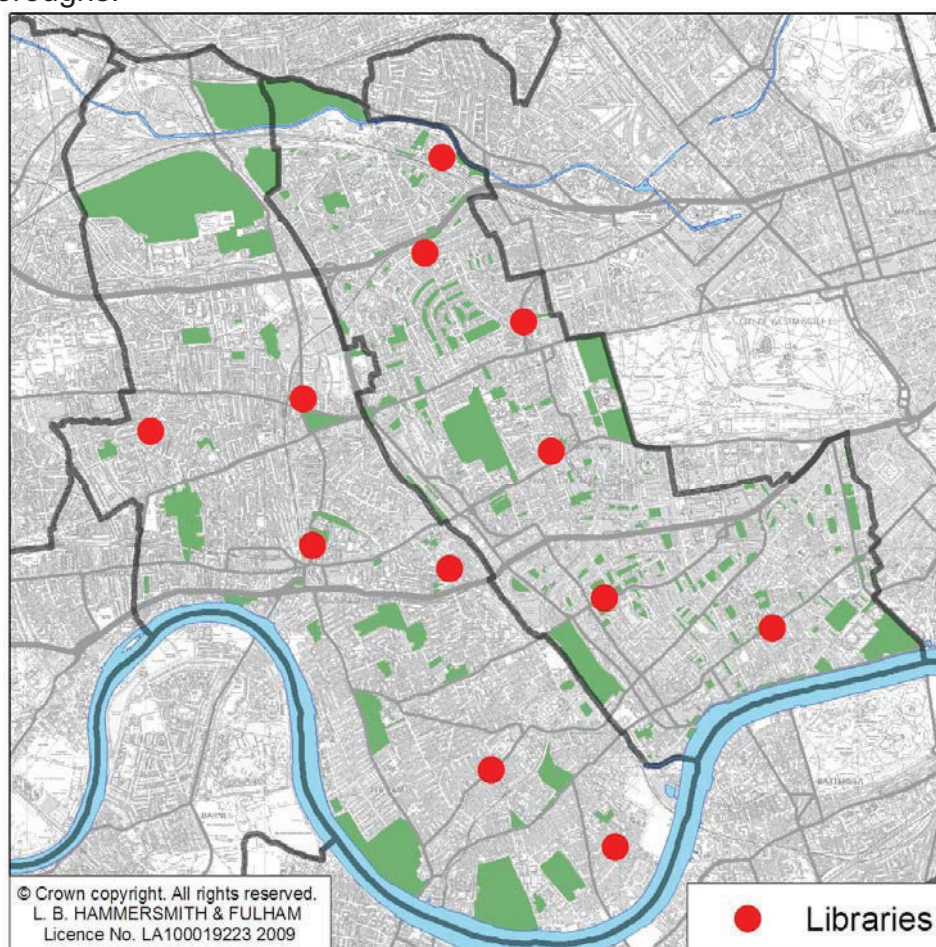
## **11. ACCESSIBILITY**

- 11.1. The five wards with the highest rates of physical disability are all in the north of the borough: College Park and Old Oak; Wormholt and White City; Shepherd's Bush Green; Hammersmith Broadway and Askew.
- 11.2. There are 3 libraries which serve these areas: Shepherds Bush Library, Askew Road Library and Hammersmith Library. The mobile library has two stops in this area of the borough.
- 11.3. Shepherds Bush Library and Askew Road Library are fully accessible for people with physical disabilities. However, the current location of Hammersmith Library has limitations in that the upstairs study area is accessible only by stairs. Hammersmith Broadway, Shepherds Bush Green, Wormholt & White City also have above the borough average of people in with a limiting long term illness. The proposal to relocate Hammersmith Library could better meet these people's needs by being closer to transport hubs like the accessible Hammersmith & City line tube station and the entire library, not just downstairs, would be accessible. The libraries also have collections of books to support people with low level health conditions like mental health problems to provide information on how to manage with these conditions.
- 11.4. Avonmore & Brook Green ward has a below borough average of physical disability registrations, whilst north End and Sands End wards are average for the borough with 38 and 39 registrations per 1000 population. Over 74% of North End and Avonmore & Brook Green residents consider themselves to be in good health and both wards have a below average number of residents suffering from limiting long term illnesses. Sands End and Barons Court library are located within a mile of Fulham and Hammersmith Libraries respectively. Additionally, Sands End is 1.7miles from Brompton Library in RBKC and Barons Court is 1.3 miles from Kensington Central Library. According to Transport For London to travel between the existing Barons Court Library and Kensington Central Library bus route 9, 10 and 27 from Stop J towards Aldwych, King's Cross Stn / York Road and Chalk Farm travel to Kensington High Street Stop B with an average journey time of 18 mins (full details in Appendix F). Almost all of the borough's households live within 400m of a bus route (Borough Profile 2010).
- 11.5. All libraries have talking books stock for customers who have visual impairments or who have suffer difficulties in reading standard stock. The Home Library Service also provides an at home delivery service for customers who are unable to travel to static libraries due to mobility

restrictions. In 2010/10 a dedicated project has been running to increase the take up of the Home Library Service, to allow potentially isolated and vulnerable residents to access the library service.

## 12. NEIGHBOURING BOROUGHS' PROVISION.

- 12.1. As part of the Future Libraries Programmes mapping of both LBHF and RBKC library locations has been carried out, as shown overleaf. The red dots represent the current locations of both borough's libraries. When this map is overlaid with the maps showing the locations of library customers for each library it is evident that the spheres of influence overlap within LBHF borough and across the borough boundary. It is well known that residents of both boroughs flow across borough boundaries to use services and LBHF residents local to Barons Court do use the services of Kensington Central Library. Hammersmith Library has 1170 members whose postcode is not within LBHF boundary and postcodes range from BR3 to WC1X. The Future Libraries Programme will explore whether there are further opportunities for both boroughs regarding locations of libraries to ensure the continued provision of library services to residents of both boroughs.



- 12.2. Further analysis of customer profiles and access to library services is contained within Appendix F.

### 13. FINDINGS AND RECOMMENDATIONS

- 13.1. Roll out of ***More Than A Library brand***. The online survey results did not show significant enthusiasm for rolling out the More Than A Library brand to the rest of the library service. However, during the open days this was probed further and revealed that the messages about the brand had been misinterpreted with a view that LBHF library service was about all the other services offered apart from books and that books and reading was not a priority.
- 13.2. It is therefore proposed that the More Than A Library brand is redefined to raise the prominence of books and quiet study space to appeal to a wide range of customers. Any new provision will look to meet the demand for quiet study space as requested by the on line consultation, open days and by the Young Advisors. The More Than A Library brand will continue to offer a wide range of services as per Shepherds Bush and Askew Road libraries and to co-locate where possible, but will provide for quiet study space as well as other noisier activities like rhyme time and games consoles. Books and reading remain core priorities, but by offering additional services this increases the demand for the core offer of books and reading. Roll out of the new brand will be staggered over a 3 year period.
- 13.3. **Fulham Library**. Based on the costings to refurbish Askew Road and Shepherds Bush libraries it is estimated that it would cost in the region of £80,000 - £100,000 to roll out the More Than A Library model to Fulham Library. The majority of this cost is IT related and would include the installation of self service, new branding, and new furniture. We are also in discussion with potential commercial partners in terms of offering enhanced and complementary services and sharing premises.
- 13.4. **Hammersmith Library** is currently located on the Shepherds Bush Road and is located away from the natural growth zone of Hammersmith Town Centre. Relocating Hammersmith Library to a more central location would attract greater footfall into the library, presents the opportunity of bringing in current non-users due to the potential for passing trade and could create greater footfall for the town centre due to the 281,997 visits to Hammersmith Library in 2009/10.
- 13.5. An option to relocate the library to a brand new development on Beadon Road, Hammersmith was discussed during the Autumn. However, 55% of respondents to the on line survey said that they disagreed with moving Hammersmith Library to a more central location. On further questioning at the open days, the main reason people did not want the library to move was because they liked the quiet study space at Hammersmith that was not available in the new Shepherds Bush Library.
- 13.6. Therefore, it is recommended that Hammersmith Library remains in its current location, although discussions are underway to explore whether a commuted sum from the development could be used to enhance the current arrangements.

- 13.7. **Barons Court Library.** 64% of respondents disagreed with the proposal to close Barons Court Library and local residents submitted a petition to save the library. Interestingly, during the period of consultation the number of visits to Barons Court Library decreased by 9% from 8440 in July to 7701 in September and the number of issues decreased by 17% from 3749 in July to 3107 in September. The proximity of alternative library provision is a key consideration to this proposal. The relative close distance of Hammersmith Library and Kensington Library, the two largest libraries in LBHF and RBKC, as well as Brompton Library shows that there is alternative library provision should Barons Court Library be closed. Arguably due to the close proximity of these two large libraries there is over provision in this geographical area. The financial situation requires savings of £559k to contribute towards the council's Medium Term Financial Strategy. Therefore an alternative way of providing a service needs to be identified given that the current provision is not cost effective, efficient or sustainable. It is therefore proposed that the Council ceases to operate a Library on this site and explores alternative methods to allow a library service to continue to be provided from it.
- 13.8. The council is following up a number of opportunities that could maintain a library presence at the Barons Court Library site. If there is to be no gap in provision from 31 March 2011, when the council run facility at Barons Court Library ceases, the action plan attached at Appendix H will need to be implemented with appropriate funding and clarity on roles and responsibilities.
- 13.9. The favoured option involves utilising the building for multifunctional community use including a library function. Avonmore Primary School have expressed an interest in running a library facility from the building, providing staff to oversee the centre. There is also potential to offer the space to third sector organisations for their use. The Citizens Advice Bureau have already expressed an interest in locating to this site and CAFSA is also being contacted to gauge a further opportunity. An additional spoke of family support could be also offered and the local Church, is also interested in discussing potential opportunities.
- 13.10. Ealing, Hammersmith & West London college have also expressed interest in having a presence and would be willing to run learning courses from the building (subject to funding). However, they would not be able to undertake the running of the library and the full financial liabilities of it. They would be interested in relocating some of the stock to their campus, but this would require capital expenditure to relocate their entrance to the library to meet safeguarding needs. This offers up the possibility of having a centre located in West Kensington / Barons Court that focuses on learning, reading and community support, run by the local community.
- 13.11. There is also the opportunity to use a volunteer model of service delivery, based on other examples like at Bedfordshire County Council. The Chartered Institute of Library and Information professionals acknowledges the contribution that volunteers make to libraries, enriching the services they provide and helping to sustain their viability. Through the consultation it

has become evident that there is a body of people in the community who would like to become more involved with their local library. Offering volunteering opportunities will enable people to become more involved in their local library, building social capital in communities and offering the opportunity to learn customer service skills.

- 13.12. LB Bromley in its capacity as London Residuary Body, holds a covenant which restricts the use of the property to a public library. On the basis that we reconfigure the building to provide a library facility with more for the benefit of the local community, we will confirm with LB Bromley our intention to continue to use the building for library provision.
- 13.13. A further issue has arisen as a consequence of the review of libraries. A buildings audit was undertaken and found works are required for repair that would cost in the region of £250K (see Appendix E for details of the condition survey).
- 13.14. The Home Library Service for those customers who are less able to access a static library, operates from Barons Court Library. This service will now operate from the individual libraries rather than a single location. This will enable greater local control of delivery and flexibility for customers.
- 13.15. **Sands End Library.** The future of Sands End Centre is subject to a separate consultation that the council has undertaken. Following the outcome of this consultation a decision will need to be taken on the future of library service provision in that ward. A petition was submitted to the Council against the closing of the Sands End Centre. If the Sands End centre closes it is recommended that the library is re-provided within a community setting at Hurlingham & Chelsea School. The offer would include volunteer led delivery, IT access, lending of best seller books, and space for activities and events. In the event of the Sands End Centre closing, Sands End Library will not be closed until the service has transferred to its new location to ensure that there is no break in service.
- 13.16. **Mobile Library Service** The consultation showed that the majority of respondents agreed with the proposal to cease the mobile library due to the poor value for money it offers. The static libraries of Shepherds Bush and Askew Road will pick up some of this customer demand while those who are unable to visit libraries will be able to receive the Home Library Service.
- 13.17. **Library staffing.** Library staff are one of the assets of the library service. To continue the modernisation of the library service rolled out at Shepherds Bush and Askew Road libraries, the staffing structure needs to be reviewed to meet the needs of a modern library service and the demands of customers. The restructure will emphasise the focus on customers and create a more efficient, integrated structure which will enable all staff to become multi skilled.

## 14. RISK MANAGEMENT

- 14.1. The Library Strategy 2009-2014 update is reflected in the departmental risk register in two ways:
- Project Management – addresses the risks related to implementing and embedding change, and focuses on areas such as IT changes, adequate project resource, training and changing expectations of finance staff and service managers.
  - Budgetary Control – This section addresses risks to maintaining strong budgetary control within the Council, when introducing new processes, structures and greater manager self-service.

## 15. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 15.1. As part of Britain's current deficit reduction plan the Council estimates that it will need to find £60m of savings by 2013/14. This has translated into a set of challenging efficiency targets for all Council Departments which has required some difficult decisions to be made about service delivery. Given the level of savings to be delivered, the Residents Services Department has been forced to radically review and challenge all services across the department. The Library service is required to deliver £559k in efficiencies across a two year period which represents an 11% reduction on the net budget for the service. In order to achieve this, a library staffing and operating model that delivers improved value for money is required to be developed. A breakdown of how this is targeted to be achieved is set out in 15.5 below.
- 15.2. This £559k saving is required to be achieved net of the £80k investment set out in this report to roll out the More Than a Library brand. In following years, the £80k per annum will be used to fund any improvements required at Fulham and Hammersmith Libraries and an increase in the stock fund. No account has been taken of any costs that would be incurred should an alternative approach be agreed for Barons Court library. Neither has any provision been made for the estimated £250k improvement works to Barons Court Library to ensure it is structurally secure and watertight.
- 15.3. It is proposed that in addition to the staff structure savings already identified as part of a separate staffing review (estimated at £237k pa), a further net £322k pa would be set towards the corporate MTFS savings from 2011/12.
- 15.4. Year one savings as are summarised below

	Barons Court (£k)	Sands End (£k)	Total (£k)
<b>Savings Identified</b>			
Staff Savings	183	183	366
Premises Expenditure Savings	33	31	64

Loss of Income	(20)	(8)	(28)
<b>Net Saving</b>	<b>196</b>	<b>206</b>	<b>402</b>
<b><i>Less: Investment Required</i></b>			
Roll Out More Than A Library Brand			(80)
<b>TOTAL NET SAVINGS SET OUT IN THIS REPORT</b>			<b>322</b>
Staff Structure Savings already identified			237
<b>TOTAL LIBRARY SAVINGS IDENTIFIED</b>			<b>559</b>

- 15.5. The cost of setting up library provision in Sands End ward in a community setting is not known at this stage. This will depend on both the joint funds available between LBHF, the community setting and other potential partners and the nature and size of the offer. This should be noted as a potential financial risk until any proposals have been properly costed and any potential financial liability for the Council is confirmed.
- 15.6. Implementation of the above reorganised staffing and operational model will allow the library service to be managed within it's revised budget from 2011/12. As at month 6 2010/11 the library service is projecting a year end £145k adverse variance.
- 15.7. The savings above are already incorporated within the Council's Medium Term Financial Strategy.

## **16. EQUALITY IMPLICATIONS**

- 16.1. The law places a duty on the Council to pay due regard to the equalities elements of race, gender, and disability in everything it does. This duty requires that the Council considers equality in the design and delivery of policies and services. Equality impact assessments have been completed for the proposals of: ceasing the mobile library service, closing Barons Court Library, and re-providing Sands End Library. The EIA set out the duties of considering the equalities impacts and these are contained within Appendix G.
- 16.2. The Barons Court Library EIA identifies there is a higher number of females than males that use Barons Court Library. These customers will therefore be more affected but due to the close proximity of alternative service provision at Hammersmith Library and Kensington Central Library, the impact will be minimal.
- 16.3. The Sands End Library EIA, like Barons Court, identifies that women will be more affected (as there are more females than males that use the library). However, as the library is to be re-provided within the ward, the impact will be minimal.

- 16.4. The mobile Library EIA identifies that there will be a minimal impact on equalities due to the provision of the home library service and the close proximity of static libraries.

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

- 17.1. The Council is a library authority and has statutory duties to maintain a comprehensive and efficient library service under the Public Libraries and Museums Act 1964. The Council's duty under s.7 of the Act is set out in full below.

General duty of library authorities.

(1)It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof, . . .

Provided that although a library authority shall have power to make facilities for the borrowing of books and other materials available to any persons it shall not by virtue of this subsection be under a duty to make such facilities available to persons other than those whose residence or place of work is within the library area of the authority or who are undergoing full-time education within that area.

(2)In fulfilling its duty under the preceding subsection, a library authority shall in particular have regard to the desirability—

(a)of securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means, that facilities are available for the borrowing of, or reference to, books and other printed matter, and pictures, gramophone records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children; and

(b)of encouraging both adults and children to make full use of the library service, and of providing advice as to its use and of making available such bibliographical and other information as may be required by persons using it; and

(c)of securing, in relation to any matter concerning the functions both of the library authority as such and any other authority whose functions are exercisable within the library area, that there is full co-operation between the persons engaged in carrying out those functions.

- 17.2. In considering the report Cabinet must be mindful of the s.7 duty and have due regard to the matters set out in s.7(2). Cabinet must also consider all relevant matters which are set out in the report and appendices. The results of the consultation exercise are set out in the report and these must be carefully considered as must the outcomes of the equalities impact assessments summarised above and attached at Appendix G.

- 17.3. The statutory equality duties are set out in the assessments and Cabinet must have due regard to both the positive and negative aspects of those duties. The impact of the proposals on the protected groups must be balanced against the counter veiling matters, including the Council financial position set out in the report. It should be noted that the duties are to have "due regard" to the need to achieve the specified goals set out in the



legislation and not necessarily to achieve particular results. Thus the Cabinet will need to pay particular regard to the matters raised by consultees and balance this with the response from officers.

## **18. CONCLUSION**

- 18.1. The financial situation and the success of the More Than A Library model at Shepherds Bush Library have forced the council to consider a new way of delivering library services and to do this difficult decisions need to be made.
- 18.2. Feedback from the public consultation and research into local area needs has been listened to and considered when making the recommendations. The recommendations presented as part of this report will enable the development and improvement of library services in Hammersmith & Fulham, within a context of a challenging financial environment and to ensure that the Council continues to comply with its duties under the Public Libraries and Museums Act 1964.

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

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
1.	Library Strategy 2009 - 2014	Donna Pentelow	RSD
2.	Petition from Save Barons Court Library and Save Sands End Library campaigns	Kayode Adewumi	FCS
<b>CONTACT OFFICER:</b>		<b>NAME: Sue Harris</b> <b>EXT. 5710</b>	

## Appendix A Library Performance 2009/10

Library	Total no. of issues	No. items issued per hour of opening	Net cost per issue* (£)	No. of visits	No. of visits per hour of opening	Net Cost per visit* (£)
Hammersmith Library	173,745	56	6.1	281,997	90	3.76
Fulham Library	153,429	49	6.73	265,910	85	3.88
Shepherds Bush Library	117,684	36	5.15	350,208	107	1.73
Askew Road Library	41,825	17	5.69	93,056	37	2.56
Barons Court Library	46,248	19	7.53	86,972	35	4.00
Sands End Library	32,683	13	10.82	67,045	27	5.27
<b>Mobile Library</b>	408		45.26	232		25.74

\* Net costs exclude depreciation costs, overheads, SLA and capital charges

## Appendix B Library Budgets 2010/11

Askew Road		Barons Court		Fulham		Hammersmith		Sands End		Shepherds Bush	
Staff	183,100	Staff	183,100	Staff	836,200	Staff	557,500	Staff	183,100	Staff	278,700
NNDR	15,400	NNDR	14,000	NNDR	39,900	NNDR	42,200	NNDR	16,100	NNDR	0
Utilities	4,900	Utilities	9,400	Utilities	19,000	Utilities	30,000	Utilities	9,000	Utilities	21,300
Telecoms (incl. London Grid for Learning)	3,600	Telecoms (incl. London Grid for Learning)	8,300	Telecoms (incl. London Grid for Learning)	13,500	Telecoms (incl. London Grid for Learning)	8,000	Telecoms (incl. London Grid for Learning)	5,700	Telecoms (incl. London Grid for Learning)	4,500
Other	1,400	Other	1,000	Other	2,400	Other	300	Other	100	Other	0
<b>Gross Expenditure</b>	<b>208,400</b>	<b>Gross Expenditure</b>	<b>215,800</b>	<b>Gross Expenditure</b>	<b>911,000</b>	<b>Gross Expenditure</b>	<b>638,000</b>	<b>Gross Expenditure</b>	<b>214,000</b>	<b>Gross Expenditure</b>	<b>304,500</b>
<b>Income</b>	<b>(13,200)</b>	<b>Income</b>	<b>(20,200)</b>	<b>Income</b>	<b>(50,200)</b>	<b>Income</b>	<b>(46,700)</b>	<b>Income</b>	<b>(7,900)</b>	<b>Income</b>	<b>(66,600)</b>
<b>Net Expenditure</b>	<b>195,200</b>	<b>Net Expenditure</b>	<b>195,600</b>	<b>Net Expenditure</b>	<b>860,800</b>	<b>Net Expenditure</b>	<b>591,300</b>	<b>Net Expenditure</b>	<b>206,100</b>	<b>Net Expenditure</b>	<b>237,900</b>

### Assumptions

Staff costs based on 1 Assistant Library Manager (Sc6 )and 2 Library Assistants (Sc2-4) per hour at each of Askew Road, Barons Court and Sands End  
Staff costs for Fulham, Hammersmith & Shepherds Bush based on weightings for number of service points to be covered  
Excludes Support & Development team and senior managers as subject of separate service review  
Assumes Council will no longer be responsible for the buildings so will not pay for business rates (NNDR)  
No direct NNDR charges at Shepherds Bush Library as this is covered by the service charge  
NB *Excluding Capital Charges and planned maintenance*

## Appendix C Customer Mapping

- Wormholt & White City and College Park & Old Oak wards have the highest ethnic minority populations in the borough with rates in excess of 30%. There are Polish, Urdu, Bengali and Arabic Languages collections at Hammersmith Library. Shepherds Bush Library has Indic, Arabic and Somali language book collections.
- All libraries offer access to People's Network PC's and IT Help sessions. These are 30 minute sessions, run by library staff, in addition to Silver Surfers sessions aimed at older people to help bridge the digital divide in technology. These sessions are particularly important in wards like Hammersmith, Sands End and Shepherds Bush Green where the percentage of adults with no qualifications is 20%, 19% and 19% respectively.
- The library service offers 24/7 online access to the virtual library, which is attractive to wards where the predominant customer profile is Prosperous Professionals such as Avonmore & Brook Green and Town. Services offered include access to online databases and directories, the ability to renew and reserve items and manage your library account online. There is also the capability to rate and review items, like the Amazon website. Being part of the SELMS consortium also offers access to the stock of 200 other libraries in the consortium and 6 million items which are all available to reserve and borrow. Self service machines, as part of the *More Than A Library* brand, are also aimed at this demographic to offer a better customer service for those customers who are time poor and do not want to queue.

The attached maps show the geographical distribution of library members for each pairing of library.

### Fulham / Sands End



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### Hammersmith / Barons Court



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### Shepherds Bush / Askew Road













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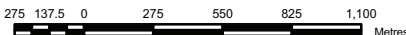
# LIBRARY CUSTOMER DISTRIBUTION MAPPING

Branch Libraries for the borough of Hammersmith and Fulham

## Fulham and Sands End Libraries

Each dot symbol represents the postcode of active borrowers for 2009/2010

-  Library
-  Sands End Library Customer
-  Fulham Library Customer
-  Minor Roads
-  Arterial Roads
-  Wards
-  Borough Boundaries
-  Town Centres
-  Waterways
-  Hammersmith & Fulham Area



Scale: 1:30,000

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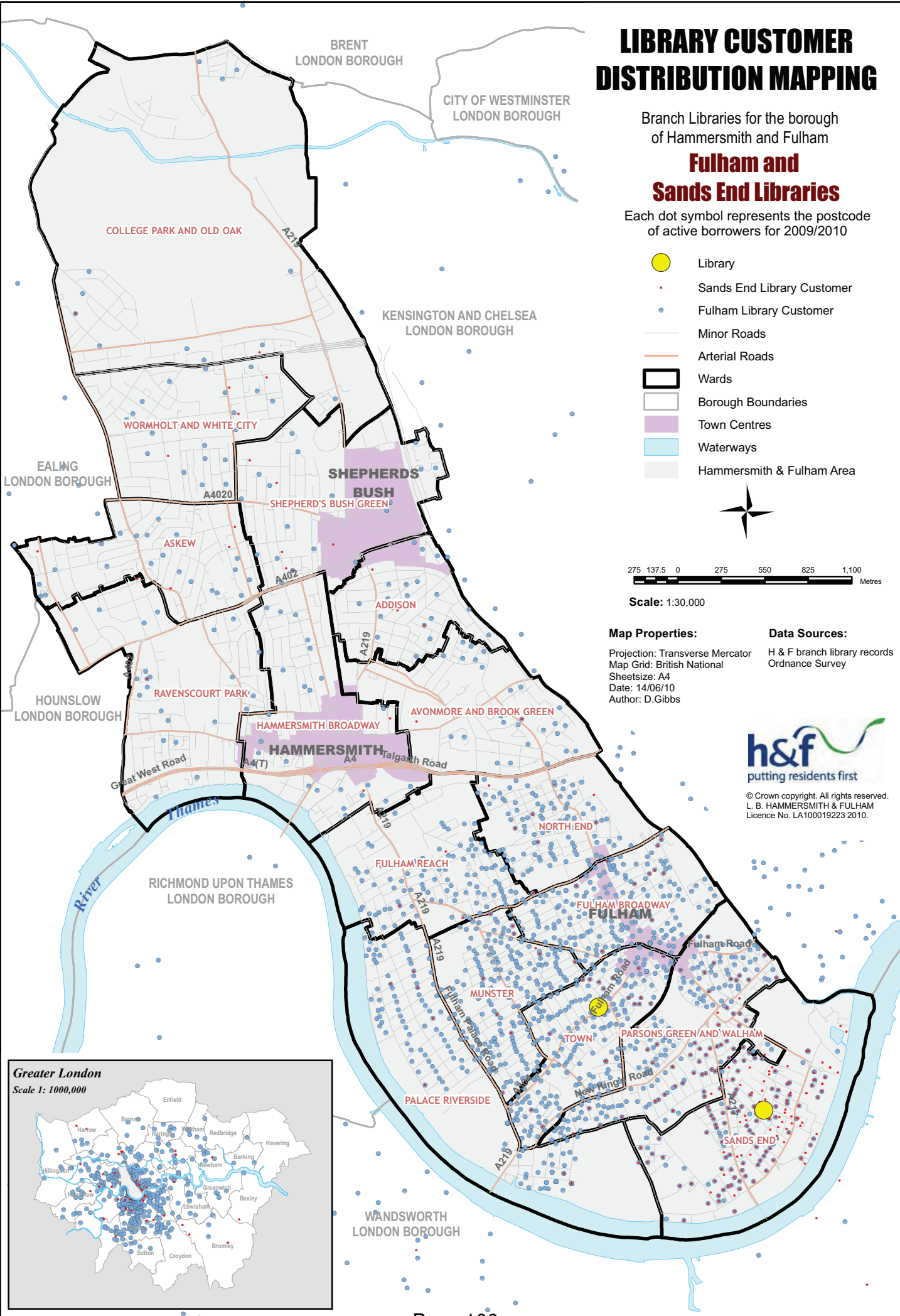
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 Author: D.Gibbs

**Data Sources:**

H & F branch library records  
 Ordnance Survey

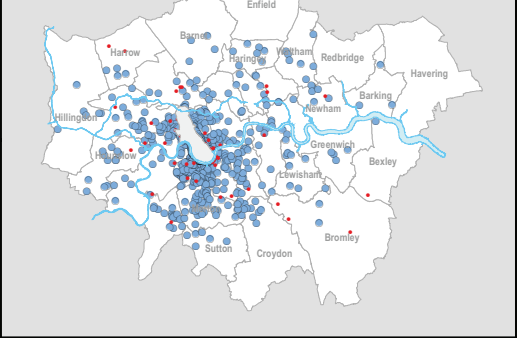


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








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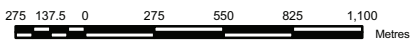


# LIBRARY CUSTOMER DISTRIBUTION MAPPING

## Branch Libraries for the borough of Hammersmith and Fulham **Hammersmith and Barons Court Libraries**

Each dot symbol represents the postcode of active borrowers for 2009/2010

-  Library
-  Barons Court Library Customer
-  Wards
-  Hammersmith Library Customer
-  Minor Roads
-  Arterial Roads
-  Borough Boundaries
-  Town Centres
-  Waterways
-  Hammersmith & Fulham Area



Scale: 1:30,000

**Map Properties:**

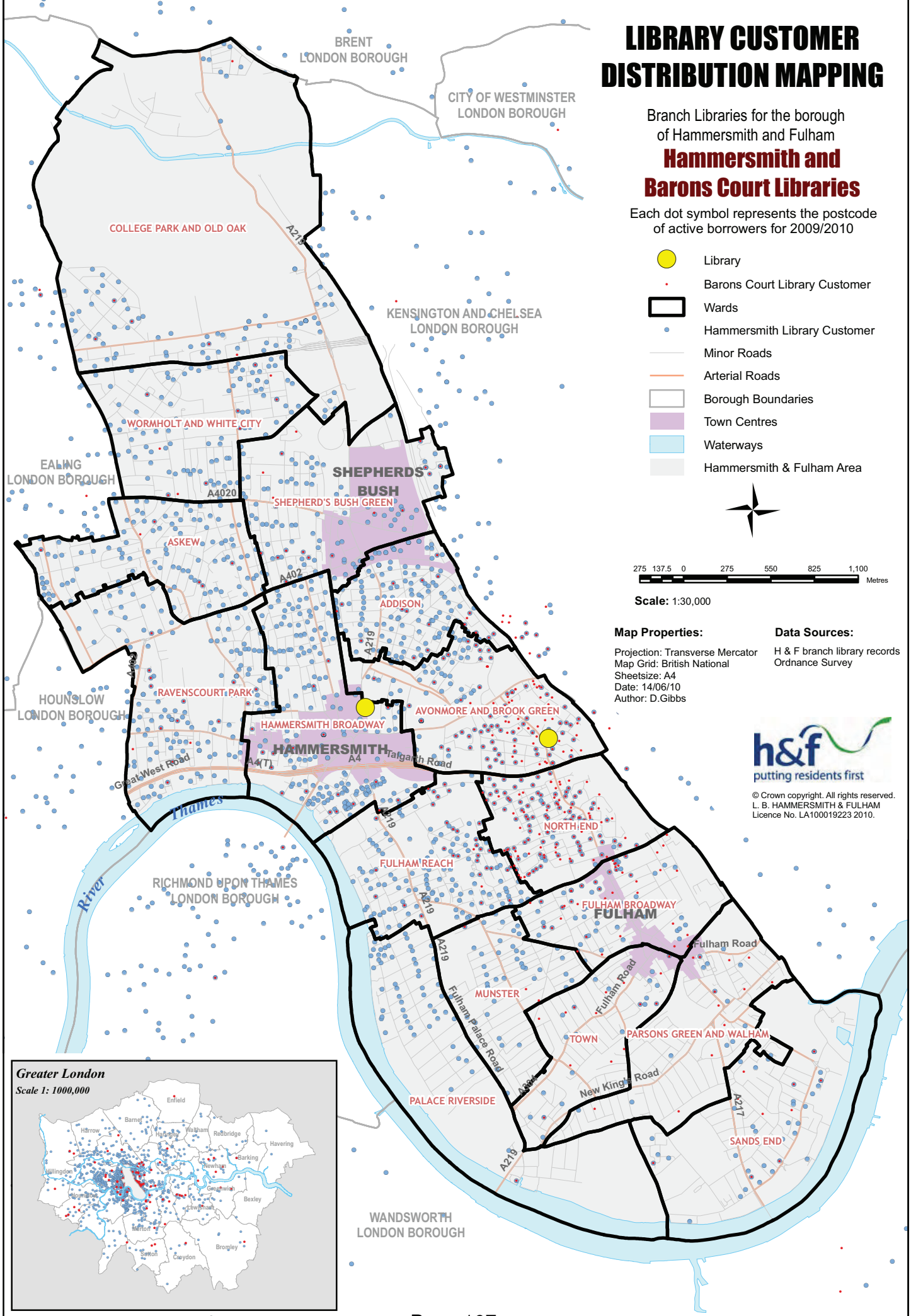
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Author: D.Gibbs

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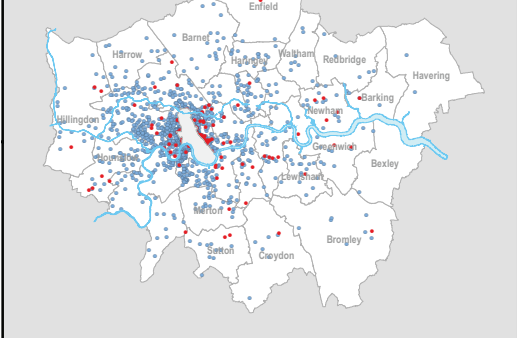
H & F branch library records  
Ordnance Survey



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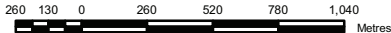
# LIBRARY CUSTOMER DISTRIBUTION MAPPING

Branch Libraries for the borough of Hammersmith and Fulham

## Shepherds Bush and Askew Road Libraries

Each dot symbol represents the postcode of active borrowers for 2009/2010

-  Library
-  Askew Road Library Customer
-  Shepherds Bush Library Customer
-  Minor Roads
-  Arterial Roads
-  Borough Boundaries
-  Town Centres
-  Waterways
-  Hammersmith & Fulham Area



Scale: 1:30,000

**Map Properties:**

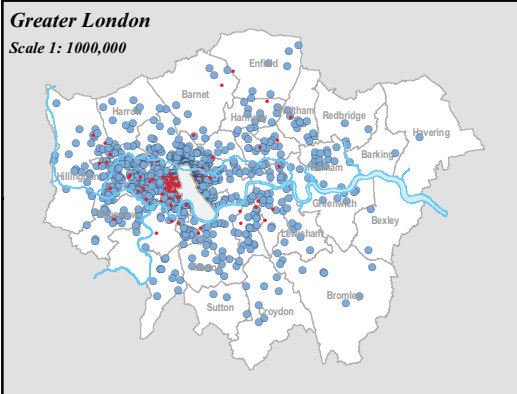
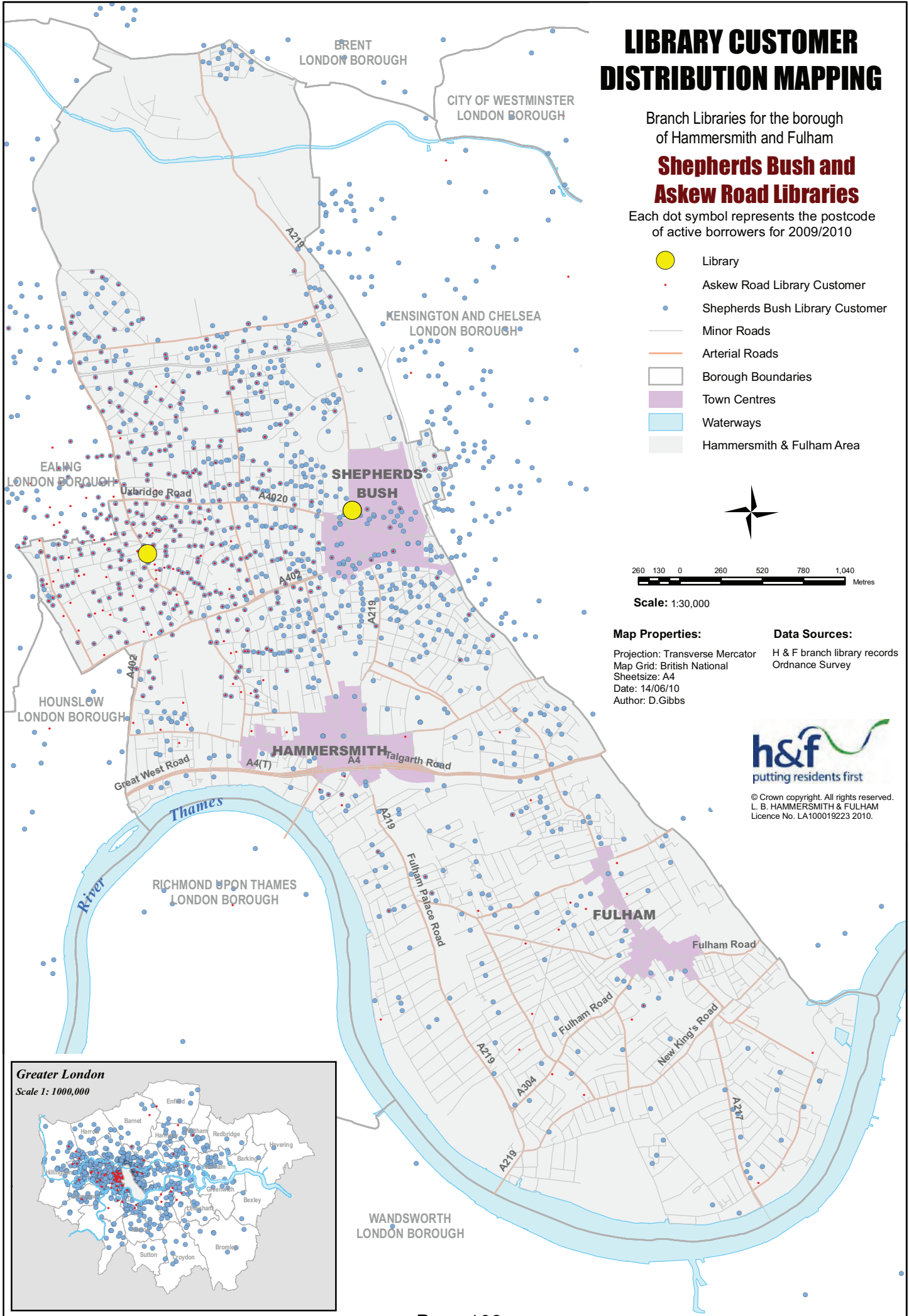
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 Sheetsize: A4  
 Date: 14/06/10  
 Author: D.Gibbs

**Data Sources:**

H & F branch library records  
 Ordnance Survey



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**Where do customers come from?**

<b>Library</b>	<b>Ward</b>	<b>Customer Profile</b>
Askew Road Library	Askew Wormholt & White City	Prosperous Settled Young Professionals Mixed Inner City Urban – Modest Means. Deprived Families in Public Housing Poorer Minority Families.
Barons Court Library	Avonmore & Brook Green North End	Prosperous Mobile Single Young Professionals Well Off Older Global Professionals Deprived Families in Public Housing.
Fulham Library	Town Fulham Broadway Munster Palace Riverside Parsons Green & Walham	Prosperous Single Young Professionals Well Off Older Global Professionals Deprived Families in Public Housing. Prosperous Mobile Single Young Professionals Prosperous Settled Young Professionals. Well Off Families in High Value Homes.
Hammersmith Library	Hammersmith Broadway Ravenscourt Park Addison	Mixed Inner City Urban – Modest Means Deprived Families In Public Housing Well Off Families in High value Homes Prosperous Settled Young Professionals. Prosperous Mobile Single Young Professionals
Sands End Library	Sands End	Mixed Inner City Urban – Modest Means Prosperous Mobile Single Young Professionals
Shepherds Bush Library	Shepherds Bush Green Addison Askew Wormholt & White City	Mixed Inner City Urban – Modest Means Deprived Families in Public Housing. Prosperous Settled Young Professionals Poorer Minority Families.



## Appendix D Consultation Details

- The survey has been on the front page of the LBHF website since it opened on 27 July 2010 and there has been press coverage in the Fulham Chronicle and H&F News.
- The survey has been Tweeted via LBHF's Twitter account, which has 650 followers.
- The survey has been sent to the Fulham and Shepherds Bush Town Centre Managers and has been circulated to their networks.
- Hammersmith BID have promoted the consultation on their website, circulated it to their network and promoted it as part of their open air library at St Paul's Church.
- It is on the Family Information Service and Youth Life websites, which are websites aimed at young people in the borough and provide information for families and young people.
- It is on the H&F Volunteer Centre website and has been circulated to their contacts.
- It has been circulated to Community Liaison to send to community groups in the borough and the LBHF Arts Forum to send to arts organisations in the borough.

Two focus groups were held with Young Advisors. These are specially trained young people who provide advice on policy decisions and service development. The consultation was also circulated to the Borough Youth Forum and their networks to make young people aware of the consultation and encouraging them to respond.

Some of the reasons why young people don't use libraries are:

- Stigma attached- seen as 'geeky/nerdy' particularly for aged 13-19s-
- Too quiet/boring environment "military like"
- Don't know/lack of knowledge/understanding of different services offered
- Can now download ebooks which don't have time limit for when you have to read them
- Unfriendly/unhelpful staff (Young People have a stereotype of librarians as "old and out of touch")
- Books are often not useful for college or not on reading list
- There are often blocks on facebook/personal emails
- Computers not always free and the booking system is not always accessible

The young people were also asked what they would like to see in the library

- Split zones for children and young people
- Clean/warm environment modern furniture
- Have quiet rooms/zones/focus rooms/ so that those who wish to can work/read quietly
- Plugs in focus rooms with place to charge phones
- Laptops in study spaces with Wifi

- Young people working there/apprenticeships
- Youth workers running sessions?
- Friendly/well trained approachable staff/make an effort to engage young people
- Links with Connexions and training providers for young people - perhaps have CV surgeries/interview workshops
- Other services, or information, for young people operating from libraries
- Careers information
- Having books available on reading list of major courses
- Online portal- can log like MSN- (to your homepage/userface) Can have News/What's going on in the community? Link to Youth Life Website.
- Advertise library services more widely- on Youth Life?/Buses etc
- Library card as a phone app/ like Tesco club card?
- Workshops offered for different age groups, teaching them latest technologies e.g. photography, Social Media
- Café/place to get snacks away from books/computers

We held 3 open days in Hammersmith, Fulham and Shepherds Bush library promoting the consultation and actively encouraging all users, including children and young people, to complete it with their views. There have also been displays in all the libraries encouraging people to complete the survey.



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### **Response from Hammersmith And Fulham Action for Disability (HAFAD)**

- We recognise that *the More than a Library* model is something that all councils have to move towards with increased costs of library services and competition from on line services for information, entertainment and reading (ebooks)
- Clarification is sought on the impact the final proposals will have on disabled people and older people and whether they are likely to benefit or be disadvantaged.
- Do LBHF and Royal Borough of Kensington & Chelsea have reciprocal arrangements for library use.
- How can residents travel to alternative libraries by public transport time taken to walk to the library along roads.
- If Hammersmith Library to be relocated, the alternative site would be on a road with buses running in both directions.
- The information centre might be better placed at a Hammersmith Library in and around Hammersmith Broadway with possible sponsorship from Hammersmith BID.
- If it is not possible to relocate Hammersmith library we suggest the council makes this building fully accessible with lifts.
- Make Fulham Library fully accessible as part of moving to *the More than a Library* model.

- If Barons Court library is to be closed what alternative provision does the council have in mind. How easy is it for older people and disabled people to access alternative libraries?
- If Sands End library is to be re-located ensure it is on a road with buses running in both directions to improve access to the library. How easy is it for older people and disabled people to access alternative libraries?
- We recommend that the council clarifies what it means by community hubs so as not to confuse with the 3<sup>rd</sup> sector premises consultation which also refers to 2 community hubs on the Edwards Woods Estate and Dawes Road
- It does not sound as if the mobile library service is cost effective.
- The housebound library service should be renamed home library service with clear eligibility criteria (to be consulted on) linked to reducing isolation and the council's health and well being agenda. We suggest that the council has an increased target (more than 150 residents pa) for the home library service to compensate for closing the mobile library and other libraries as well as reflecting the health and well being agenda.
- We recommend that *More than a library* model should ensure that all its library services are fully accessible as well as in a fully accessible building.
- Improve the accessibility features of the library web pages
- Are self service terminals accessible to disabled people?
- Information about IT training to up skill every resident onto the internet should be easily available
- IT training extended to more people if provision is not sufficient to meet current requirements.
- Seek professional advice on what chairs it should provide in libraries and at computers to assist older and disabled people who need arm rests to get in and out of chairs

### Results from the on line survey

One year on, do you think libraries in Hammersmith & Fulham are improving?	Strongly Agree - 22% Tend to Agree - 28% Not Sure - 33% Tend to Disagree - 11% Strongly Disagree - 6%
What do you think of the Council's proposal to roll out the More Than A Library model to other libraries in the borough?	Strongly Agree - 11% Tend to Agree - 20% Not Sure - 28% Tend to Disagree - 18% Strongly Disagree - 23%
What do you think of the Council's proposal to move Hammersmith Library to a more town centre location closer to	Strongly Agree - 9% Tend to Agree - 15% Not Sure - 19%

shops and transport hubs at the centre of Hammersmith?	Tend to Disagree - 16% Strongly Disagree - 40%
The council considers that having fewer but better libraries is the best way forward for the library service given the financial climate. Do you agree with this proposal?	Strongly Agree - 8% Tend to Agree - 16% Not Sure - 11% Tend to Disagree - 21% Strongly Disagree - 45%
Do you agree that in the current economic climate, it makes financial sense to cease the mobile library given that it costs £45 per issue and £25 per visit on the mobile service, when most users live between 1 – 1.5 miles from their nearest library?	Strongly Agree - 19% Tend to Agree - 23% Not Sure - 22% Tend to Disagree - 13% Strongly Disagree - 22%
Do you think Sands End Library should be replaced with a community hub library based elsewhere in Sands End?	Strongly Agree - 22% Tend to Agree - 18% Not Sure - 40% Tend to Disagree - 7% Strongly Disagree - 14%
What do you think of the Council's proposal to explore different ways of delivering the service, including outsourcing to alternative providers such as a Trust?	Strongly Agree - 4% Tend to Agree - 9% Not Sure - 30% Tend to Disagree - 16% Strongly Disagree - 40%

### Details of the LLL submission

- LLL requested that boroughs do not close libraries, reduce book funds or opening hours in community libraries, nor reduce the hours of front line library assistants. Instead LLL asked councils to look at making savings in bibliographic services and cataloguing, reducing management layers and administration and improving stock distribution.
- The council has not reduced the hours of front line library assistants nor reduced the opening hours of community libraries. The smaller branch libraries of Barons Court, Askew Road and Sands End libraries are open 45 hours per week whilst Hammersmith and Fulham are open 60 hours and Shepherds Bush Library is open 63 hours per week. The council's book fund remains at £250,000 in 2010/11.
- The majority of stock is delivered shelf ready, however, on consideration of LLL's comments the council will look at other supplier options with a view to reducing this spend, however, the potential savings are not significant as specialised cataloguing posts were deleted over two years ago.

- The council is working towards streamlining its stock ordering and processing by using the library management system to its full capability. Electronic Data Interchange (EDI) and Quotes will be implemented before the end of 2010 and this will enable streamline the invoice and ordering process reducing costs and releasing staff time.
- LBHF is a member of the South East Library Management Systems (SELMS) Consortium, which is currently investigating sharing bibliographic services.
- The council have deleted the post of Head of Libraries in March 2010 and the Assistant Director for Parks & Culture, covering libraries, will be deleted in March 2011. As part of the staffing review, the council is proposing to delete the posts of Performance & Quality Manager, Systems Librarian and to reduce the number of library managers from 3 to 2. As part of a departmental administrative review it is proposed that 2 FTE administration posts in the library service will be deleted from December 2010.

## Library Strategy 2009-2014 Update

### Overview

H&F Council has released proposals to open state-of-the-art town centre libraries that replicate the hugely successful Shepherds Bush Library. Shepherds Bush Library at Westfield, has been so popular since it opened last year that the council proposes to use the model as a blueprint for the future of the library service itself.

This consultation is running from 27/07/2010 to 15/09/2010. You can also complete the consultation online at <http://www.citizenspace.com/local/lbhf/LibraryStrategyUpdate>.

### Hammersmith & Fulham Libraries Consultation

Dear resident,

H&F Council has released proposals to open state-of-the-art town centre libraries that replicate the hugely successful Shepherds Bush Library. Shepherds Bush Library at Westfield, has been so popular since it opened last year that the council proposes to use the model as a blueprint for the future of the library service itself.

The Shepherds Bush service was promoted as More than a Library because it offers residents a variety of services under one roof and this is what the council wants to replicate in both Hammersmith and Fulham town centres.

The plan to improve town centre libraries forms part of the next stage of the libraries strategy. The strategy was developed following detailed consultation with residents in March 2009 and has resulted in a nine per cent increase in the number of visits to libraries in H&F during the last year and a 12 per cent increase in resident satisfaction from 65% to 77%.

As part of that consultation, library users made many suggestions for improvements and the council have already acted on their comments. Askew Road and Shepherds Bush libraries have been redecorated, WiFi has been installed, more titles are now available and there are homework clubs for children.

In the current difficult national economic climate, the days of small neighbourhood libraries, which serve relatively small numbers of customers are coming to an end. Instead, the council wants to move to fewer, but better state-of-the-art town centre libraries that attract more customers and are more cost effective to run.

The council needs to find £55 million over the next three years at the same time as it strives to cut its £133 million debt. The council currently pays £5 million on interest payments every year before a single penny goes towards services.

The council believes that this transformation of library services will offer residents the best value-for-money deal possible while balancing the books.

The council is therefore seeking your views on how we can offer More Than a Library in both Hammersmith Library (where we are seeking to find a more central location) and Fulham Library. The council wants to know what services and facilities you would like to see in libraries.

The council is also keen to know what you think about relocating Sands End Library and closing

the hugely expensive-to-run Barons Court Library.

The relocation of Sands End and the closure of Barons Court, together with the mobile library could save us in the region of £300,000 a year. This saving would be ploughed back into the library services and used to cut the debt.

The new Shepherds Bush Library opened at Westfield in September 2009 and has been an unparalleled success in a time when across the country library usage is falling. The new More than a Library facility also offers a large study space, an employment bureau, Wi-Fi connections and public access PCs, a teenage area with computer games and chill-out space.

The number of new members registering has soared by 300 per cent in the first six months of opening compared to the same period at the old library and over 250,000 have already visited the building. In fact, books flew off the shelves so quickly that the council had to take the unprecedented step of placing an emergency order for 20,000 new titles! Since opening, the Workzone at Shepherds Bush Library has put forward over 300 clients for interviews and 75 have secured employment.

Askew Road Library also now follows the More than a Library model and was reopened in March 2010 after the council secured £87,000 from Royal Mail to add a Royal Mail collection office as part of the library. The deal has seen the library totally refurbished and since March, around 15,000 postal deliveries have been collected by residents and during its first month of opening, library membership rose by a third.

The council intends to export this More than a Library model to:

### **Hammersmith Library**

The council has commenced early discussions with developers that could see Hammersmith Library move to a new site in central Hammersmith and dispose of the current building. This proposal will only go ahead following consultation with residents and only if a suitable and affordable site for the library in the centre of Hammersmith is secured.

### **Fulham Library**

Under these proposals the council could spend up to £100,000 of potential savings on improving this busy town centre library, installing state-of-the-art technology and IT, self-service terminals and new furniture and is seeking partners to share this large building, helping to drive down costs and attract more customers. For example, adult learning classes are already delivered from the library.

The council proposes to close:

### **Barons Court Library**

This is the second worst performing library in the borough, with the second lowest number of visits, visits per hour of opening and second highest costs per issue and visit. The council is considering relocating other services into the building, to enable the release of a council asset elsewhere for disposal. As part of this proposal, we would look at the possibility of other alternative provision, including relocating Barons Court stock elsewhere.

The council proposes to relocate:

### **Sands End Library**

Sands End Library is housed in the Sands End Community Centre, which is up for sale as part of

the council's plans to sell assets in order to pay off its debts. This library is the least used in the borough. It issues only 13 items per hour at a cost of over £10 per loan, £4 more than at Hammersmith. Proposals to open a community hub with a library provision elsewhere in the ward are currently under discussion.

The council has carried out detailed analysis of visitor numbers at both of these libraries. Results suggest that users prefer visiting the larger town centre libraries and both buildings are within a mile of Fulham and Hammersmith libraries respectively. In addition, Sands End is only 1.7 miles from Brompton Library in Kensington & Chelsea and Barons Court is only 1.3 miles from Kensington Central Library. Analysis on the geographical distribution of users also shows that Barons Court and Sands End customers overlap with users of Fulham and Hammersmith Library, indicating that users of both pairs of libraries come from the same geographical area.

### **Mobile Library**

The council currently spends £10,500 a year on the mobile library. This equates to an incredibly poor value-for-money deal given the level of usage, with costs of £45 per issue and £25 per visit (2008/9 figures). The council proposes to cancel this service. Customers close to the current mobile library stop are only 1 mile from Askew Road and 1.2 miles from Shepherds Bush Library. Customers who are unable to travel to a library will be eligible for the housebound service which delivers books to the homes of over 150 disabled or elderly residents in the borough already.

The council believes that libraries which offer a large selection of stock, a wider range of services and are located in town centres with good transport and retail links provide better value-for-money and represent the future for our library service. Customers have voted with their feet at Shepherds Bush and Askew and these proposals will ensure that we can build on the success of our More than a Library brand while at the same time servicing our debt. This is all about delivering more for less and we look forward to receiving your comments.

In addition to this survey there will be three open days to come and speak to staff and learn more about the proposals for the library service. These will be held on:

Tuesday 24th August, 14.00-19.00, Hammersmith Library

Thursday 2nd September, 14.00 - 19.00, Fulham Library

Tuesday 7th September, 14.00 - 19.00, Shepherds Bush Library

The consultation closes on 15th September 2010. Your views will then be used to finalise the proposals for the library service in Hammersmith & Fulham with a final decision taken by December 2010.

I look forward to hearing from you.

Cllr Greg Smith

Cabinet Member for Residents Services



## Registration

**Q1:** Are you male or female? (optional)

*Please tick one box only*

Male

Female

**Q2:** What age group are you? (optional)

*Please tick one box only*

16-24

25-44

45-64

65+

**Q3:** What is your postcode? (optional)

.....

**Q4:** Do you or anyone in the household have any long term illness, health problem or disability which limits your daily activities or the work you can do? (optional)

*Please tick all boxes that apply*

Yes, you

Yes, someone in your household

No

**Q5:** If yes, what is the nature of the impairment? (optional)

*Please tick all boxes that apply*

Physical impairment

Mobility impairment

Hearing impairment

Visual impairment

Learning disability

Mental health

Other; e.g. hidden impairment (diabetes, epilepsy, etc.)

**Q6:** Are you in employment? (optional)

*Please tick one box only*

Yes

No

**Q7:** What is your ethnic group? (optional)

*Please tick one box only*

White

Mixed Race

Asian or Asian British

Black or Black British

Chinese

Other ethnic group

## Questionnaire

**Q1:** Last year we asked you what you thought of the library service and we agreed a new library strategy based on your views. One year on, do you think libraries in Hammersmith & Fulham are improving? (optional)

*Please tick one box only*

Strongly Agree

Tend to Agree

Not Sure

Tend to Disagree

Strongly Disagree

**Q2:** How important are the following services in a library to you now? (optional)

*Please tick one box from each section*

Please select	Very Important	Important	Not Really Important	Not at all important
Books				
Newspapers/magazines				
E-books				
WiFi				
Self Service machines				
Events & Activities				
PC access				
Central convenient location				
Modern décor and furniture				
Café / vending machines				
Convenient opening hours				
Adult Learning courses				
Xbox/PS3/Wii				
CDs				
DVDs				
Online information and resources				
Other				

**Q3:** Please specify if you ticked 'Other' in the previous question: (optional)

.....

**Q4:**

Last year we asked you what one thing would improve your library and you told us. This is some of what you asked for and how we have responded:

**Redecorate all premises to make the buildings cleaner and brighter inside.** *We redecorated Askew Road and Shepherds Bush Libraries with new furniture, shelving and bright modern décor.*

**Provide Playstation, Xbox and music.** *We introduced an Xbox, a CD listening post and music software at Shepherds Bush and another Xbox will shortly be going into Askew Road library.*

**More children's events.** *We have a range of children's events and activities including Summer Reading Challenge, Under-5s' story and rhyme time sessions, Saturday Kids' Club, Chatterbooks, Art Club and homework clubs*

Are there any other facilities you would like to see in your library? (optional)

.....  
.....  
.....  
.....  
.....

**Q5:** What do you think of the Council's proposal to roll out the More Than A Library model to other libraries in the borough? (optional)

*Please tick one box only*

- Strongly Agree
- Tend to Agree
- Not Sure
- Tend to Disagree
- Strongly Disagree

**Q6:** What do you think of the Council’s proposal to move Hammersmith Library to a more town centre location closer to shops and transport hubs at the centre of Hammersmith? (optional)

*Please tick one box only*

- Strongly Agree
- Tend to Agree
- Not Sure
- Tend to Disagree
- Strongly Disagree

**Q7:** The council considers that having fewer but better libraries is the best way forward for the library service given the financial climate. Do you agree with this proposal? (optional)

*Please tick one box only*

- Strongly Agree
- Tend to Agree
- Not Sure
- Tend to Disagree
- Strongly Disagree

**Q8:** Do you believe that it makes financial sense to close Barons Court Library and investigate alternative provision, considering that it is one of the most expensive libraries to run in the borough and has a low number of visits 87,000 per year versus 282,000 visits to Hammersmith Library, 1 mile away (optional)

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**Q9:** Do you agree that in the current economic climate, it makes financial sense to cease the mobile library given that it costs £45 per issue and £25 per visit on the mobile service, when most users live between 1 – 1.5 miles from their nearest library? (optional)

*Please tick one box only*

- Strongly Agree
- Tend to Agree
- Not Sure
- Tend to Disagree
- Strongly Disagree

**Q10:** Sands End Library will need to close or relocate if the Sands End Community Centre is disposed of following on from the consultation on the future of this and other buildings in the borough. Do you think it should be replaced with a community hub library based elsewhere in Sands End? (optional)

*Please tick one box only*

- Strongly Agree
- Tend to Agree
- Not Sure
- Tend to Disagree
- Strongly Disagree

**Q11:** What do you think of the Council's proposal to explore different ways of delivering the service, including outsourcing to alternative providers such as a Trust? (optional)

*Please tick one box only*

- Strongly Agree
- Tend to Agree
- Not Sure
- Tend to Disagree
- Strongly Disagree

**Q12:** Would you be interested in receiving information about library events, activities and promotions by email from us? (optional)

*Please tick one box only*

- Yes please
- No thanks

**Q13:** If yes, please provide your email address (optional)

.....

**Q14:** Do you have any concerns about the impact of these proposals for any particular communities in the borough? (optional)

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**Q15:** What is the one service you most value in your library? (optional)

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## Appendix E Barons Court Library Condition Survey



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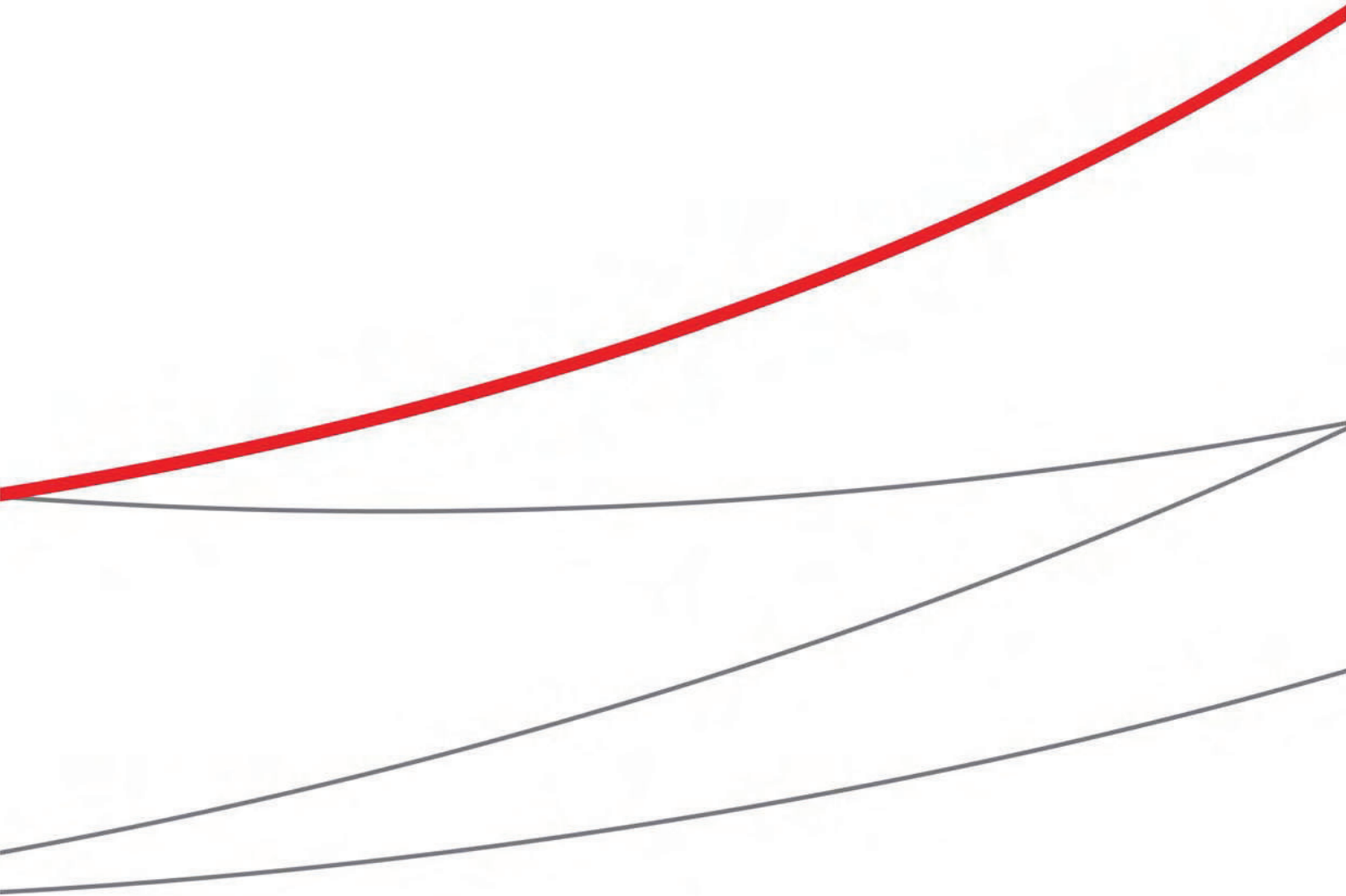
Date/s of Survey: 14<sup>th</sup> Sept 2010

Ref: 19106 108

## Survey Report

For

Barons Court Library  
London SW6



**EC HARRIS**  
**BUILT ASSET**  
**CONSULTANCY**

# Version Control

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Issue	Revision No.	Date Issued	Description of Revision: Page No.	Description of Revision: Comment	Reviewed by:
1	0	15 <sup>th</sup> Sept			S. Bateman
2	1	16 <sup>th</sup> Sept		Condition of Electrical Added	A. Wadhvani
3	2	21 <sup>st</sup> Sept		Condition of Mechanical Added	T. Gardner

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# Survey Report

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## 1. Brief

### 1.1 Instruction/s

A condition survey is required of the whole of the existing library, the apartment above and grounds of the site.

### 1.2 Limitation/s

Access was not granted to the apartment above the library to review the condition of the roof. It should be noted that rainwater may be entering the book lift via this roof.

### 1.3 Special Instructions

The report focuses on the following:

- 1) Internal inspection only to verify possible roof leaks and drainage problems
- 2) Condition of mechanical and electrical services
- 3) A decent homes appraisal of the upper apartment

### 1.4 Terms and Conditions and Copyright

The terms and conditions are as detailed in commission number 64.

This report should not be reproduced without the prior written consent of the surveyor and those commissioning the report.

# Survey Report

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## 2. Property Description

### 2.1 Access, Surroundings and Orientation

The property is West facing with a Library on the ground and basement floors with a self contained apartment above on the 1<sup>st</sup> floor.

There are common parts to the rear of the building giving access to both the rear of the Library and via an internal staircase to the 1<sup>st</sup> floor apartment

The building is set in its own landscaped grounds with public recreation areas, rear vehicle access and an electric sub-station below ground in the North/East corner of the site.

### 2.3 Tenure

It is understood that the Library is owned freehold by the Council, whereas the apartment above may be leasehold (sold under RTB legislation) or let to a tenant of the Council.

### 2.4 Type and Age of Property

A 1960's building of non traditional construction with reinforced concrete floors, masonry (shutter form) outside walls and flat roofs.

### 2.5 Accommodation

A Library occupies the ground and basement floors with public space on the ground with offices to the rear and in the basement.

The apartment above the library has its own rear entrance accessed via an internal staircase off the rear communal hallway which also provides access in to the Library.

# Survey Report

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## 3. Overall Assessment

Please note, the following figures are current at the time of this report (17<sup>th</sup> Sept 2010) and are based on the very competitive state of the current market whereby it is assumed that the works will be competitively tendered.

Allowances have been made for access scaffold, a temporary roof, structural support and other temporary works under the relevant elements of work, however this estimate excludes fee's and VAT.

### 3.1 Structure and Fabric

External timber frame post and shutter form concrete external panel repairs should be carried out within the next 24 months. £ 20,000.00

External doors and windows should be replaced to improve thermal efficiency along with external redecorations within the next 2 to 3 years. £ 40,000.00

Both flat roofs should be recovered in high performance felt and insulated to improve thermal efficiency within 12 to 24 months. £ 50,000.00

### 3.2 Drainage

Jet the entire below ground drainage system and carry out a CCTV survey to locate defects within the next 6 months.

Replace the majority of below ground drainage system rebalancing with a number of connections in to the public sewer to prevent back-surge.

Replace and reroute the above ground drainage system to prevent further internal ingress. £ 30,000.00

### 3.3 Decent Homes Improvements

Replacement kitchen and bathroom, thermal upgrade, rewire, new heating with improved controls to the upper apartment. £ 50,000.00

# Survey Report

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## 4. Survey Findings

### 4.1 Foundations and Ground Conditions

There is no evidence of foundations problems furthermore the design of the foundations is obviously more than adequate hence no action is required.

### 4.2 Super Structure

Other than the need to repair the timber frame posts and isolated repair of the infill panels the condition of the super structure is generally acceptable

### 4.3 Dampness and Timber Defects

The bases of the external timber columns at ground floor level are suffering serious but localised rot and decay and should be repaired as a matter of urgency.

There is no evidence of structural dampness, however and as a result of flooding salts are apparent on basement internal walls which should be taken care of when next decorated.

### 4.4 Roof/s

There have been incidents of rainwater ingress which appears however to be due to blockages in the internally routed rainwater down service and not the roofs.

Should the roofs not been replaced since the 60's however then the thermal efficiency will be very poor and hence re-roofing and a thermal upgrade should be considered.

### 4.5 External Walls, Windows and Doors

Although the external walls only require minor repairs the thermal efficiency of the ground and upper floor will be very poor and hence thermal improvement should be considered.

Again with the external windows and doors which generally appear to functioning okay, heat loss through the single glazing will be significant and should be improved.

### 4.6 Floors, Internal Walls and Ceilings, Finishes and Decorations

The sheet vinyl floor finishes in the basement have been damaged by flooding and should be replaced along with a high performance thin-insulate layer.

Redecorations should be carried in the basement which is very poor condition along with the upper floors should internal thermal improvements be under consideration.



# Survey Report

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## 4. Survey Findings

### 4.7 Drainage

Staff report a history of serious problems whereby the drains back up flooding the basement as well as rainwater entering the book lift.

It is recommended that drainage below ground be rebalanced and surface water down services enlarged and re routed to solve this problem

### 4.8 Heating, Hot and Cold Water and Ventilation

Foreword: The following relates to the Mechanical Services Installations within the library premises only and not to the occupied tenure on the first floor.

Any works associated with the tenure are covered by the provision detailed in clause 3.3

#### Plant Schedule

Gas Fired Wall Mounted Condensing Boiler, Hamworthy, model, Milborne, Output 89KW

Gas Fired Wall Mounted Condensing Boiler, Hamworthy, model, Milborne, Output 89KW

Shunt Pump - Biral / ABCH3110 TF140

Heating Pump – Grundfos UPC 40-60

Heating Pump – Grundfos UPC 40-60

Hawk – Floor Standing Pressurisation Unit

Zillmet – 20 litre Expansion Vessel

Control Panel, complete with a Landis & Gry OSC 21 Controller

Emitters – various types of steel panel radiators.

100 litre Direct Copper Hot Water Storage Cylinder

162 litre Plastic Cold Water Storage Tank

## 4. Survey Findings

### 4.8 Heating, Hot and Cold Water and Ventilation

#### Existing Heating System

The existing low temperature hot water sealed heating system, comprise of 2No wall mounted, gas fired boilers (approximately 4 years old), shunt pump, circulation pumps, return water temperature sensor, outside temperature sensor, control panel, pressurisation unit, expansion vessel distribution pipework and associated standard steel radiators, complete with thermostatic radiator valves in the majority of cases.

The heating distribution pipework is split into two circuits:

Lower Floor Circuit 1, serves the steel panel radiators within the toilets and the area adjacent to the emergency exit door, as well as a 65mm heating coils which runs around the entire perimeter of the basement area.

The output of the heating coil is controlled via a 2-port zone valve, in conjunction with a wall mounted room thermostat

Upper Floor Circuit 2, serves various steel panel radiators within the Library area.

#### Heating Controls

The existing heating control panel is approximately 30 years old and still forms part of the heating control scheme. The integral Landis & Gyr compensator controller is not operational, however, the recent boiler installation and associated works, included upgrading the controls to ensure the temperature of heating distribution is compensated directly at the boilers.

#### Pipework & Valves

The existing pipework is a mixture of copper and black mild steel, in general the majority of pipework and valves throughout the property appear to be in reasonable condition.

#### Radiators & Valves

The majority of radiators within the property appear to be reasonable condition; however, we did note evidence of leaking sections on at least two radiators within the Library area.

We also noted radiators without thermostatic radiator valves.

# Survey Report

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## 4. Survey Findings

### 4.8 Heating, Hot and Cold Water and Ventilation

#### Hot Water

The hot water service to the basement area is provided by a 100 litre, direct copper hot water storage cylinder, complete with a 3KW immersion heater.

The existing cylinder is approximately 30 years old, complete with loose jacket.

The installation is considered to be wasteful of heat and energy and it is recommended that a new pre-insulated cylinder is installed, which comply with Part L of the current Building Regulation.

The hot water service to the library area is provided by a Heatrae Sadia, under sink type water heater

#### Cold Water

The cold water service to the basement area, is provided by a 162 litre plastic cold water storage tank

From our visual inspection, the tank appeared to be in reasonable good condition, complete with lid and insulation jacket etc, however, the tank is situated within a very warm plant room and there is significant heat gain due high internal temperatures.

A water risk assessment was carried out by the measured term water treatment contractor, Clearwater Technology on the 22/3/2010. The report highlighted cold water temperatures at the outlets, which were outside the requirements of the HSE ACOP (L8) document.

Consideration should therefore be given to removing the existing cold water storage tank and converting all cold water outlets to the mains supply and installing an un-vented hot water storage heater fed directly from the cold water mains supply

The cold water service to the library area is already fed directly from the cold water mains supply.

#### Mechanical Ventilation

There are two manually operated, window mounted, mechanical extract fans, within the library area.

During our survey we noted only one fan was operational.

## 4. Survey Findings

### 4.9 Electrical Installation

Foreword: The following relates to the electrical installations within the library premises only and not to the occupied tenure on the first floor.

Any works associated with the tenure are covered by the provision detailed in clause 3.3

#### a. Incoming Supply and Mains Distribution:

The incoming supply consists of a 200amp 3 Phase Service which is more than adequate to supply the electrical services within the premises.

The service head is the original bitumen filled cast iron enclosure which appears to be in good condition.

Mains distribution consists of a 200amp fused switch disconnecter serving an MCCB Panel Board which in turn feeds individual localised distribution boards. All equipment associated with the mains distribution system have been renewed within the last 5 – 7 years and are in good condition.

The mains distribution equipment and respective circuit wiring were last tested in September 2008. The next periodic fixed installation test is due in September 2013. This is programmed to be carried out by PHS Compliance under an existing measured term contract agreement.

#### b. General Power Installations:

The general power installations are carried out using PVC cabling with separate earthing enclosed within surface mounted conduit and trunking.

Circuit wiring is carried out in the form of ring circuits for general power and in the form of radial circuits for fixed items of equipment. RCCB protection is provided as appropriate.

The installations have been renewed within the last 5 – 7 years and are generally in good condition.

## 4. Survey Findings

### 4.9 Electrical Installation

#### c. Lighting Installation:

The Lighting installations are carried out using PVC cabling with separate earthing enclosed within surface mounted conduit and trunking.

With the exception of the luminaires within the basement, the installations have been renewed within the last 5 – 7 years and are generally in good condition with adequate lighting levels.

The existing luminaires in the basement are dated but have been well maintained.

A system of emergency lighting exists in the form of integral inverters contained within the existing general lighting luminaires. Local test facilities exist in the form of key switches.

The emergency lighting installation is compliant with the British Standard (BS5266) and is fully maintained by Honeywell Gent under a measured term contract.

#### d. Fire Alarm System:

The existing fire alarm system is a fully automatic analogue addressable system with central station monitoring.

The system covers all means of escape and high risk areas and thus would be categorised as an L2 system in the British Standard (BS5839 Part1).

The system is in good condition and is fully maintained by Honeywell Gent under a measured term contract.

#### e. Intruder Alarm System:

The existing intruder alarm system consists of dual technology passive infra red movement detectors and door contacts connected to a control panel with central station monitoring. The system includes a staff attack system.

The system is a recent installation, is in good condition and is compliant with the European Standard EN 450131 Part 1.

The system is maintained under a service agreement with Mercury Security Systems.

## 4. Survey Findings

### 4.9 Electrical Installation

#### f. CCTV Surveillance System:

The existing CCTV system consists of colour cameras recording images onto a digital recorder.

The system is a recent installation in good condition and is maintained under a service agreement with Mercury Security Systems.

### 4.10 Security

There is a history of break-ins, hence if replacement windows and doors are considered they should be specified to enhanced security and police target hardening standards.

Consideration should also be given to the inclusion of vibration sensors connected to the existing intruder alarm system.

## 5. Environmental Issues

### 5.1 Energy Efficiency

The thermal efficiency of the external envelope is very poor due to single glazing, poor roof insulation and little or no insulation to the external walls.

Additional thermal insulation should be added to the outside walls, roof insulation upgraded to current standards and doors, windows and roof-lights double glazed.

Staff report space heating is very difficult to control and the existing controls do not respond to patterns of occupancy hence resulting in a substantial loss of energy.

### 5.2 Noise

The building is close to North End Road whereby the secondary benefit of double glazing would improve any problems with traffic noise.

### 5.3 Health and Safety

There are no obvious issues of health and safety relating to the building at the time of survey other than the possible locking off of the gate in to the basement.

### 5.4 Hazardous Materials

The premises being constructed in and around the 60's is cause for concern in that asbestos containing materials (ACM's) were commonly used at this time.

A type 3 survey for asbestos has been carried out but is unrevealing so measures should be put in place for the management of concealed asbestos such as:-

Boiler and ventilation flues sealants wadding and pipe insulation, compartment and fire door facings, thermal wall and soffit lagging, door and window seals and gaskets.

Additionally and should any structural alterations or major works be planned, a specific destructive survey should be carried out and resources provided for treatment.

### 5.5 Protected Trees

It is understood that the building is listed hence any plans to redevelop the site should account for possible tree protection orders.

# Survey Report

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## 6. Matters for Legal Advisors Attention

### 6.1 Sub Station

Enquiries should be made with EDF to check rights of access and responsibility for maintenance of the small sub-station below ground in the North/East corner of the grounds.

### 6.2 Upper Apartment

Enquires should be made as to the type of tenancy of the upper apartment to establish legal rights should the demise be leasehold and contributions to service charges.

### 6.3 Fire Safety

Access for an internal inspection of the upper apartment was not given and so I cannot report on fire safety fire detection in the Library however appears to be satisfactory.

### 6.4 Flood Risk

There is clear evidence of storm condition back surging and flooding in to these premises hence the Legal Advisor should establish flood risk and advise the Client accordingly.

### 6.6 Rights of Way, Easements, Boundary and Party Wall Matters

Rights of access to both the library and the upper apartment are adequate and there are no apparent or serious boundary or party wall issues.



# Survey Report

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## 7. Additional Services

The Client may wish to consider employing a specialist contractor/additional consultancy services to carry out the following further investigations:-

### 7.1 Below Ground Drainage

To remedy any faults, provide an accurate layout and report on adequacy.

### 7.2 Roofs and Surface Water Drainage

To establish the condition of roofs over the premises, cause of rainwater ingress in to the book lift and the effectiveness of surface water disposal through the building.

Signed by the Surveyor

Signed by the Client

Signature

Signature

Date

Date

# Survey Report

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## 8. Photographic Survey



### 8.1 Basement Rear Entrance

Shower rear basement entrance where drains back-up via channel

## 8. Photographic Survey



### 8.2 External Frame Post

Showing poor state of repair, rot and decay

# Survey Report

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## 8. Photographic Survey



### 8.3 Book Lift

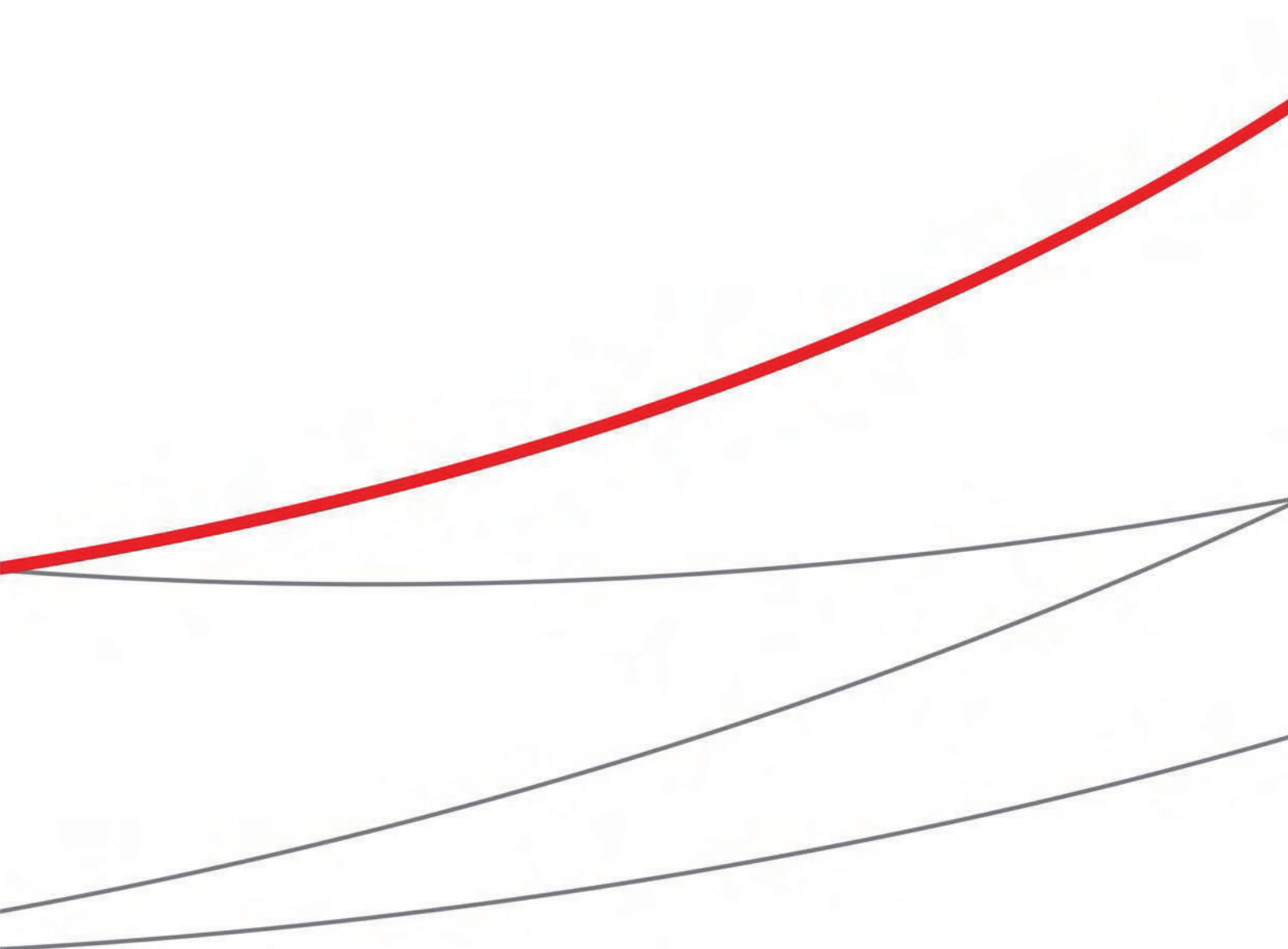
Showing collapsed lid of dumb waiter due to rainwater ingress

## 8. Photographic Survey



### 8.4 Ground Floor Library

Showing outside wall, draughts and heat loss through louvered windows



### Appendix F Travel distances and routes between key libraries

Walking Distances	Barons Court Library	Hammersmith Library	Kensington Central Library	Fulham Library	Sands End Library	Brompton Library
Barons Court Library		0.9miles	1.1miles	1.2miles	1.8miles	1.1miles
Hammersmith Library	0.9miles		1.5miles	1.3miles	2.7miles	1.9miles
Kensington Central Library	1.1miles	1.5miles		2.2miles	2.6miles	1.1miles
Fulham Library	1.2miles	1.8miles	2.2miles		0.9miles	1.4miles
Sands End Library	1.8miles	2.7miles	2.6miles	0.9miles		1.7miles
Brompton Library	1.1miles	1.9miles	1.1miles	1.4miles	1.7miles	

Bus Routes - from → to ↓	Barons Court Library	Hammersmith Library	Kensington Central Library	Fulham Library	Sands End Library	Brompton Library
Barons Court Library						
Time Taken		24mins	24mins	27mins	34mins	26mins
Bus Number(s)		9 or 10	9 or 10 or 27 (or 28 at Stop E)	28 or 391	28	328
Bus Stop Location(s) Depart Change Arrive		Hammersmith Bus Station (F)  North End Road/Hammersmith Road (J)	High Street Ken. Station (F)	Shorrolds Road (A)  Lytton Estate (U)	Sands End/Hazlebury Road (N)	Old Brompton Road (N)  West Cromwell Road (E)
Hammersmith Library	Barons Court Library	Hammersmith Library	Kensington Central Library	Fulham Library	Sands End Library	Brompton Library

Time Taken	24mins	27mins	30mins	37mins	42mins (2 Buses)
Bus Number(s)	27 or 10 or 9	27 or 10 or 9	295	295	430 or 74 & Change to 295 or 190
Bus Stop Location(s) Depart Change Arrive	North End Road/Hammersmith Road (E)	High Street Ken. Station (F)	Shorrolds Road (D)	Sands End/Hazlebury Road (N)	Redcliffe Gardens (M) Fulham Cross (HE)
	Hammersmith Broadway (Z4)	Hammersmith Broadway (Z4)	Hammersmith Broadway (N)	Hammersmith Broadway (N)	Hammersmith Broadway (N)
<b>Kensington Central Library</b>	<b>Barons Court Library</b>	<b>Kensington Central Library</b>	<b>Fulham Library</b>	<b>Sands End Library</b>	<b>Brompton Library</b>
Time Taken	24mins	27 mins	38mins	45mins	28mins
Bus Number(s)	28	9 or 10	28	28	328
Bus Stop Location(s) Depart Change Arrive	Lytton Estate (U)	Hammersmith Bus Station (F)	Shorrolds Road (A)	Sands End/Hazlebury Road (N)	Old Brompton Road (N)
	High Street Kensington (A)	High Street Kensington (B)	High Street Kensington (A)	High Street Kensington (A)	High Street Kensington (A)
<b>Fulham Library</b>	<b>Barons Court Library</b>	<b>Hammersmith Library</b>	<b>Fulham Library</b>	<b>Sands End Library</b>	<b>Brompton Library</b>
Time Taken	27mins	30mins	26mins	32mins (2 Buses)	
Bus Number(s)	391 or 28	295	424	328 or C3 & Change to 14 or 414	
	43mins (2 Buses)	28			



Bus Stop Location(s) Depart Change Arrive	W. Kensington Station (S) Fulham Broadway (E)	Hammersmith Library (P) Shorrolds Road (J)	High Street Ken. Station (E) Fulham Broadway (E)		William Morris Way/Sainsbury's (TW) Fulham Library (V)	Earls Court Rd/Old Brompton Rd (L) Chelsea & Westminster Hospital (HA) Fulham Library (V)
<b>Sands End Library</b>	<b>Barons Court Library</b>	<b>Hammersmith Library</b>	<b>Kensington Central Library</b>	<b>Fulham Library</b>	<b>Sands End Library</b>	<b>Brompton Library</b>
Time Taken	32mins	37mins	45mins	26mins		29mins
Bus Number(s)	28	295	328 & change to C3	28 or 295		C3
Bus Stop Location(s) Depart Change Arrive	W. Kensington Station (S) Sands End/Hazlebury Road	Hammersmith Library (P) Sands End/Hazlebury Road	High Street Ken. Station (E) Neverne Place (K) - walk to Earls Court Station (A) Glenrosa Street (C)	Fulham Broadway (E) Sands End/Hazlebury Road		Earls Court Rd/Old Brompton Rd (L) Glenrosa Street (C)
<b>Brompton Library</b>	<b>Barons Court Library</b>	<b>Hammersmith Library</b>	<b>Kensington Central Library</b>	<b>Fulham Library</b>	<b>Sands End Library</b>	<b>Brompton Library</b>
Time Taken	24mins - walk	36mins	22mins	38mins		
Bus Number(s)		295 & change to 430	328	295 or 211 & change 430	31mins	C3

Bus Stop Location(s)				
Depart	Hammersmith Library (P) Bothwell Street (HC)	High Street Ken. Station (E)	Sherbrooke Road (W) Fulham Cross (HD)	Glenrosa Street (H)
Change				
Arrive	Bolton gardens (GA)	Earls Court Road/Old Brompton Road (L)	Bolton gardens (GA)	Old Brompton Road (N)

## Appendix G Equalities Impact Assessments

### Mobile Library Service



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### Sands End Library



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### Barons Court Library



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### Equality Impact Assessment Initial Screening Tool with Guidance

This document has been produced to help you assess the likelihood of impacts on equality groups – including where people are represented in more than one strand – with regard to your new or proposed policy, strategy, function, project or activity. It has been designed to complement the e-learning tool for Equalities Impact Assessments and to help with your business planning process, as well as to ensure that your policy/project does not incur a delay due to lack of equalities consideration.

### Initial Screening Equality Impact Assessment Tool

Section 01 Details of Initial Equalities Impact Screening Assessment	
Financial Year and Quarter	2010/11
Name of policy, strategy, function, project, activity, or programme	Library Strategy 2009 – 2014 Update: Mobile Library
Q1 What are you looking to achieve?	<p>The Library Strategy 2009 – 2014 Update is an update on the progress against the actions set out in the Library Strategy 2009-2014 and the next steps to deliver modernisation of the library service. The recommendations of the report are to: Progress relocation of Hammersmith Library to a more central location ; Close Barons Court Library, but continue to explore possibilities of partnerships with Ealing, Hammersmith &amp; West London College, Citizen Advice Bureau to enable a volunteer led library provision in the building; Re-provide library provision in a community setting in Sands End Ward, if the Sands End Centre closes; Roll out the More Than a Library brand to all libraries, maintaining the focus on books but offering additional services within the library setting; Cease the provision of the mobile library and divert custom to Home Library Service or nearby static libraries.</p> <p>The Mobile Library is operated under contract by Ealing Council and makes 3 stops in the borough. It issued 1270 items in 2009/10 and had 232 visits over a year. This converts into a cost per issue of £8.27 and a cost per visit of £25.74. The Mobile Library stops are approximately 1.2miles from Shepherds Bush Library and 1.1miles from Askew Road Library.</p>

**Q2**

**Who in the main will benefit?**

Race	/	L	<ul style="list-style-type: none"> <li>▪ Wormholt &amp; White City, College Park &amp; Old Oak and Shepherds Bush Green wards have the highest ethnic minority populations in the borough. However, the customer base is so small that the impact is likely to be minimal.</li> <li>▪ Mapping data also shows that there are many customers of both Shepherds Bush Library and Askew Road Library that live in that area. These newly refurbished libraries offer a broader range of services than the mobile library.</li> <li>▪ Where customers are unable to get to static libraries they will be able to make use of the Home Library Service, that delivers a range of items to homes.</li> </ul>
Disability	/	L	<ul style="list-style-type: none"> <li>▪ Where customers are unable to get to static libraries they will be able to make use of the Home Library Service, that delivers a range of items to homes.</li> <li>▪ Wormholt &amp; White City, College Park &amp; Old Oak and Shepherds Bush Green wards have the highest physical disability registrations per 1000 population in the borough (March 2010). However, the customer base is so small that the impact is likely to be minimal.</li> <li>▪ The Mobile Library stops are approximately 1.2miles from Shepherds Bush Library and 1.1miles from Askew Road Library.</li> <li>▪ Mapping data also shows that there are many customers of both Shepherds Bush Library and Askew Road Library that live in that area. These newly refurbished libraries offer a broader range of services than the mobile library and are fully accessible.</li> <li>▪ <b>Mobile Library Stop to Shepherds Bush Library:</b> From Erconwald St walk to East Acton Underground. Take Central Line towards Epping. Stop off at Wood Lane. Total journey time 24 minutes.</li> <li>▪ The overall customer base is small and the Home Library Service will be in place for those who may need it'</li> </ul>
Gender	/	L	
Age	/	L	<ul style="list-style-type: none"> <li>○ Unfortunately user data is unavailable for the age breakdown of users.</li> <li>○ Where customers are unable to get to static libraries they will be</li> </ul>

<p><b>Q3</b> Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p> <p><b>Q4</b> Does the policy, strategy, function, project, activity, or</p>					<p>able to make use of the Home Library Service, that delivers a range of items to homes.</p>
	Sexual Orientation	/	L	<ul style="list-style-type: none"> <li>○ The impact on sexual orientation is likely to be minimal due to the alternative provision in a mile's radius of Mobile Library stops.</li> </ul>	
	Religion/belief (including non-belief)	/	L	<ul style="list-style-type: none"> <li>○ The impact on religion is likely to be minimal due to the alternative provision in a mile's radius of Mobile Library stops.</li> </ul>	
	Socio-Economic	/	M	<ul style="list-style-type: none"> <li>○ The customer segmentation of the Wormholt &amp; White City ward is predominantly Deprived Families in Public Housing. However, due to the small customer base it is envisaged that there will be minimal socio-economic impacts.</li> <li>○ However, those customers are unable to get to alternative static libraries they will be able to make use of the Home Library Service, that delivers a range of items to homes.</li> </ul>	
<p>Will it affect Human Rights, as defined by the Human Rights Act 1998? (Note: Human Rights will not be relevant in every case but must be considered. If unsure, seek advice from the Opportunities Manager)</p> <p>No.</p>					
<p>No.</p>					
<p>No</p>					

	programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?
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### Initial Screening Equality Impact Assessment Guidance

<p><b>Section 01</b></p> <p><b>Details of Initial Equalities Impact Screening Assessment</b></p> <p>A <b>Policy</b> refers to an approved decision, principle plan or a set of procedures by Cabinet, or a Cabinet Member under delegated powers that affects the way that the Council conducts its business both internally and externally. A policy can include: strategies, guides, manuals and common practice.</p> <p>A <b>Strategy</b> refers to a systematic short term or a long term plan of action that is designed to achieve a specific business benefit or goal(s).</p> <p>A <b>Function</b> refers to any actions and/or activities designed to achieve a specific business benefit or goal.</p> <p>A <b>Project</b> defines how a temporary structure or scheme can achieve a specific business benefit or goal(s). A project can be implemented by setting up aims and objectives, resources, communication, budget needs and timelines.</p> <p>An <b>Activity</b> is a specific task (or a groups of tasks) which can also form as part of a 'function'.</p> <p>A <b>Programme</b> is a portfolio of activities and projects that are co-ordinated and managed as a unit such that they realise common outcomes and benefits.</p>	
<p><b>Q1</b></p> <p><b>What are you looking to achieve?</b></p>	<p>For example this might help to implement outcomes identified in policies such as the <a href="#">Single Equality Scheme</a>, <a href="#">Disability Equality Scheme</a>, <a href="#">other EIAs</a> in your service department, or in another department that your service/service users also interact with and draw down services from, <a href="#">Corporate Plan</a>, <a href="#">LAA Targets</a>, <a href="#">CAA Aims</a>, <a href="#">UDP</a>, or <a href="#">JSNA</a>.</p>
<p><b>Q2</b></p> <p><b>Who in the main will benefit?</b></p>	<p>Consider the impact across the seven strands:</p> <ul style="list-style-type: none"> <li>▪ Race (including colour, nationality, ethnic or national origins)</li> <li>▪ Gender (including pregnancy and maternity, gender reassignment)</li> </ul>

- Disability (including mobility and sensory impairments, people with life-limiting illness)
- Age (including children and young people, and older people)
- Sexual Orientation (heterosexual, homosexual, bisexual people)
- Religion / belief (including non-belief)
- Disadvantage arising from socio-economic status

Additionally, demonstrate here that the impact on **human rights** arising from the policy, strategy, function, project, activity, or programme, has been considered (see below for list of rights).

### **Race Equality Duty**

Requires due regard to the need to:

- Eliminate unlawful racial discrimination;
- Promote equal opportunities; and
- Promote good relations between people from different ethnic groups.

Public authorities are expected to have 'due regard' to the three parts of the duty to promote race equality. This means that the weight given to race equality should be proportionate to its relevance to a particular function. This may mean giving greater consideration and resources to functions or policies that have the most effect on the public or employees. Relevance is about how much a function affects people, as members of the public or as employees of the authority. For example, a local authority may decide that race equality is more relevant to raising educational standards than to its work on highway maintenance. Note also that 'due regard' does not mean that race equality is less important when the ethnic minority population is small.

### **Gender Equality Duty**

Requires due regard to the need to:

- Eliminate unlawful sex discrimination and harassment (including for transsexual people); and
- Promote equality of opportunity between men and women

Public authorities are expected to have 'due regard' to the two parts of the duty to promote gender equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

### **Disability Equality Duty**

Requires due regard to the need to:

- Promote equality of opportunity between disabled persons and other persons;
- Eliminate discrimination that is unlawful under the Act;
- Eliminate harassment of disabled persons that is related to their disabilities;



- Promote positive attitudes towards disabled persons;
- Encourage participation by disabled persons in public life; and
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons

Public authorities are expected to have 'due regard' to the six parts of the duty to promote disability equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

### **Age**

The Council's Age Equality Scheme sets out LBHF's commitment to age equality for people of all ages, including children and younger people and older people, across employment and service delivery. The Employment Equality (Age) Regulations 2006 make it unlawful to discriminate on the grounds of age in the areas of employment and vocational training and apply to employees, independent contractors and contracted workers. Age discrimination law does not currently apply to goods and services, though human rights law may give some protection in these areas. If you are unsure whether this applies, contact the Opportunities Manager.

### **Sexual Orientation**

The Equality Act (Sexual Orientation) Regulations 2007 prohibit discrimination on the grounds of sexual orientation in the provision of goods, facilities and services, in education and in the exercise of public functions. The Regulations make it unlawful to:

- Refuse to provide goods, facilities and services on grounds of sexual orientation;
- Provide goods, facilities and services of a different quality on grounds of sexual orientation;
- Provide goods, facilities and services in a different manner on grounds of sexual orientation; and
- Provide goods, facilities and services on different terms on grounds of sexual orientation.

The Regulations also apply to pupil admissions and access to education services.

### **Religion / Belief (inc. non-belief)**

The Equality Act 2006 makes it unlawful (subject to certain exemptions) to discriminate on the grounds of religion or belief (including non-belief) in the following areas:

- The provision of goods, facilities and services;
- The disposal and management of premises;

- Education; and
- The exercise of public functions.

In addition, legislation implementing the European Union's Equality Framework Directive 2000 came into force in December 2003, making it unlawful to discriminate against anyone directly or indirectly on the grounds of faith.

**Socio-Economic**

For LBHF, the relationship between socio-economic status and other equality strands and impacts underpins our creation of a Borough of Opportunity for All. It means understanding the relationship between these characteristics and socio-economic disadvantage and the experience of other vulnerable groups when considering the impacts of our policies and so forth. The duty to consider socio-economic disadvantage will be placed on public bodies when taking decisions of a strategic nature on how to exercise its functions, and will come into force in April 2011 under the Equality Act 2010 (the main provisions of which come into force in October 2010). We will be required to have due regard to the desirability of exercising our functions in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.

**Reasoning/Comment (inc N/A)**

In this section you should outline your reasoning behind your scores of low/medium/high, and use this section when a particular equality strand may not be relevant.

**Human Rights**

Public authorities have an obligation to act in accordance with the European Convention on Human Rights. These are:

- Right to life
- Freedom from torture and inhuman or degrading treatment
- Right to liberty and security
- Freedom from slavery and forced labour
- Right to a fair trial
- No punishment without law
- Respect for your private and family life, home and correspondence
- Freedom of thought, belief and religion
- Freedom of expression
- Freedom of assembly and association
- Right to marry and start a family

	<ul style="list-style-type: none"> <li>• <a href="#">Protection from discrimination in respect of these rights and freedoms</a></li> <li>• <a href="#">Right to peaceful enjoyment of your property</a></li> <li>• <a href="#">Right to education</a></li> <li>• <a href="#">Right to participate in free elections</a></li> </ul> <p>Each of the above links takes you to explanations and examples provided by the EHRC. Further, the <a href="#">EHRC</a> and the <a href="#">Ministry of Justice</a> both provide guides for public authorities.</p> <p>Use your reasoning in order to determine whether the impact will be high, medium or low. What do we mean by these terms?:</p> <p><b>High</b></p> <ul style="list-style-type: none"> <li>▪ The policy, strategy, function, project, activity, or programme is relevant to all or most parts of the general duty, and/or to human rights</li> <li>▪ There is substantial or a fair amount of evidence that some groups are (or could be) differently affected by it</li> <li>▪ There is substantial or a fair amount of public concern about it</li> </ul> <p><b>Medium</b></p> <ul style="list-style-type: none"> <li>▪ The policy, strategy, function, project, activity, or programme is relevant to most parts of the general duty, and/or to human rights</li> <li>▪ There is some evidence that some groups are (or could be) differently affected by it</li> <li>▪ There is some public concern about it</li> </ul> <p><b>Low</b></p> <ul style="list-style-type: none"> <li>▪ The policy, strategy, function, project, activity, or programme is not generally relevant to most parts of the general duty, and/or to human rights</li> <li>▪ There is little evidence that some groups are (or could be) differently affected by it</li> <li>▪ There is little public concern about it</li> </ul>
<p><b>Q3</b> Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p>	<p>Yes/No</p> <p>If the answer here is 'yes', use your evidence from Q2 to state why</p>

<p><b>Q4</b>  <b>Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity and/or human rights?</b></p>	<p>Yes/No</p> <p>If the answer here is 'yes', then it is necessary to go ahead with an Equality Impact Assessment (see further down this document). Your reasoning behind Q2 will help you determine this.</p>
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### Equality Impact Assessment Initial Screening Tool with Guidance

This document has been produced to help you assess the likelihood of impacts on equality groups – including where people are represented in more than one strand – with regard to your new or proposed policy, strategy, function, project or activity. It has been designed to complement the e-learning tool for Equalities Impact Assessments and to help with your business planning process, as well as to ensure that your policy/project does not incur a delay due to lack of equalities consideration.

### Initial Screening Equality Impact Assessment Tool

Section 01 Details of Initial Equalities Impact Screening Assessment	
<b>Financial Year and Quarter</b>	2010/11
<b>Name of policy, strategy, function, project, activity, or programme</b>	Library Strategy 2009 – 2014 Update: Sands End Library
<b>Q1 What are you looking to achieve?</b>	The Library Strategy 2009 – 2014 Update is an update on the progress against the actions set out in the Library Strategy 2009-2014 and the next steps to deliver modernisation of the library service. The recommendations of the report are to deliver the More Than A Library model to Hammersmith Library and Fulham Library and to relocate Hammersmith Library to a town centre location; rationalise the number of libraries from six to four and delete the mobile library; restructure staff to focus on the customer and offer career development; introduce full supplier selection and market test library services with other London library authorities.
<b>Q2 Who in the main will benefit?</b>	If the Sands End Centre closes, it is proposed that the council re-provides library provision in a community setting, at Hurlingham & Chelsea School. Consider the impact across the seven strands, including where people or groups are represented in more than one strand. Use this to determine whether your policy, strategy, function, project, activity, or programme, or programme is positive, neutral or negative, and of high, medium, or low relevance to equality. (Refer to guidance)

Race	/	L	<ul style="list-style-type: none"> <li>▪ The impact on race is likely to be minimal as it is intended that the building moves to a community hub within the Sands End Ward.</li> </ul>
Disability	/	L	<ul style="list-style-type: none"> <li>▪ There is likely to be less impact on disability as any building that the library relocates to will be fully accessible.</li> </ul>
Gender	/	M	<ul style="list-style-type: none"> <li>▪ There is a higher number of females than males that use Sands End Library. These customers will therefore be more affected but as the service will be in the same ward, the impact will be minimal.</li> </ul>
Age	/	L	<ul style="list-style-type: none"> <li>○ The majority of borrowers are aged 0-19 years, followed by 20-39 and then 40-64 year olds. Usually this group are mobile and therefore will be affected minimally by a move within the ward.</li> </ul>
Sexual Orientation	/	L	<ul style="list-style-type: none"> <li>○ The impact on sexual orientation is likely to be minimal as it is intended that the building moves to a community hub within the Sands End Ward.</li> </ul>
Religion/belief (including non-belief)	/	L	<ul style="list-style-type: none"> <li>○ The impact on religion is likely to be minimal as it is intended that the building moves to a community hub within the Sands End Ward.</li> </ul>
Socio-Economic	/	L	<ul style="list-style-type: none"> <li>○ It is proposed that the library provision is relocated to within Sands end Ward therefore it is envisaged that there will be minimal socio-economic impacts.</li> </ul>

Will it affect Human Rights, as defined by the Human Rights Act 1998? (Note: Human Rights will not be relevant in every case but must be considered. If unsure, seek advice from the Opportunities Manager)

No.

**Q3**  
Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?

No

**Q4**  
Does the policy,

	<p>strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?</p>
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### Initial Screening Equality Impact Assessment Guidance

<b>Section 01</b>	<p><b>Details of Initial Equalities Impact Screening Assessment</b></p> <p>A <b>Policy</b> refers to an approved decision, principle plan or a set of procedures by Cabinet, or a Cabinet Member under delegated powers that affects the way that the Council conducts its business both internally and externally. A policy can include: strategies, guides, manuals and common practice.</p> <p>A <b>Strategy</b> refers to a systematic short term or a long term plan of action that is designed to achieve a specific business benefit or goal(s).</p> <p>A <b>Function</b> refers to any actions and/or activities designed to achieve a specific business benefit or goal.</p> <p>A <b>Project</b> defines how a temporary structure or scheme can achieve a specific business benefit or goal(s). A project can be implemented by setting up aims and objectives, resources, communication, budget needs and timelines.</p> <p>An <b>Activity</b> is a specific task (or a groups of tasks) which can also form as part of a 'function'.</p> <p>A <b>Programme</b> is a portfolio of activities and projects that are co-ordinated and managed as a unit such that they realise common outcomes and benefits.</p>
<b>Q1</b>	<p><b>What are you looking to achieve?</b></p> <p>For example this might help to implement outcomes identified in policies such as the <a href="#">Single Equality Scheme</a>, <a href="#">Disability Equality Scheme</a>, <a href="#">other EIAs</a> in your service department, or in another department that your service/service users also interact with and draw down services from, <a href="#">Corporate Plan</a>, <a href="#">LAA Targets</a>, CAA Aims, <a href="#">UDP</a>, or <a href="#">JSNA</a>.</p>
<b>Q2</b>	<p>Consider the impact across the seven strands:</p>

**Who in the main will benefit?**

- Race (including colour, nationality, ethnic or national origins)
- Gender (including pregnancy and maternity, gender reassignment)
- Disability (including mobility and sensory impairments, people with life-limiting illness)
- Age (including children and young people, and older people)
- Sexual Orientation (heterosexual, homosexual, bisexual people)
- Religion / belief (including non-belief)
- Disadvantage arising from socio-economic status

Additionally, demonstrate here that the impact on **human rights** arising from the policy, strategy, function, project, activity, or programme, has been considered (see below for list of rights).

**Race Equality Duty**

Requires due regard to the need to:

- Eliminate unlawful racial discrimination;
- Promote equal opportunities; and
- Promote good relations between people from different ethnic groups.

Public authorities are expected to have 'due regard' to the three parts of the duty to promote race equality. This means that the weight given to race equality should be proportionate to its relevance to a particular function. This may mean giving greater consideration and resources to functions or policies that have the most effect on the public or employees. Relevance is about how much a function affects people, as members of the public or as employees of the authority. For example, a local authority may decide that race equality is more relevant to raising educational standards than to its work on highway maintenance. Note also that 'due regard' does not mean that race equality is less important when the ethnic minority population is small.

**Gender Equality Duty**

Requires due regard to the need to:

- Eliminate unlawful sex discrimination and harassment (including for transsexual people); and
- Promote equality of opportunity between men and women

Public authorities are expected to have 'due regard' to the two parts of the duty to promote gender equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

**Disability Equality Duty**

Requires due regard to the need to:

- Promote equality of opportunity between disabled persons and other persons;



- Eliminate discrimination that is unlawful under the Act;
- Eliminate harassment of disabled persons that is related to their disabilities;
- Promote positive attitudes towards disabled persons;
- Encourage participation by disabled persons in public life; and
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons

Public authorities are expected to have 'due regard' to the six parts of the duty to promote disability equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

### **Age**

The Council's Age Equality Scheme sets out LBHF's commitment to age equality for people of all ages, including children and younger people and older people, across employment and service delivery. The Employment Equality (Age) Regulations 2006 make it unlawful to discriminate on the grounds of age in the areas of employment and vocational training and apply to employees, independent contractors and contracted workers. Age discrimination law does not currently apply to goods and services, though human rights law may give some protection in these areas. If you are unsure whether this applies, contact the Opportunities Manager.

### **Sexual Orientation**

The Equality Act (Sexual Orientation) Regulations 2007 prohibit discrimination on the grounds of sexual orientation in the provision of goods, facilities and services, in education and in the exercise of public functions. The Regulations make it unlawful to:

- Refuse to provide goods, facilities and services on grounds of sexual orientation;
- Provide goods, facilities and services of a different quality on grounds of sexual orientation;
- Provide goods, facilities and services in a different manner on grounds of sexual orientation; and
- Provide goods, facilities and services on different terms on grounds of sexual orientation.

The Regulations also apply to pupil admissions and access to education services.

### **Religion / Belief (inc. non-belief)**

The Equality Act 2006 makes it unlawful (subject to certain exemptions) to discriminate on the grounds of religion or belief (including non-belief) in the following areas:

- The provision of goods, facilities and services;
- The disposal and management of premises;
- Education; and
- The exercise of public functions.

In addition, legislation implementing the European Union's Equality Framework Directive 2000 came into force in December 2003, making it unlawful to discriminate against anyone directly or indirectly on the grounds of faith.

### **Socio-Economic**

For LBHF, the relationship between socio-economic status and other equality strands and impacts underpins our creation of a Borough of Opportunity for All. It means understanding the relationship between these characteristics and socio-economic disadvantage and the experience of other vulnerable groups when considering the impacts of our policies and so forth. The duty to consider socio-economic disadvantage will be placed on public bodies when taking decisions of a strategic nature on how to exercise its functions, and will come into force in April 2011 under the Equality Act 2010 (the main provisions of which come into force in October 2010). We will be required to have due regard to the desirability of exercising our functions in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.

### **Reasoning/Comment (inc N/A)**

In this section you should outline your reasoning behind your scores of low/medium/high, and use this section when a particular equality strand may not be relevant.

### **Human Rights**

Public authorities have an obligation to act in accordance with the European Convention on Human Rights. These are:

- Right to life
- Freedom from torture and inhuman or degrading treatment
- Right to liberty and security
- Freedom from slavery and forced labour
- Right to a fair trial
- No punishment without law
- Respect for your private and family life, home and correspondence
- Freedom of thought, belief and religion
- Freedom of expression

	<ul style="list-style-type: none"> <li>• <a href="#">Freedom of assembly and association</a></li> <li>• <a href="#">Right to marry and start a family</a></li> <li>• <a href="#">Protection from discrimination in respect of these rights and freedoms</a></li> <li>• <a href="#">Right to peaceful enjoyment of your property</a></li> <li>• <a href="#">Right to education</a></li> <li>• <a href="#">Right to participate in free elections</a></li> </ul> <p>Each of the above links takes you to explanations and examples provided by the EHRG. Further, the <a href="#">EHRG</a> and the <a href="#">Ministry of Justice</a> both provide guides for public authorities.</p> <p>Use your reasoning in order to determine whether the impact will be high, medium or low. What do we mean by these terms?:</p> <p><b>High</b></p> <ul style="list-style-type: none"> <li>▪ The policy, strategy, function, project, activity, or programme is relevant to all or most parts of the general duty, and/or to human rights</li> <li>▪ There is substantial or a fair amount of evidence that some groups are (or could be) differently affected by it</li> <li>▪ There is substantial or a fair amount of public concern about it</li> </ul> <p><b>Medium</b></p> <ul style="list-style-type: none"> <li>▪ The policy, strategy, function, project, activity, or programme is relevant to most parts of the general duty, and/or to human rights</li> <li>▪ There is some evidence that some groups are (or could be) differently affected by it</li> <li>▪ There is some public concern about it</li> </ul> <p><b>Low</b></p> <ul style="list-style-type: none"> <li>▪ The policy, strategy, function, project, activity, or programme is not generally relevant to most parts of the general duty, and/or to human rights</li> <li>▪ There is little evidence that some groups are (or could be) differently affected by it</li> <li>▪ There is little public concern about it</li> </ul>
<p><b>Q3</b> Does the policy, strategy, function, project, activity, or programme make a</p>	<p>Yes/No</p> <p>If the answer here is 'yes', use your evidence from Q2 to state why</p>

<p><b>positive contribution to equalities?</b></p>	
<p><b>Q4</b>  <b>Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity and/or human rights?</b></p>	<p>Yes/No</p> <p>If the answer here is 'yes', then it is necessary to go ahead with an Equality Impact Assessment (see further down this document). Your reasoning behind Q2 will help you determine this.</p>

### Equality Impact Assessment Initial Screening Tool with Guidance

This document has been produced to help you assess the likelihood of impacts on equality groups – including where people are represented in more than one strand – with regard to your new or proposed policy, strategy, function, project or activity. It has been designed to complement the e-learning tool for Equalities Impact Assessments and to help with your business planning process, as well as to ensure that your policy/project does not incur a delay due to lack of equalities consideration.

### Initial Screening Equality Impact Assessment Tool

Section 01 Details of Initial Equalities Impact Screening Assessment	
Financial Year and Quarter	2010/11
Name of policy, strategy, function, project, activity, or programme	Library Strategy 2009 – 2014 Update: Barons Court Library
Q1 What are you looking to achieve?	<p>The Library Strategy 2009 – 2014 Update is an update on the progress against the actions set out in the Library Strategy 2009-2014 and the next steps to deliver modernisation of the library service. The recommendations of the report are to: Progress relocation of Hammersmith Library to a more central location ; Close Barons Court Library, but continue to explore possibilities of partnerships with Ealing, Hammersmith &amp; West London College, Citizen Advice Bureau to enable a volunteer led library provision in the building; Re-provide library provision in a community setting in Sands End Ward, if the Sands End Centre closes; Roll out the More Than a Library brand to all libraries, maintaining the focus on books but offering additional services within the library setting; Cease the provision of the mobile library and divert custom to Home Library Service or nearby static libraries.</p> <p>Barons Court Library is the second least well used library in the borough with the second lowest number of visits and the second highest cost per issue. Whilst this will be a removal of service Barons Court is less than a mile from the existing Hammersmith Library and 1.2 miles from Brompton Library and 1 mile from Kensington Central Library.</p>

**Q2**

**Who in the main will benefit?**

Race	/	L	<ul style="list-style-type: none"> <li>▪ The impact on race is likely to be minimal as there is alternative provision in a mile's radius of Barons Court Library. The majority ethnic group of North End ward and Avonmore &amp; Brook Green ward is white at 77% for both. The second largest ethnic group is Black or Black British at 11% for North End and 8.26% for Avonmore &amp; Brook Green.</li> <li>▪ Of those that answered the question on the membership form, 9 Barons Court Library members are Russian language speakers and 6 are Spanish language speakers.</li> </ul>
Disability	/	L	<ul style="list-style-type: none"> <li>▪ There is likely to be a minimal impact on disability as customers that transfer to Hammersmith Library will find it accessible, and if it is relocated to a new building it will be fully accessible.</li> <li>▪ The existing library is located approximately a mile from 3 other libraries: Hammersmith, Kensington Central and Brompton.</li> <li>▪ <b>Barons Court to Hammersmith Library:</b> From West Kensington Tube station take the District Line towards Ealing Broadway Underground Station or District Line towards Richmond Underground Station to Hammersmith with a journey time of 19minutes.</li> <li>▪ <b>Barons Court to Hammersmith Library:</b> Walk to Brook Green / Hammersmith Road Stop F, take Bus 9, Bus 27, Bus 10, Bus 391 towards Richmond Bus Station to Hammersmith Broadway. Walk to W6 7AT. Total journey time of 24minutes.</li> <li>▪ <b>Barons Court to Kensington Library</b> Bus 28 towards Kensal Rise Station from Stop U on the Lytton Estate stops at High Street Kensington and takes a journey time of 23mins</li> <li>▪ <b>Barons Court to Brompton Library</b> from the Lytton Estate take Bus 391 from Stop R towards Sands End / Sainsbury's. At Bagleys Lane Stop B walk to Imperial Wharf Stn/Imperial Rd Stop J and then at Imperial Wharf Stn/Imperial Rd Take Bus C3 from Stop J towards West Cromwell Road. Total journey time of 46 minutes.</li> </ul>
Gender	/	L	<ul style="list-style-type: none"> <li>▪ There is a higher number of females than males that use Barons Court library, however, as the library will be re-provided from Hammersmith (see Disability for transport and distances), the</li> </ul>

				impact will be minimal. Further, as women are more likely than men to have caring responsibilities, the accessibility of Hammersmith Library will be positive for these customers
Age	/	L		<ul style="list-style-type: none"> <li>The majority of borrowers are aged 5-14 years, followed by 25-29 and then 30-39 year olds. The customer segmentation of the two wards covered by Barons Court indicate that the majority of people are prosperous, mobile, single, young professionals. Due to the alternative provision in a mile's radius of Barons Court Library it is envisaged that there will be minimal disruption.</li> <li>The impact on sexual orientation is likely to be minimal due to the alternative provision in a mile's radius of Barons Court Library.</li> <li>The impact on religion is likely to be minimal due to the alternative provision in a mile's radius of Barons Court Library.</li> <li>The customer segmentation of the two wards covered by Barons Court indicate that the majority of people are prosperous, mobile, single, young professionals. Avonmore &amp; Brook Green ward has 36% of its population classed as AB (higher and intermediate managerial/administrative/professional) in the social grade approximation in 2001. This is above average for the rest of the borough, London and England. <ul style="list-style-type: none"> <li>14% of Avonmore &amp; Brook Green adults and 15% of North End adults have no qualifications. Both are below the average for the borough, London and England.</li> <li>Therefore it is envisaged that there will be minimal socio-economic impacts.</li> </ul> </li> </ul>
Sexual Orientation	/	L		
Religion/belief (including non-belief)	/	L		
Socio-Economic	/	L		

Will it affect Human Rights, as defined by the Human Rights Act 1998? (Note: Human Rights will not be relevant in every case but must be considered. If unsure, seek advice from the Opportunities Manager)

No.

<p><b>Q3</b> Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p>	<p>No.</p>
<p><b>Q4</b> Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?</p>	<p>No</p>

**Initial Screening Equality Impact Assessment Guidance**

<p><b>Details of Initial Equalities Impact Screening Assessment</b></p> <p>A <b>Policy</b> refers to an approved decision, principle plan or a set of procedures by Cabinet, or a Cabinet Member under delegated powers that affects the way that the Council conducts its business both internally and externally. A policy can include: strategies, guides, manuals and common practice.</p> <p>A <b>Strategy</b> refers to a systematic short term or a long term plan of action that is designed to achieve a specific business benefit or goal(s).</p> <p>A <b>Function</b> refers to any actions and/or activities designed to achieve a specific business benefit or goal.</p> <p>A <b>Project</b> defines how a temporary structure or scheme can achieve a specific business benefit or goal(s). A project can be implemented by setting up aims and objectives, resources, communication, budget needs and timelines.</p> <p>An <b>Activity</b> is a specific task (or a groups of tasks) which can also form as part of a 'function'.</p>	
<p><b>Section 01</b> <b>Name of policy, strategy, function, project, activity, or programme</b></p>	



	<p>A <b>Programme</b> is a portfolio of activities and projects that are co-ordinated and managed as a unit such that they realise common outcomes and benefits.</p>
<p><b>Q1</b> <b>What are you looking to achieve?</b></p>	<p>For example this might help to implement outcomes identified in policies such as the <a href="#">Single Equality Scheme</a>, <a href="#">Disability Equality Scheme</a>, <a href="#">other EIAs</a> in your service department, or in another department that your service/service users also interact with and draw down services from, <a href="#">Corporate Plan</a>, <a href="#">LAA Targets</a>, CAA Aims, <a href="#">UDP</a>, or <a href="#">JSNA</a>.</p>
<p><b>Q2</b> <b>Who in the main will benefit?</b></p>	<p>Consider the impact across the seven strands:</p> <ul style="list-style-type: none"> <li>▪ Race (including colour, nationality, ethnic or national origins)</li> <li>▪ Gender (including pregnancy and maternity, gender reassignment)</li> <li>▪ Disability (including mobility and sensory impairments, people with life-limiting illness)</li> <li>▪ Age (including children and young people, and older people)</li> <li>▪ Sexual Orientation (heterosexual, homosexual, bisexual people)</li> <li>▪ Religion / belief (including non-belief)</li> <li>▪ Disadvantage arising from socio-economic status</li> </ul> <p>Additionally, demonstrate here that the impact on <b>human rights</b> arising from the policy, strategy, function, project, activity, or programme, has been considered (see below for list of rights).</p> <p><b>Race Equality Duty</b> Requires due regard to the need to:</p> <ul style="list-style-type: none"> <li>▪ Eliminate unlawful racial discrimination;</li> <li>▪ Promote equal opportunities; and</li> <li>▪ Promote good relations between people from different ethnic groups.</li> </ul> <p>Public authorities are expected to have 'due regard' to the three parts of the duty to promote race equality. This means that the weight given to race equality should be proportionate to its relevance to a particular function. This may mean giving greater consideration and resources to functions or policies that have the most effect on the public or employees. Relevance is about how much a function affects people, as members of the public or as employees of the authority. For example, a local authority may decide that race equality is more relevant to raising educational standards than to its work on highway maintenance. Note also that 'due regard' does not mean that race equality is less important when the ethnic minority population is small.</p> <p><b>Gender Equality Duty</b> Requires due regard to the need to:</p> <ul style="list-style-type: none"> <li>▪ Eliminate unlawful sex discrimination and harassment (including for transsexual people); and</li> <li>▪ Promote equality of opportunity between men and women</li> </ul>

Public authorities are expected to have 'due regard' to the two parts of the duty to promote gender equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

### **Disability Equality Duty**

Requires due regard to the need to:

- Promote equality of opportunity between disabled persons and other persons;
- Eliminate discrimination that is unlawful under the Act;
- Eliminate harassment of disabled persons that is related to their disabilities;
- Promote positive attitudes towards disabled persons;
- Encourage participation by disabled persons in public life; and
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons

Public authorities are expected to have 'due regard' to the six parts of the duty to promote disability equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

### **Age**

The Council's Age Equality Scheme sets out LBHF's commitment to age equality for people of all ages, including children and younger people and older people, across employment and service delivery. The Employment Equality (Age) Regulations 2006 make it unlawful to discriminate on the grounds of age in the areas of employment and vocational training and apply to employees, independent contractors and contracted workers. Age discrimination law does not currently apply to goods and services, though human rights law may give some protection in these areas. If you are unsure whether this applies, contact the Opportunities Manager.

### **Sexual Orientation**

The Equality Act (Sexual Orientation) Regulations 2007 prohibit discrimination on the grounds of sexual orientation in the provision of goods, facilities and services, in education and in the exercise of public functions. The Regulations make it unlawful to:

- Refuse to provide goods, facilities and services on grounds of sexual orientation;
- Provide goods, facilities and services of a different quality on grounds of sexual orientation;

- Provide goods, facilities and services in a different manner on grounds of sexual orientation; and
- Provide goods, facilities and services on different terms on grounds of sexual orientation.

The Regulations also apply to pupil admissions and access to education services.

**Religion / Belief (inc. non-belief)**

The Equality Act 2006 makes it unlawful (subject to certain exemptions) to discriminate on the grounds of religion or belief (including non-belief) in the following areas:

- The provision of goods, facilities and services;
- The disposal and management of premises;
- Education; and
- The exercise of public functions.

In addition, legislation implementing the European Union’s Equality Framework Directive 2000 came into force in December 2003, making it unlawful to discriminate against anyone directly or indirectly on the grounds of faith.

**Socio-Economic**

For LBHF, the relationship between socio-economic status and other equality strands and impacts underpins our creation of a Borough of Opportunity for All. It means understanding the relationship between these characteristics and socio-economic disadvantage and the experience of other vulnerable groups when considering the impacts of our policies and so forth. The duty to consider socio-economic disadvantage will be placed on public bodies when taking decisions of a strategic nature on how to exercise its functions, and will come into force in April 2011 under the Equality Act 2010 (the main provisions of which come into force in October 2010). We will be required to have due regard to the desirability of exercising our functions in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.

**Reasoning/Comment (inc N/A)**

In this section you should outline your reasoning behind your scores of low/medium/high, and use this section when a particular equality strand may not be relevant.

**Human Rights**

Public authorities have an obligation to act in accordance with the European Convention on Human Rights. These are:

- [Right to life](#)
- [Freedom from torture and inhuman or degrading treatment](#)
- [Right to liberty and security](#)
- [Freedom from slavery and forced labour](#)
- [Right to a fair trial](#)
- [No punishment without law](#)
- [Respect for your private and family life, home and correspondence](#)
- [Freedom of thought, belief and religion](#)
- [Freedom of expression](#)
- [Freedom of assembly and association](#)
- [Right to marry and start a family](#)
- [Protection from discrimination in respect of these rights and freedoms](#)
- [Right to peaceful enjoyment of your property](#)
- [Right to education](#)
- [Right to participate in free elections](#)

Each of the above links takes you to explanations and examples provided by the EHRC. Further, the [EHRC](#) and the [Ministry of Justice](#) both provide guides for public authorities.

Use your reasoning in order to determine whether the impact will be high, medium or low. What do we mean by these terms?:

**High**

- The policy, strategy, function, project, activity, or programme is relevant to all or most parts of the general duty, and/or to human rights
- There is substantial or a fair amount of evidence that some groups are (or could be) differently affected by it
- There is substantial or a fair amount of public concern about it

**Medium**

- The policy, strategy, function, project, activity, or programme is relevant to most parts of the general duty, and/or to human rights
- There is some evidence that some groups are (or could be) differently affected by it
- There is some public concern about it

**Low**

- The policy, strategy, function, project, activity, or programme is not generally relevant to most

	<ul style="list-style-type: none"> <li>▪ parts of the general duty, and/or to human rights</li> <li>▪ There is little evidence that some groups are (or could be) differently affected by it</li> <li>▪ There is little public concern about it</li> </ul>
<p><b>Q3</b> Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p>	<p>Yes/No</p> <p>If the answer here is 'yes', use your evidence from Q2 to state why</p>
<p><b>Q4</b> Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity and/or human rights?</p>	<p>Yes/No</p> <p>If the answer here is 'yes', then it is necessary to go ahead with an Equality Impact Assessment (see further down this document). Your reasoning behind Q2 will help you determine this.</p>

## Barons Court Library – Proposed next steps and action Plan

### Background

Following the Comprehensive Spending Review LBHF needs to save £28 million in the next financial year. In addition to this, the council has a corporate debt of £133 million, which costs £5 million a year in interest payments alone. Following a public consultation exercise, analysis of unit costs per library, and to address the above, it is proposed that the Council withdraw its financial support for Barons Court library but seeks to explore a community-based solution. If there is to be no gap in provision from 31 March 2011, when the council run facility at Barons Court Library ceases, an action plan will need to be implemented with appropriate funding and clarity on roles and responsibilities. The favoured option involves utilising the building for multifunctional community use including a library function. Avonmore Primary School have expressed an interest in running a library facility from the building, with the potential via Dedicated Schools Grant to fund a Centre Manager. There is also scope to offer the space to third sector organisations for their use.

### Next steps

If the decision is taken to remove H&F general fund support from the current Barons Court Library, there remain further questions that need resolving including the ownership of the site, who will pick up running costs such as rates, utilities, repairs etc. and which organisation will carry the risk if this funding is not forthcoming. The school is very keen to work with the voluntary sector and College to establish how the centre would operate. Once further discussion is concluded with the voluntary sector, a business plan can be developed. The action plan, below, suggests next steps and outlines potential costs.

Task	Lead	Dec	Jan	Feb	March
Initial outline agreement with Avonmore School.	CHS				
Confirm procurement requirements to opening up space to 3 sector organisations and liaise with potential voluntary groups to utilise space as part of the wider “people not buildings” strategy	CSD				
Confirm no change of use to the London Residuary Body for a partial change of use to the library building	ENV				
Draft a business plan that outlines the funding streams and allocation of space for an Avonmore Neighbourhood Centre	ALL				
Consider, cost and undertake any internal alterations required for the building to accommodate the new service and confirm and undertake any essential works required to keep the building safe	ENV				
<b>Cabinet Briefing</b>		<b>2 Dec</b>			
<b>3SIF fund closes</b>		<b>17<sup>th</sup> Dec</b>			
<b>Cabinet</b>			<b>10 Jan</b>		
<b>If Cabinet agrees recommendation:</b> Offer support and expertise in setting up library provision in community setting.	RSD				
Plan H&F library exit strategy from building	RSD				
<b>If Cabinet agrees recommendation, cease RSD/H&amp;F Funding</b>	RSD				<b>31 Mar</b>



London Borough of Hammersmith & Fulham

## Cabinet

10 JANUARY 2011

**LEADER**

*Councillor Stephen Greenhalgh*

**CABINET MEMBER FOR HOUSING**

*Councillor Lucy Ivimy*

**THE FUTURE OF THE HOUSING MANAGEMENT SERVICE**

**Wards All**

The management agreement with H&F Homes, the Council's Arms Length Management Organisation (ALMO), ends on the 31 March 2011. This report proposes the return of the housing service to the Council and the creation of a single Housing and Regeneration Department within the Council, thereby giving rise to the direct management of services in the future. This follows the outcome of the consultation with tenants and leaseholders on the Council's proposal to directly manage the housing service.

**CONTRIBUTORS**

DHS  
DFCS  
ADLDS

**Recommendations:**

1. **To consider the outcomes of consultation with tenants and leaseholders concerning the future of housing management services in the borough.**
2. **Following the outcome of consultation to approve the return of housing services to the direct management of the Council.**
3. **To agree the creation of a single Housing & Regeneration Department within the Council as shown in the proposed structure in Appendix C**
4. **To authorise the Director of Housing and Regeneration, in consultation with the Director of Finance and Corporate Services and the Assistant Director (Legal & Democratic Services), to make all such arrangements considered appropriate to transfer the ALMO's business to the Council and to integrate its operations with the Council's housing service with effect from 1 April 2011.**

**HAS A PEIA BEEN COMPLETED?  
YES**

**HAS THE REPORT CONTENT BEEN RISK ASSESSED?  
N/A**

## **1. BACKGROUND**

- 1.1 H&F Homes is a fourth round arms length management organisation (ALMO) established in June 2004 to manage the Council's housing stock. The Company is wholly owned by LBHF and operates under the terms of a management agreement. It is managed by a board of directors which includes tenants and leaseholders, local authority nominees and independent members. The Council retains ownership of the housing stock and tenants remain secure tenants of LBHF.
- 1.2 H&F Homes currently manages 12,951 secure tenancies and 4,378 leasehold properties on behalf of LBHF. There are 353 staff who deliver services from two area offices and a head office at the Town Hall extension. Following government approval in 2004, H&F Homes was able to take advantage of borrowing approvals to enable the Decent Homes programme to be introduced in the borough. H&F Homes accessed subsidy to fund borrowing of £192m to invest in bringing all the housing stock up to the Decent Homes standard. H&F Homes will have completed the Decent Homes programme by March 2011 when the management agreement also comes to an end.
- 1.3 In addition to completing the Decent Homes programme, H&F Homes has successfully improved services to residents, as recognised by the Audit Commission in 2009. The Council and H&F Homes now face new challenges and opportunities. As the new funding regime suggested by the CLG does not require the Council to have an ALMO, the strategic value of maintaining the ALMO has lessened compared to when it was originally established following the recommendations of the Housing Commission in 2002 as the only way to access Decent Homes funding. The additional cost of managing and operating an ALMO can no longer be justified following completion of the Decent Homes programme.
- 1.4 With the management agreement due to end in March 2011, the H&F Homes Board considered the options for the future management of housing services. The Board agreed it was in the best interests of residents for the service to be returned to the Council and offered to undertake a consultation programme on the future to enable tenants and leaseholders to express their views.
- 1.5 This report sets out the consultation process and sets out the responses received from tenants and leaseholders and (given the outcomes of the consultation) proposes that the ALMO is integrated and all its functions transferred to the Council.



## **2. CONSULTATION PROGRAMME**

2.1 Guidance to local authorities on ALMOs was contained in the CLG's Review of Arms Length Management Organisations published in June 2006. In this report, the CLG sets out the steps that need to be taken should the Council wish to reconsider the future of an existing ALMO. The document sets out the Department's views on options for the management of council homes in local authorities with ALMOs after the Decent Homes programme has been completed. Secretary of State's consent is not required for the transfer of landlord functions from the ALMO to the Council. The Council is required to have due regard to this guidance and officers have carefully taken it into account in the conduct of the consultation exercise.

### **2.2 Guidance for tenant consultation**

2.2.1 Under section 105 of the Housing Act 1985, local authorities are required to consult with their tenants on any significant change in management arrangements. The 2006 guidance sets out the expectations of tenant consultation in the circumstance where a local authority is considering any major change regarding its ALMO.

2.2.2 The CLG expects any consultation on the future direction of an ALMO to engage with stakeholder groups who were involved in any original option appraisal which gave rise to the ALMO. Any change in the proposed arrangements should also be the subject of a test of opinion that is no less rigorous than the test undertaken to support the establishment of the ALMO in the first place. The CLG confirmed that a tenant ballot is not required. A detailed explanation of the Consultation Programme's methodology is outlined in Appendix B of this report.

2.2.3 The CLG also requires authorities to review the governance arrangements in order that there continues to be maximum opportunity for tenant and community involvement in the decision making processes.

2.2.4 A number of consultation mechanisms are available to Councils. These include questionnaire surveys, telephone surveys and votes at meetings. The CLG believes that the process undertaken should be a local decision employing the most appropriate method.

2.2.5 In deciding the approach, the H&F Homes Board considered a combination of options rather than one single option, as the most comprehensive and inclusive way of ascertaining residents' views. The H&F Homes Board also instigated a review of resident involvement structures and the future role of the Board should the service return to the Council. At the time of writing, this review is still on-going with an expected conclusion in February 2011.

## **2.3 The Consultation Structure**

2.3.1 In addition to the formal guidance set out by the CLG the Council also had regard to the code of practice issued by the Department for Business Innovation and Skills and was in line with the Department's consultation criteria. These are that:

- Formal consultation should take place at a stage when there is scope to influence the policy outcome.
- Consultation should normally last for at least 12 weeks with consideration given to longer timescales where feasible and sensible.
- Consultation documents should be clear about the consultation process, what is being proposed, the scope to influence and the expected benefit and costs of the proposals.
- Consultation exercises should be designed to be accessible to, and clearly target those people the exercise is intended to reach.
- Keeping the burden of consultation to a minimum is essential if consultations are to be effective and if consultees' buy-in to the process is to be obtained.
- Consultation responses should be analysed carefully and clear feedback should be provided to participants following the consultation.

2.3.2 In line with the Consultation Code of Practice, the consultation process had a 14 week duration period and was a comprehensive mix of engagement methods, including postal surveys, telephone surveys and focus group meetings.

## **2.4 Consultation Framework**

2.4.1 The H&F Homes Board, through the work of a Futures Steering Group, provided tenants and leaseholders with a variety of ways to make their views known; these went beyond the original exercise conducted to establish the ALMO. The process pursued was inclusive, involving all tenants and leaseholders. The Board made special efforts to consult with Community and Voluntary sector organisations, disabled groups, people from BME backgrounds and young people.

2.4.2 To ensure a comprehensive consultation programme, LBHF and H&F Homes allowed more than three months to complete the consultation programme. The programme formally started on 6 August 2010 and completed on 12 November 2010.

- 2.4.3 The Chair of H&F Homes also wrote to all Tenant and Resident Associations [T&RA's] in the Borough. Representatives from H&F Homes and the Council, including Board Members, attended a variety of resident meetings and Local Forums. H&F Homes contacted over 150 Community and Voluntary sector organisations regarding the consultation process and attended community group meetings. A second Letter was sent on 14 September and included an updated list of FAQ's covering items raised during earlier consultations. This was received in homes on 19 and 20 September 2010.
- 2.4.4 During the period August – November 2010 a series of targeted focus groups took place, including a special young persons' event.
- 2.4.5 To ensure all tenants and leaseholders had an opportunity to respond to the Council's proposal, a postal survey was undertaken to enable a formal 'test of opinion' to be undertaken on behalf of the Council. The information was sent on 15 September 2010 requesting tenants and leaseholders to give their views and return their questionnaires. The rent statement sent to all tenants on 18 October also reminded tenants to return the consultation questionnaire.
- 2.4.6 In addition to this questionnaire to every resident in the Borough, H&F Homes commissioned a telephone survey of more than 500 residents, was also undertaken independently, focusing on individuals with known visual impairments. The telephone survey of residents took place between the 19 to 31 October.
- 2.4.7 An independent company (BMG Research) was commissioned to receive and collate the analysis of tenant and leaseholder views to ensure transparency in the process and to provide additional support to residents as required.

### **3. CONSULTATION MAIN FINDINGS**

#### **3.1 Test of Opinion – Results from the postal questionnaire**

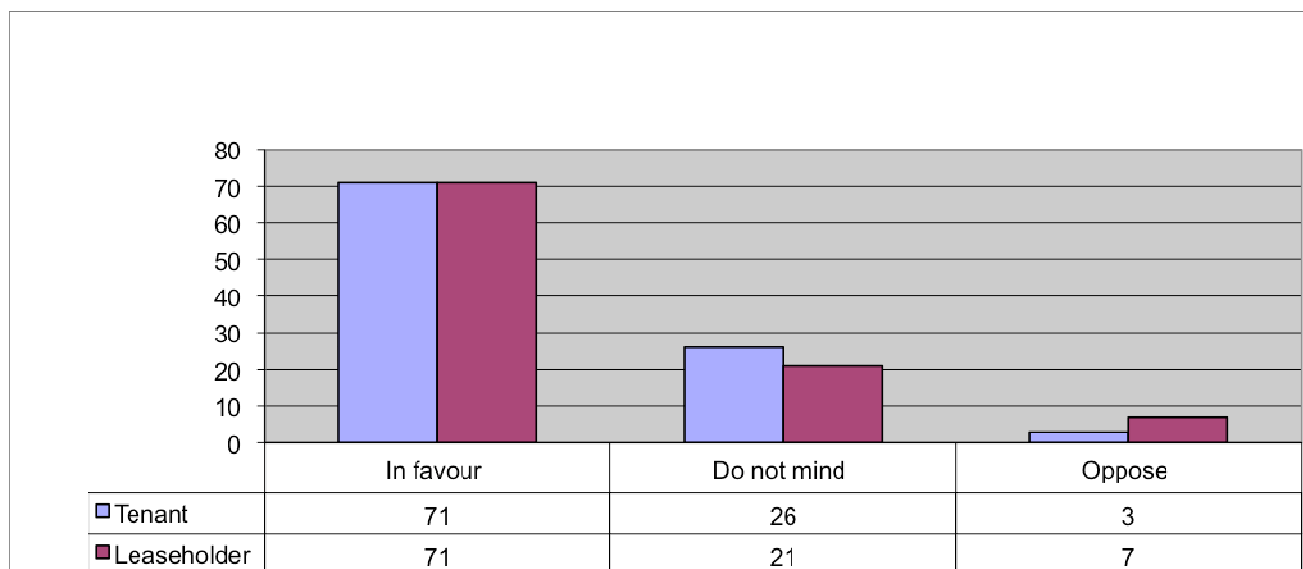
- 3.1.1 In the postal survey which was sent to all tenants and leaseholders (18,157), residents were asked whether or not they were in favour of the Council's proposal to create a single Housing Department.
- 3.1.2 The findings from the postal survey demonstrate that the majority of residents are in favour of the Council's proposal. In total 2074 surveys were returned<sup>1</sup>. Overall, 71% of respondents to the postal survey are in favour of the Council's

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<sup>1</sup> 1743 tenants responses ensures that the findings accurately reflect the views of the general tenant population at a 95% confidence level of + or – 3%.

proposal. In comparison only 5% of residents oppose the Council's proposal. In figure 1 below the responses of the tenants and leaseholders are set out.

*Fig. 1 Percentage Response to Q1 of the Postal Questionnaire asking tenants and leaseholders whether they support the Council's Proposal to directly manage their housing service.*



### 3.2 Resident Comments on existing services

3.2.1 In line with the CLG's guidance, the consultation also sought residents' views about which services should be improved. The services that residents identified as important are listed in the table below.

*Table 1. Residents' views about which services should be improved if savings can be made by the return of the ALMO to the Council's direct management*

	Frequency	%
1. Repairs and Maintenance	670	32%
2. Caretaking	389	19%
3. Security and Anti Social Behaviour	224	11%
4. Lift Maintenance	58	3%
5. Gardening and Horticulture	14	2%

3.2.2 One in three residents think that improvements to the repairs and maintenance service could be made. Similarly 1 in 5 residents would appreciate improvements in the service specification for caretaking. Moreover, 1 in 10 residents are concerned to improve the response to ASB.

### **3.3 Findings from the Qualitative Consultation Programme**

3.3.1 A number of focus groups responded to the proposal to create a directly managed housing service in the borough. The focus groups included:

- Young People,
- Black and Minority Ethnic groups (including residents who are not able to speak English fluently).
- Women's groups
- Involved Residents
- Irish Community group
- Residents living in street properties
- Elderly residents
- Residents with disabilities
- Mixed residents groups (series of groups).
- Residents living in White City

3.3.2 The majority of participants were in favour of the Council's proposal (7 out of 10 residents). However, one of the key findings from the qualitative research was that residents wanted the new Council Housing Department to maintain and strengthen the resident involvement and scrutiny functions that had been established by H&F Homes. Respondents commented on the need for efficiency and a more customer friendly approach to service provision.

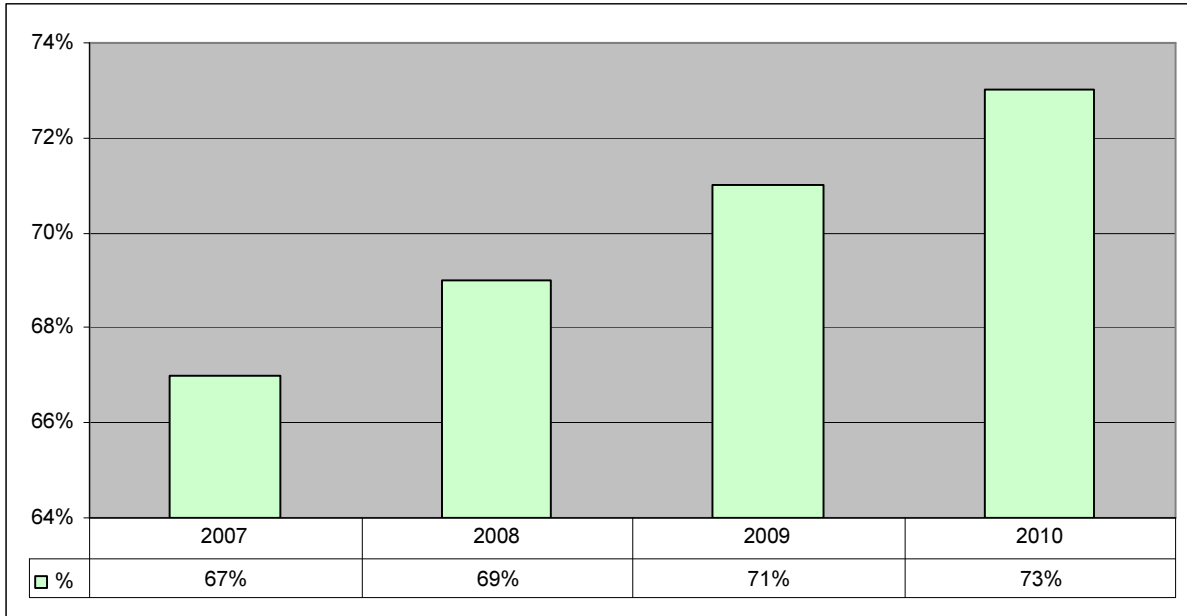
### **3.4 Resident Satisfaction with services provided by H&F Homes**

3.4.1 'Putting residents first' is a key objective for H&F Homes. Therefore, resident satisfaction is an important tool to evaluate the success of H&F Homes transformation programme. In conjunction with the Resident Test of Opinion, respondents were asked to complete a satisfaction survey which examined resident satisfaction with the overall services provided by H&F Homes.

3.4.2 The initial findings of the tenant and leaseholder satisfaction surveys suggests that there is a consistent increase in satisfaction with the overall services provided by H&F Homes.

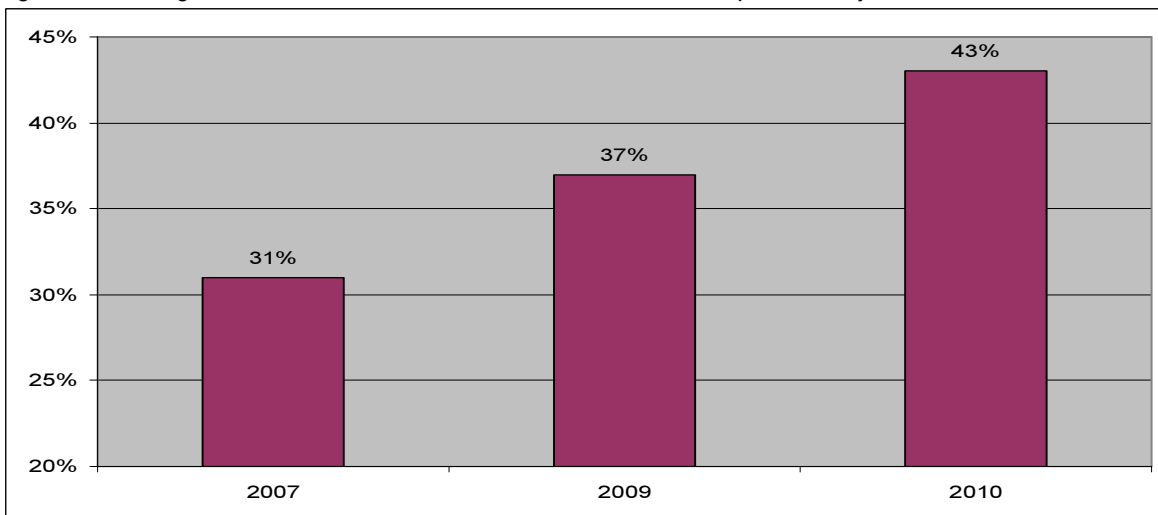
There has been an increase in overall satisfaction with services provided by H&F Homes. 73% of tenants are satisfied with services provided in 2010 compared to 71% in 2009.

Fig 2. Percentage of Tenants satisfied with the overall services provided by H&F Homes



3.4.3 There has also been an increase in leaseholder satisfaction with the services provided by H&F Homes overall from 37% in 2009 to 43% in 2010.

Fig 3. Percentage of Leaseholders satisfied with overall services provided by HF Homes.



### **3.5 Outcomes of the Consultation Process**

- 3.5.1 The outcome from the residents' consultation programme demonstrates that a significant majority of tenants and leaseholders are in favour of the Council's proposal to establish a directly managed Housing and Regeneration Department.
- 3.5.2 Through feedback in the qualitative phase of the consultation, residents clearly expressed the view that they want a more efficient and customer friendly approach to Housing Services and improved caretaking, repairs and ASB services.
- 3.5.3 The Council's proposal to create a single integrated Housing department provides the ideal opportunity to consider how to develop a new departmental culture which promotes high quality service delivery that is in line with our residents' expectations.

## **4. ESTABLISHING THE DIRECTLY MANAGED HOUSING SERVICE**

- 4.1.1 The successful integration of H&F Homes will require the creation within the Council of a Housing and Regeneration Department incorporating the existing housing options and regeneration teams and a structure which exactly matches that of H&F Homes.
- 4.1.2 The consultation programme findings outlined in section 3 of this report examined residents' views about the Council proposal and confirm that the majority of residents are in favour of the Council's proposals. Section 4 of this report explores the key legal and human resource implications of integrating the ALMO into the Council and creating a new Housing and Regeneration Department.

### **Transfer of an Undertaking**

- 4.2.1 H&F Homes has 353 employees, delivering services to over 18,000 residents across the Borough.
- 4.2.2 The integration of the ALMO with the Council will be a "relevant transfer" under the rules for the protection of employees' rights on the transfer of an undertaking. These rules are set out in the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).
- 4.2.3 The key provisions of the regulations are that:

- The employees of H&F Homes will become the employees of the Council on their existing terms and conditions of employment with their continuity of employment preserved;
- The Council will inherit all rights and liabilities in relation to those employees;
- Trade union recognition and collective agreements with trade unions will likewise be inherited; and
- H&F Homes and the Council must inform and consult with appropriate representatives about the transfer.

4.2.4 Members should note that the terms and conditions of H&F Homes' employees are in some respects more favourable than those of the employees of the Council.

4.2.5 H&F Homes must provide the Council with employee liability information in writing at least 14 days before the transfer. Arrangements for the exchange of this information have already been made and it will be provided immediately following members authorising the making of the arrangements appropriate to the transfer.

4.2.6 With respect to the provision of information and consultation, the following key obligations must be met:

- Employees must be informed of the fact that a relevant transfer is to take place;
- Employees must be told when that transfer will take place;
- H&F Homes must explain the reasons for the transfer to its employees including the legal, economic and social implications of the transfer for those employees;
- Employees must be consulted about any measures which H&F Homes or the Council envisage taking in relation to those employees affected by the transfer or told that no measures are envisaged.

4.2.7 In large part these obligations are about the provision of information. "Measures" in relation to employees affected by the transfer are definite plans or proposals which would not have happened but for the transfer. Any such measures must be the subject of consultation with a view to seeking the agreement of employee representatives to those measures. We will be informing employees that no measures are envisaged. This is because it is our intention simply to recreate within the proposed Housing and Regeneration Department a structure which matches that of the ALMO.



### **4.3 Contract administrative and legal issues**

4.3.1 H&F Homes ALMO is a registered company that has entered into contracts and agreements with various other organisations. All existing contracts let by the ALMO will need to be novated, i.e. transferred to the Council, and administrative and formal arrangements made for the dissolution of the company to Companies House and HMRC.

### **4.4 Financial advantages from the creation of single direct management Housing & Regeneration Department**

4.4.1 There will be some significant immediate savings that will flow from the integration of the ALMO into the Council. These will result from the deletion of vacant posts, which would otherwise be duplicated in the new structure, and the elimination of agency workers and contractors to whom TUPE does not apply.

4.4.2 The present organisational structures were created to facilitate the formation of the ALMO and not because they represented the most efficient or cost effective managerial teams. As a result there are some significant areas of overlapping responsibility and accountability which give rise to higher costs than is necessary.

4.4.3 By bringing the two separate structures together, it will be possible to significantly streamline the current Assistant Director structures under one Director of Housing & Regeneration. Recruitment of the Director of Housing and Regeneration is currently under way.

4.4.4 In addition, It is recommended that the Housing Management Division in the ALMO is linked to the Housing Options Division to create a new Housing Services team. LBHF is currently in the process of recruiting an Assistant Director of Housing Services to develop and lead the integration programme for the Housing Options and ALMO Housing Services teams. Appendix C provides a summary of the proposed Structure of the integration Housing and Regeneration Department.

## **5. EQUALITY & DIVERSITY**

5.1 A complete Equality and Impact Assessment has been conducted to evaluate the outcomes of integrating Housing Services for tenants and leaseholders. The copy of EIA has been included in Appendix A of this report.

5.2 The EIA reveals that the Council's proposal has been assessed as having 'neutral impact'. Therefore, if the Cabinet adopts the Council's proposal there are no negative consequences for residents from any specific social, economic or demographic groups.

5.3 Cabinet is asked to consider this EIA before making their final decision on the Council's proposal.

## **6. COMMENTS OF ASSISTANT DIRECTOR (LEGAL & DEMOCRATIC SERVICES)**

- 6.1 The Management Agreement between the Council and the ALMO expires on 31 March 2011.
- 6.2 The legal requirements in relation to consultation are set out in the body of the report. Officers are of the view that a proper and lawful consultation process has been carried out and Cabinet are required to conscientiously take the product of the consultation into account when reaching a decision. Cabinet must also have due regard to the Council's equalities duties and these are summarised at paragraph 5 and dealt with in more detail in the impact assessment at Appendix A.
- 6.3 The management agreement contains provisions which will enable both parties to effect an orderly transfer and comply with the TUPE obligations.
- 6.4 Following the successful transfer of the undertaking the ALMO, which is a company limited by guarantee with the Council as sole member, will be wound up in due course.

## **7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES**

- 7.1 The ALMO was originally established on the recommendation of the Housing Commission in 2002 as the only way to access Decent Homes funding. The decent homes program is now completed and the planned new funding regime does not confer any additional advantages on ALMO's. Therefore the additional cost of managing and operating an ALMO can no longer be justified.
- 7.2 There will be some immediate savings of circa £700k that flow from the integration of the ALMO as a result of the deletion of vacant posts, which would otherwise be duplicated in the new structure, and the elimination of agency workers and contractors to whom TUPE does not apply.
- 7.3 Funds contained within the ALMO will pass back into the HRA on winding up of the Company and existing contracts will be novated to the Council.

## **8. CONCLUSION**

- 8.1 The housing services provided by the Council affect over one in three (34%) of Hammersmith and Fulham's households. The integration of H&F Homes into the Council will provide a sound platform for improving the overall satisfaction of residents in the borough by bringing into a single structure all the services which bear on housing needs and the creation of an environment which will enhance the quality of life and opportunity of residents.

- 8.2 The consultation process has clearly demonstrated that tenants are in favour of creating a single directly managed Housing Department that is managed by the Council.
- 8.3 The proposed Housing and Regeneration department will match the existing structures within H&F Homes and the Council. We will ensure that our obligations under TUPE are fully met and formal consultation with employee representatives will begin immediately following the authorisation of the arrangements appropriate to a transfer.

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

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
1.	ALMO Management Agreement	Batool Reza Ext 1633	H&F Homes
2.	Related ALMO Guidance and Regulation	Batool Reza Ext 1633	H&F Homes
3.	Performance Reports	Nick Johnson	H&F Homes
4.	ALMO Future (2009 Cabinet Paper)	Nick Johnson	H&F Homes
<b>CONTACT OFFICER:</b>		<b>NAME: Nick Johnson</b> <b>EXT. 4207</b>	



**IMPROVING ACCESS TO SERVICES FOR ALL  
H&F HOMES TENANTS AND LEASEHOLDERS**

**CORPORATE  
EQUALITY IMPACT ASSESSMENT**

**The Future of Housing  
Services Management  
Resident Consultation**

Our vision is to ensure that our service users have equal access to the services we provide.

H&F Homes is committed to meeting its statutory duties on equality and diversity and providing services that meet the needs of our residents. This section focuses on initial planning and risk assessment to make sure that the basic requirements are in place to carry out a robust and meaningful equality impact assessment which can improve the way a particular policy, service or function is delivered.

**Name of service/policy/function policy (please include an attachment of the appropriate policy etc)**

Consultation with residents to seek their views about the Management of Housing Services after the end of the ALMO Housing Management Agreement in March 2011.

**Department**

Housing Services

**Lead Officer**

**Orla Gallagher ( Director of Housing Services - Interim)**

**Date of Assessment**

**June 2010 – August 2010**

We need to understand how our services, policies and practices impact on our customers, ensure that they are not discriminatory in any way and satisfy our statutory and legal requirements in equality and diversity.

Please think carefully before answering the following questions.

**Understanding the Service, Policy or Function**

Is this a new or existing policy, service or function?

In line with CLG guidance any changes to the management is conditional on a positive outcome from resident consultation. In 2003 the Council consulted with residents about their desire to set up an ALMO to secure Decent Homes funding.

**For further information, please contact Nivene Powell, Equalities and Diversity Manager Telephone 020 8753 4779 or email [Nivene.powell@hfhomes.org.uk](mailto:Nivene.powell@hfhomes.org.uk)**

2

The methodology used was a postal ballot sent to all residents. CLG guidance recommends that the consultation methodology used be the same as or more robust than the methods used to create the ALMO.

The current consultation process is an intensive and mixed methodology based programme. The aim of the programme is to maximise all resident's awareness that the consultation is taking place and to make it as easy as possible for residents to take part. Therefore, the consultation is not a new function but the process has been considerably improved since the last large scale consultation with residents about Housing Services Management.

## **Methodology**

- 1) Postal survey: Each year H&F Homes completes a survey of varying complexity to gauge tenant and leaseholder satisfaction. This survey will be added to and incorporated into the consultative process. In September 2010 we will conduct a 100% postal survey of all tenants, including tenants in sheltered schemes and leaseholders. We will ask all residents their views about the future of the ALMO. A postal survey is the most cost effective and efficient method for reaching all 18,000 residents. It is a positive alternative to a ballot as it allows us to send reminder letters and support to individual queries. In addition, it will attract a much wider response rate and feedback from a diverse range of residents.
- 2) Telephone survey: This approach will target the younger tenants, who may have a busier life style and not have the time to complete a full survey but willing to answer questions by phone. Telephone surveys will also be used for tenants with disability or literacy issues. We will commission CITAS to support tenants where English is not their first language.
- 3) Focus Group: This approach is an effective tool and can assist in connecting with staff, customers and other stakeholders. The focus group structure is a relative inexpensive research method. We will carry out a range of focus groups with a diverse range of uninformed residents.
- 4) E-Panel: The panel was set-up in March 2010 and consists of a diverse range of 150 tenants and leaseholders who are happy to be consulted via e-mail. Regular communication via e-mail will be used throughout the process.
- 5) Formal involvement structure: We are fortunate to have an extensive involvement structure in place from recognised Tenants and Residents Associations to Area Forums, the Leasehold Forum and the Borough Forum. We work with HAFFTRA to timetable consultation and feedback sessions with the various groups. We will aim to co-ordinate with the timetabled meetings already in place to avoid unnecessarily meetings being held.

**1) Describe the aims, objectives and purpose of the policy, service or function (including how it fits in to wider aims or strategic objectives of HF Homes?)**

In order for the consultation process to be meaningful it is essential for residents to know that the consultation is taking place, and for the consultation to provide as many opportunities as possible for residents to express their views. The Council is proposing to create a single fully integrated Housing Department. The aim of the Consultation Programme is primarily to find out what residents' views are regarding the Council's proposals.

The Consultation also seeks to find out residents opinions about how to improve Resident Involvement structures and how to increase overall customer satisfaction with Housing Management services.

The consultation supports H&F Homes objectives of putting residents first and promoting value for money.

**2) Who is intended to benefit from the policy, service or function and in what way?**

All customers of the team who have been noted as follows:

- All residents - Residents will be able to shape and influence the resources allocation of any future Housing Services Management Structure (specifically how Resident Involvement Services are delivered).
- The Central Services Team - The findings from the consultation process will help the Central team create the Resident Involvement work plan.

**3) What are the intended outcomes of this policy, service or function?**

To provide a comprehensive picture of residents views regarding the Council's proposal to create a single integrated Housing Department. The findings from the Consultation process will be used to inform the Cabinet's decision in January 2011.

Moreover, as the consultation also asks residents about their current levels of satisfaction with the services provided by H&F Homes analysis of the consultation findings will support H&F Homes performance monitoring regime.

**4) What do you think are the main issues relating to the 6 Equality Strands within the policy, service or function? ( Please give details against each Strand)**

**4.1 Race:**

Race Relations Act 1976

Race Relations (Amendment) Act 2000

***Residents***

The Tenant and Leaseholder Satisfaction Survey report (14/06/08) reported that BME groups (particularly Chinese & mixed) satisfaction 2% below overall satisfaction.

A key element of the consultation process is targeted focus groups with residents from BME back grounds. These include residents (for who English is not their first language). The focus groups explore participants' satisfactions with services and methods for encouraging resident involvement in BME groups.

**4.2 Gender:**

Sex Discrimination Act 1975

Gender Reassignment Regulations 1999

Gender Recognition Act 2004

Equality Act 2006 (duty to promote gender equality)

***Residents***

The Consultation process includes women only focus groups. Women from some socio demographic groups are sometimes less likely to prefer attending gender mixed meeting. Therefore, we have conducted a series of women only focus groups to discuss resident's views about how to improve services and the Council's proposals to create a single Housing Department.

**4.3 Disability:**

Disability Discrimination Act 1995 and 2005

***Residents***

The mixed methodology of the consultation process, including face to face interviews, telephone, postal and online surveys and a telephone helpline means that residents with physical, visual and audio impairments will be able to provide their input to the consultation through at least one of the elements of the consultation process.

Moreover, the post test of opinion is available in Braille, and audio text. Therefore, it is envisages that there is no impact identified for disability.



#### **4.4 Sexual Orientation:**

Employment regulations 2003

Equality Act 2006 (prohibition on discriminating in regard to goods, facilities and services on the grounds of sexual orientation)

##### ***Residents***

Whilst all residents benefit from improved services, there is no potential impact identified specifically for sexual orientation

#### **4.5 Age**

##### **Residents**

We have conducted focus groups with young people to discuss their views about how to improve services and the Council's proposals to create a single Housing Department.

There is no impact identified specifically for different age groups

#### **4.6 Religion**

Equality Act 2006 (prohibition on discriminating in regard to goods, facilities and services on the grounds of faith, religion or belief)

##### ***Residents***

There is no impact identified specifically for different religious groups.

## 5. The Impact - EIA Results (Test of Relevance)

Assess the potential impact that the policy/function or service could have on each of the target groups. The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will also need to assess whether that negative potential impact is high, medium or low.

### a) Identify the potential impact of the policy on men and women:

Gender	Positive	Negative ( Please specify if High, Medium or Low )	Neutral	Reason
Women – Residents			✓	There are no particular equalities benefits for men or women, or any negative equalities impacts from the consultation process. If the outcomes from the consultation leads to improvement in Resident Involvement mechanisms this will have an equally positive outcome for all residents.
Men – Residents			✓	

### b) Identify the potential impact of the policy on different racial groups:

Race	Positive	Negative ( Please specify if High, Medium or Low )	Neutral	Reason
			✓	There are no particular equalities benefits for residents from any specific ethnic group, or any negative equalities impacts from the consultation process. If the outcomes from the consultation leads to improvement in Resident Involvement mechanisms this will have an equally positive outcome for all residents.

### c) Identify the potential impact of the policy on disabled people:

Disability	Positive	Negative ( Please specify if High, Medium or Low )	Neutral	Reason
			✓	All residents benefit from improved services, particularly services which are

				more responsive to tenants' and leaseholders' needs; however there is no particular equalities benefit or detriment for residents of a particular sexual orientation.
<b>Disability - Residents</b>				

**d) Identify the potential impact of the policy on different age groups:**

Age Group ( specify, for example younger, older etc)	Positive	Negative ( Please specify if High, Medium or Low )	Neutral	Reason
<b>Residents</b>			✓	There are no particular equalities benefits for residents from any age group, or any negative equalities impacts from the consultation process. If the outcomes from the consultation leads to improvement in Resident Involvement mechanisms this will have an equally positive outcome for all residents.
<b>Younger – Residents</b>			✓	

**e) Identify the potential impact of the policy on lesbian, gay men, bisexual or heterosexual people:**

Sexual Orientation	Positive	Negative ( Please specify if High, Medium or Low )	Neutral	Reason
<b>Lesbian – Residents</b>			✓	All residents benefit from improved services, particularly services which are more responsive to tenants' and leaseholders' needs; however there is no particular equalities benefit or detriment for residents of a particular sexual orientation.
<b>Gay Men – Residents</b>			✓	
<b>Bisexual – Residents</b>			✓	
<b>Heterosexual – Residents</b>			✓	

**f) Identify the potential impact of the policy on different religious and faith groups:**

Religious and Faith Groups ( specify)	Positive	Negative ( Please specify if High, Medium or Low )	Neutral	Reason
Residents			✓	All residents benefit from improved services, particularly services which are more responsive to tenants' and leaseholders' needs; however there is no particular equalities benefit for residents of a particular religion. There is no equalities impact of the restructure on religion for staff.

**g) As a result of answering question 5 a-f above what is the potential impact of the policy, function or service? Please circle**

**High**

**Medium**

**Low**

**h) Could you minimise or remove any negative potential impact that is of medium or low significance? Explain how.**

<b>Strand</b>	<b>Residents</b>
<b>Gender</b>	N/A
<b>Race</b>	N/A
<b>Disability</b>	N/A

<b>Age</b>	N/A
<b>Sexual Orientation</b>	N/A
<b>Religious or Faith Groups</b>	N/A

**I) if there is no evidence that the policy, service or function promotes Equal Opportunity – Could it be adapted so it does? How?**

The Consultation Process promotes equal opportunities through endeavouring to strengthen Resident Involvement by asking residents which services matter the most to them and how they like would to get involved in shaping the services.

The Consultation programme targeted various socio demographic groups (including women, young people, BME groups, involved residents, Voluntary Sector and community groups).

## Identifying Impact

**6** What systems do you have in place to find out who uses the service and what they think?

The core purpose of the consultation process is to find out what service users think. The action planning process illustrates how the consultation will comprehensively seek to gain the views of all residents.

**7** What qualitative and quantitative data do you have on different groups (E.g. results of previous consumer satisfaction surveys, feedback exercise, Diversity Monitoring Booklet or evidence from other authorities or ALMO's understanding similar work)?

Customer satisfaction trend data and resident profile information. This data will be used to compare the response levels to the ALMO consultation with previous responses to large scale surveys.

**8** Where there are negative impacts, can they be justified?

There is no likely negative impact of the consultation process for tenants or leaseholders. If any particular group demonstrates unexpectedly low response rates, the ALMO consultation team will actively seek to conduct face to face interviews with a representative sample of the group.

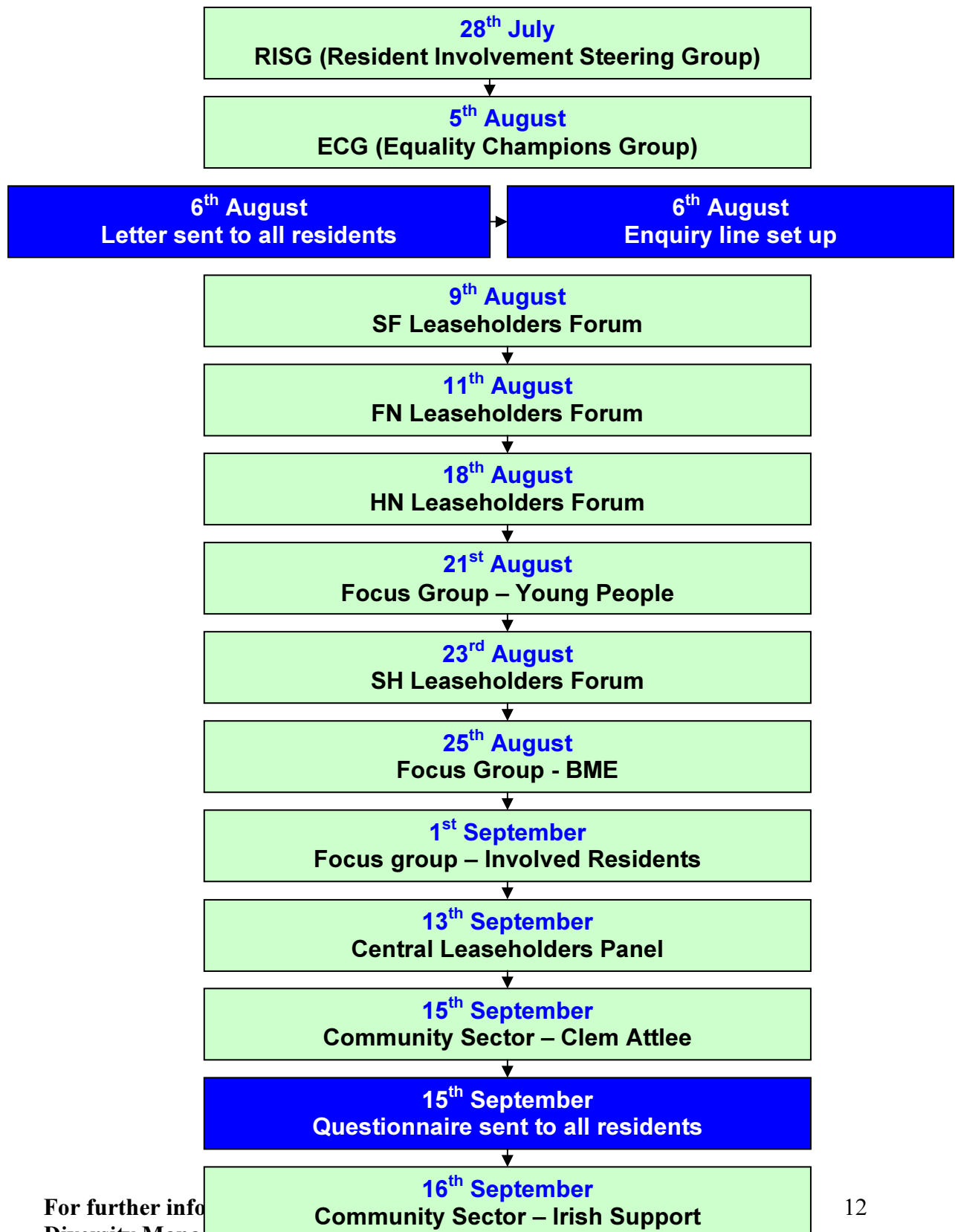
If these views differ from the general population they will be reported to the Cabinet in January.

## 9 Action Planning

Use the table attached to identify and record any objectives and targets resulting from the EIA analysis. Please ensure that all actions are included in the attached action plan and in the Business Unit or Area Equalities Plans.

10. Please indicate the groups including staff you will be consulting with in relation to this assessment?

## ALMO Consultation Timeline



For further info  
 Diversity Manager Telephone 020 8765 1172 or email  
 Nivene.powell@hfhomes.org.uk





## 16. Signing Off Procedure

Form must be signed off by the Equalities and Diversity Manager

<b>Signature: Nivene Powell</b>	<b>Date: 01.10.2010</b>
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**Please e-mail completed assessment form to Nivene Powell or via the internal post to Equalities Team, Ground Floor, Riverview House and keep a copy for your file.**

## Action Planning Process

Issue	Actions	Lead Officer	Consultation Groups	Expected Outcomes	Completion Date	Sign Off Date	Comments
Awareness Raising	<ul style="list-style-type: none"> <li>- Letter to all residents</li> <li>- Attend, RSG, Leaseholder Forums, ECG</li> <li>- Set up webpage</li> <li>- FAQs</li> <li>- Staff and Board Briefings</li> <li>- Telephone helpline</li> </ul>	<b>Interim Housing Services Director</b>	<ul style="list-style-type: none"> <li>Staff</li> <li>Tenants</li> <li>Leaseholders</li> <li>Community Groups</li> <li>HAFFTRA</li> </ul>	All residents aware that the consultation process is taking place and their responses will help influence service delivery in the near future.	<b>September 2010</b>		
Obtaining a statistically valid response to the tenants' test of opinion regarding the Council's proposal to bring services back in-house.	Quantitative survey sent to all residents. The survey requires 990 respondents to be statistically valid (to +/- 3%)	<b>Interim Housing Services Director</b>	<ul style="list-style-type: none"> <li>Tenants</li> <li>Leaseholders</li> </ul>	Survey to provide an accurate reflection of tenants views regarding the Council's proposal to integrate.	<b>October 2010</b>		
Understanding how residents would like to improve services and increase resident involvement	Series of focus groups with Young, Elderly, BME, Women, Disabled and other mixed groups.	<b>Interim Housing Services Director</b>	<ul style="list-style-type: none"> <li>Community Groups</li> <li>Residents</li> </ul>	<p>Analysis of the qualitative consultation process will be used to inform the desk top review of Resident Involvement that will take place in December 2010.</p> <p>The findings from the research will also feed into the action plans for the Housing Services and Property Services teams.</p>	<b>November 2010</b>		
<b>Review Date and Comments</b>							

**For further information, please contact Nivene Powell, Equalities and Diversity Manager Telephone 020 8753 4779 or email [Nivene.powell@hfhomes.org.uk](mailto:Nivene.powell@hfhomes.org.uk)**

## APPENDIX A:

### Equality Impact Assessment Initial Screening Tool with Guidance

This document has been produced to help you assess the likelihood of impacts on equality groups – including where people are represented in more than one strand – with regard to your new or proposed policy, strategy, function, project or activity. It has been designed to complement the e-learning tool for Equalities Impact Assessments and to help with your business planning process, as well as to ensure that your policy/project does not incur a delay due to lack of equalities consideration.

#### Initial Screening Equality Impact Assessment Tool

Section 01	Details of Initial Equalities Impact Screening Assessment
Financial Year and Quarter	10/11, Q3
Name of policy, strategy, function, project, activity, or programme	The Future of the Housing Management Service (new) This EIA assess the impact on service delivery. Any impact on staff will be the subject of a separate assessment as per TUPE guidelines for H&F Homes staff, and the Council's own organisational change assessment (OCA) for H&F Regeneration staff.
Q1 What are you looking to achieve?	The management agreement with H&F Homes, the Council's Arms Length Management Organisation (hereafter: ALMO), ends on the 31 March 2011. This document equality impact assesses the proposal of the return of the housing service to the Council and the creation of a single Housing and Regeneration Department to the Council, thereby giving rise to the direct management of services in the future. This follows the outcome of the consultation with tenants and leaseholders on the Council's proposal to directly manage the housing service.
Q2 Who in the main will benefit?	Tenants and leaseholders are expected to benefit from an integrated service.  H&F Council (hereafter: H&F) and H&F Homes undertook a consultation with tenants and leaseholders as part of this proposal and in order to assess its viability. The data collected has been used here, complemented by borough statistics.  H&F asked H&F Homes to undertake a comprehensive consultation programme. The consultation process

Updated 20.09.2010

started on 6 August 2010 and ended on 12 November 2010. It consisted of three phases:

- a. General communications or awareness raising
  - i. Personalised letter to tenants, leaseholders, TRAs and voluntary sector groups
  - ii. Web and telephoned based communication – ‘Your questions Answered’ document, interactive webpage for residents and a dedicated telephone helpline
  - iii. Face to face communication e.g. Leaseholder Forums and panels, Borough forums, Equality Champions, Voluntary Groups and HAFFTRA meetings
- b. Qualitative consultation (focus groups and in depth interviews)
  - i. Focus groups involving residents including BME and young residents, a Women’s group etc
- c. Test of opinion using postal and telephone survey

H&F Homes has undertaken a separate EIA focusing on the consultation process. This section of the EIA uses the outcomes of that consultation to assess the impact on service delivery by equality group. Diversity data (race, gender, disability) was collected for the postal and telephone surveys.

The findings from the postal survey demonstrate that the majority of tenants are in favour of the Council’s proposal. In total 2074 surveys were returned<sup>1</sup>. Overall 71% of respondents to the postal survey were in favour of the Council’s proposal, and only 5% of tenants oppose the Council’s proposal.

<b>Views on the Council’s proposal to bring back H&amp;F Homes</b>	<b>%</b>
Strongly in favour	58.9
Slightly in favour	11.3
<b>Overall in favour</b>	<b>70.2</b>
Do not mind either way	26.2
Slightly opposed	1.8
Strongly opposed	1.7
<b>Overall opposed</b>	<b>3.5</b>

Postal survey results, 1688 respondents out of 18,157 posted

The return rate was 11% which might indicate that the vast majority of tenants and leaseholders are indifferent about the proposal, i.e. they may no mind who delivers the service. The return rate might also be

<sup>1</sup> 1743 tenants responses ensures that the findings accurately reflect the views of the general tenant population at a 95% confidence level of + or – 3%.

slightly lower than expected because tenants and leaseholders may have used other opportunities to engage with H&F Homes over the proposal.

Race	/	L	Primary tenant by race (source date: H&F Homes)	
			<b>Racial category</b>	<b>% of tenant holder</b>
			African	14
			Asian	4
			Caribbean	8
			Mixed	4
			Other	5
			Unknown	16
			White (includes non-British White groups)	49
				100
			<p>The table above relates to the named tenant holder and may not reflect the full diversity of other individuals living in the same household (for example the primary tenant may be White but her/his partner might be Asian and their children may be mixed) and so this EIA notes the limitations of the data below.</p> <p>The predominant ethnicity of ALMO tenants is White British, accounting for 61% compared to 49% of primary tenants being White (this will include non-British White groups such as Eastern European). White residents are under slightly under represented in terms of being Council housing tenants compared to the overall White resident population in H&amp;F as per our borough profile (Census 2001).</p> <p>Tenants of non-White ethnicity (African, Asian, Caribbean, Mixed and Other) make up 35% of Council housing tenants and therefore are over represented compared to their overall number in the borough which is 22%.</p>	
			<p>Test of Opinion (postal survey), Tenants in favour of H&amp;F Homes coming back to the Council, by race</p>	

		<b>White</b>	<b>Asian or Asian British</b>	<b>Black or Black British</b>	<b>Chinese</b>	<b>Mixed</b>	<b>Other</b>	<b>Prefer not to say</b>	<b>Unknown</b>	<b>Total</b>								
	Yes	72%	74%	66%	57%	72%	61%	*	70%	71%								
	No	3%	2%	3%	0%	10%	6%	*	6%	4%								
	Don't mind	25%	24%	30%	43%	17%	32%	*	23%	25%								
	100%	100%	99%	100%	99%	99%	*	99%	100%									
	<p>A significant number of Chinese respondents stated that they did not mind (with the majority in favour), and the majority of respondents in each race group who responded to the postal survey were in favour of H&amp;F Homes returning to the Council.</p> <p>Leaseholder consultation and focus groups were also held. No equality issues in relation to race was raised at the Leaseholder Forum, Resident Steering Group, or Equality Champions Group.</p> <p>As noted above, BME tenants are over represented in H&amp;F Homes units when compared with the borough profile and White tenants are under represented. The consultation shows that the majority of tenants by all race groups were in favour of the ALMO returning to the Council. The consultation did not find evidence of any negative impacts, and as the proposal is to maintain service provision with no major changes, the overall impact on race is assessed here as being both low and neutral.</p>																	
	Disability	/	L	<p>The disability status of the primary tenant</p> <table border="1"> <thead> <tr> <th><b>Disability status</b></th> <th><b>% of tenant holder</b></th> </tr> </thead> <tbody> <tr> <td>Disabled</td> <td>8</td> </tr> <tr> <td>Not disabled</td> <td>92</td> </tr> <tr> <td></td> <td>100</td> </tr> </tbody> </table> <p>Disabled people are significantly under represented as the primary tenant at 8% compared to the borough wide figure which is 15%<sup>2</sup>. The proportion of disabled people, who are not necessarily the primary tenant, living in council houses is</p>							<b>Disability status</b>	<b>% of tenant holder</b>	Disabled	8	Not disabled	92		100
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	100																	

<sup>2</sup> H&F Single Equality Scheme: p6  
Updated 20.09.2010

likely to be higher.

H&F Homes's Equalities Champions Group (ECG) was involved with designing the ALMO consultation methodology. The ECG recommended that the independent telephone poll with the booster sample of respondents with a disability as an example of best practise and advised that it should be incorporated in all large scale consultation exercises.

This approach is also an example of: promoting equality of opportunity between disabled persons and other persons, promoting positive attitudes towards disabled persons, encouraging participation by disabled persons in public life, and taking steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.

The results of this booster sample are shown in the table below.

Telephone survey booster sample of 504 respondents organised by disability status (212 of the respondents self classified themselves as disabled). People who were deaf/hard of hearing had the option to completing the original postal survey.

	<b>Not Disabled</b>	<b>Disabled</b>	<b>Total</b>
Yes	52%	58%	54%
No	5%	10%	7%
Don't mind	43%	33%	38%
	100%	101%	99%

The vast majority of disabled tenants were either in favour (58%) or indifferent (33%) to the proposal. Only 10% of disabled respondents disagreed with the proposal.

Leaseholder consultation and focus groups were also held. No equality issues in relation to disability was raised at the Leaseholder Forum, Resident Steering Group, or Equality Champions Group.

As noted above, disabled tenants are well under represented in H&F Homes units when compared with the borough profile. The consultation proactively sought the inclusion of disabled people in order to gauge opinion, taking into account the barriers that can be experienced by disabled people.



			<p>The consultation results show that the majority of tenants by disability and non-disability were in favour of the ALMO returning to the Council, with the next largest group responding that they did not mind. The consultation did not find evidence of any negative impacts, and as the proposal is to maintain service provision with no major changes, the overall impact on disability is assessed here as being both low and neutral.</p>																																	
	Gender	/	L	<p>The gender of the primary tenant (excluding transgender)</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>% of tenant holder</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>61</td> </tr> <tr> <td>Male</td> <td>39</td> </tr> <tr> <td></td> <td>100</td> </tr> </tbody> </table> <p>Women are over represented as the primary Council housing tenant compared to the proportion of females in the H&amp;F resident population, which is currently at 49.8%. Given this significant different in primary tenancy, the consultation results (below) should be analysed for any significant gap in opinion. We do not have specific data on transgendered or transitioning people, as official statistics are not routinely collected.</p> <p>Test of Opinion (postal survey), Tenants in favour of H&amp;F Homes coming back to the Council, by gender (excluding transgender).</p> <table border="1"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> <th>Unknown</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>68%</td> <td>75%</td> <td>70%</td> <td>71%</td> </tr> <tr> <td>No</td> <td>4%</td> <td>3%</td> <td>7%</td> <td>4%</td> </tr> <tr> <td>Don't mind</td> <td>28%</td> <td>23%</td> <td>23%</td> <td>25%</td> </tr> <tr> <td></td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> <p>The vast majority of both female and male respondents were in favour of H&amp;F Homes returning to the Council. Only 4% of female respondents disagreed with the proposal compared to 3% of males.</p> <p>Leaseholder consultation and focus groups were also held. No equality issues in relation to gender was raised at the Leaseholder Forum, Resident Steering Group, or Equality Champions Group.</p>	Gender	% of tenant holder	Female	61	Male	39		100		Female	Male	Unknown	Total	Yes	68%	75%	70%	71%	No	4%	3%	7%	4%	Don't mind	28%	23%	23%	25%		100%	100%	100%
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	Age	/	L																
				<p>The consultation did not collate data on age, and as age discrimination law does not currently apply to goods and services, this section refers to the results from the postal survey from earlier in this document and summarised again below.</p> <p>Postal survey results, 1688 respondents out of 18,157 posted</p> <table border="1"> <thead> <tr> <th><b>Views on the Council's proposal to bring back H&amp;F Homes</b></th> <th><b>%</b></th> </tr> </thead> <tbody> <tr> <td>Strongly in favour</td> <td>58.9</td> </tr> <tr> <td>Slightly in favour</td> <td>11.3</td> </tr> <tr> <td><b>Overall in favour</b></td> <td><b>70.2</b></td> </tr> <tr> <td>Do not mind either way</td> <td>26.2</td> </tr> <tr> <td>Slightly opposed</td> <td>1.8</td> </tr> <tr> <td>Strongly opposed</td> <td>1.7</td> </tr> <tr> <td><b>Overall opposed</b></td> <td><b>3.5</b></td> </tr> </tbody> </table> <p>As the proposal is to maintain service provision with no major changes, the overall impact on age is assessed here as being both low and neutral.</p>	<b>Views on the Council's proposal to bring back H&amp;F Homes</b>	<b>%</b>	Strongly in favour	58.9	Slightly in favour	11.3	<b>Overall in favour</b>	<b>70.2</b>	Do not mind either way	26.2	Slightly opposed	1.8	Strongly opposed	1.7	<b>Overall opposed</b>
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Postal survey results, 1688 respondents out of 18,157 posted

<b>Views on the Council's proposal to bring back H&amp;F Homes</b>	<b>%</b>
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The duties under the Equality Act (Sexual Orientation) Regulations 2007, prohibiting discrimination on the grounds of sexual orientation in the relevant areas of: provision of goods, facilities and services; and in the exercise of public functions.

Official statistics are not routinely collected on sexual orientation. However, the most recent estimates on proportion of LGB adults living in UK is 1.5% in comparison to the general adult population<sup>3</sup>. Further, LGB adults will also be represented through one or more other equality strands.

To put this in a local context so far as is possible, although there are no accurate statistics for the numbers of lesbian, gay and bisexual residents in the borough, the 2001 census recorded 568 people (or 1.1% of couples), aged 16 and over, living as same sex couples in Hammersmith and Fulham. In 2009 there were 49 civil partnerships in this borough. This gives us some of the picture but we note that these local statistics may hide single LGB people, or LGB people who have not entered into civil partnerships.

Using the figure of 1.5%, as this refers to a whole adult population (and one must be 18 or over to hold a tenancy agreement), as a proportion of the overall respondents' opinions, we can see that the proposal would not impact on LGB people differentially.

As the proposal is to maintain service provision with no major changes, the overall impact on sexual orientation is assessed here as being both low and neutral.

<sup>3</sup> <http://www.statistics.gov.uk/statbase/Product.asp?vlnk=15381> and <http://www.statistics.gov.uk/pdfdir/ihs0910.pdf> (accessed 11.11.10)

Religion/belief (including non-belief)	/	L	<p>The consultation did not collate data on religion or belief (including non-belief), and so this section refers to the results from the postal survey from earlier in this document and summarised again below.</p> <p>Postal survey results, 1688 respondents out of 18,157 posted</p> <table border="1"> <thead> <tr> <th><b>Views on the Council's proposal to bring back H&amp;F Homes</b></th> <th><b>%</b></th> </tr> </thead> <tbody> <tr> <td>Strongly in favour</td> <td>58.9</td> </tr> <tr> <td>Slightly in favour</td> <td>11.3</td> </tr> <tr> <td><b>Overall in favour</b></td> <td><b>70.2</b></td> </tr> <tr> <td>Do not mind either way</td> <td>26.2</td> </tr> <tr> <td>Slightly opposed</td> <td>1.8</td> </tr> <tr> <td>Strongly opposed</td> <td>1.7</td> </tr> <tr> <td><b>Overall opposed</b></td> <td><b>3.5</b></td> </tr> </tbody> </table> <p>The religious profile of the Borough is less diverse than in London as a whole. In 2001, 63.6% of residents in the Borough were Christians, 6.8% were Muslim and 2.3% were other religions. This partly reflects the ethnic profile of the Borough, with a higher White population who are predominantly Christian and a lower Asian population who have a more diverse religious profile. In 2001, 17.6% of residents in the Borough stated that they had no religion. This is similar to the proportion for Inner London (18.3%) and Greater London (15.8%).</p> <p>It is noted that members of some religious groups will also be represented through one or more other equality strands and that race and religion are often linked.</p> <p>The duties under the Equality Act 2006, make it unlawful (subject to certain exemptions) to discriminate on the grounds of religion or belief (including non-belief) in the following relevant areas:</p> <ul style="list-style-type: none"> <li>▪ The provision of goods, facilities and services;</li> <li>▪ The disposal and management of premises; and</li> <li>▪ The exercise of public functions.</li> </ul> <p>As the proposal is to maintain service provision with no major changes, the overall impact on religion or belief (including non-belief) is assessed here as being both</p>	<b>Views on the Council's proposal to bring back H&amp;F Homes</b>	<b>%</b>	Strongly in favour	58.9	Slightly in favour	11.3	<b>Overall in favour</b>	<b>70.2</b>	Do not mind either way	26.2	Slightly opposed	1.8	Strongly opposed	1.7	<b>Overall opposed</b>	<b>3.5</b>
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Socio-Economic	/	L	<p>The consultation did not collate data on socio-economic status and so this section refers to the results from the postal survey from earlier in this document and summarised again below.</p> <p>Postal survey results, 1688 respondents out of 18,157 posted</p> <table border="1"> <thead> <tr> <th>Views on the Council's proposal to bring back H&amp;F Homes</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Strongly in favour</td> <td>58.9</td> </tr> <tr> <td>Slightly in favour</td> <td>11.3</td> </tr> <tr> <td><b>Overall in favour</b></td> <td><b>70.2</b></td> </tr> <tr> <td>Do not mind either way</td> <td>26.2</td> </tr> <tr> <td>Slightly opposed</td> <td>1.8</td> </tr> <tr> <td>Strongly opposed</td> <td>1.7</td> </tr> <tr> <td><b>Overall opposed</b></td> <td><b>3.5</b></td> </tr> </tbody> </table> <p>Hammersmith &amp; Fulham is ranked as the 38th most deprived local authority in England, out of a total of 342 local authorities. Hammersmith &amp; Fulham is becoming increasingly polarised in that there are increasing proportions of residents who are high earners with a static proportion of low earners. Census measures also show very high degrees of polarisation compared to other local authorities in educational attainment and occupation levels.</p> <p>Proportions of working age residents in higher-paid jobs are increasing. Four in ten adults (40.8%) are managers, senior officials or professionals compared to 35.9% in Inner London and 32.4% in Greater London. 17.9% are in higher managerial or professional positions: this has increased significantly from 1991 when only 12.3% fell within this occupation group. There have been similar significant rises in associate professional and technical occupations: 15.8% in 1991 to 23.5% in 2001. On the other hand, 11.3% are in 'routine' or 'semi-routine' operations and 5.5% have never worked or are long-term unemployed.</p> <p>The duty to consider reducing the inequalities of outcome that arise from socio-economic disadvantage may be placed on public bodies when taking decisions of a strategic nature on how to exercise its functions. Presently, this is a provision of</p>	Views on the Council's proposal to bring back H&F Homes	%	Strongly in favour	58.9	Slightly in favour	11.3	<b>Overall in favour</b>	<b>70.2</b>	Do not mind either way	26.2	Slightly opposed	1.8	Strongly opposed	1.7	<b>Overall opposed</b>	<b>3.5</b>
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			<p>the Equality Act 2010 that ministers are still considering and which could come into force in April 2011.</p> <p>As the proposal is to maintain service provision with no major changes, the overall impact on all socio-economic groups is assessed here as being both low and neutral.</p>
<p><b>Q3</b>  <b>Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</b></p>	<p>Will it affect Human Rights, as defined by the Human Rights Act 1998?</p> <p>No.</p> <p>The most relevant Convention Right is Article 1, Protocol 1: Protection of property.</p> <p>During Phase 1 of the consultation (telephone enquiry line feedback), a small minority of tenants expressed concerns that the change of housing services management from the ALMO to the Council would mean that they could no longer live in their property. Once tenants were given assurances that the potential integration of the ALMO would not have any impact on their tenancy, the majority of the callers expressed no preference for whether the ALMO was returned in-house or not.</p> <p>No. The overall assessment is that the proposal has a low and neutral impact across all equality strands, and that it has no impact on Human Rights.</p>		

<b>Q4</b> <b>Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?</b>	No. The overall assessment is that the proposal has a low and neutral impact across all equality strands, and that it has no impact on Human Rights.
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## APPENDIX B:

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### A summary of the ALMO Consultation methodology.

#### **1. Background**

- 1.1 The Council has asked H&F Homes to undertake a comprehensive consultation asking resident whether or not they support the Council's proposal to create a single directly managed housing service.
- 1.2 The Consultation programme has three important and interrelated phases; firstly, this includes communications or awareness raising followed by qualitative consultation such as conducting focus groups and in-depth interview and thirdly a robust test of opinion using quantitative methods including a postal and telephone survey.
- 1.3 The findings from the consultation will be reported to the Cabinet in January 2011 when the Cabinet will review the findings and make a decision. This report summarises the Consultation programme's methodological approach.

#### **2. Introduction**

- 2.1 Under section 105 of the Housing Act 1985 local authorities are required to consult with their tenants on any significant change in management arrangements. The Department for Communities and Local Government guidance to Local Authorities sets out the expectations of tenant



- consultation in the circumstance where a local authority is considering any major change regarding its ALMO.<sup>1</sup>
- 2.2 The CLG expects any consultation on the future direction of an ALMO to engage with those stakeholder groups who were involved in the original option appraisal process that selected the ALMO option in the first place. Any change in the arrangements should also be the subject of a test of opinion that is no less rigorous than the test undertaken to support the establishment of the ALMO.
  - 2.3 In October 2003 residents were asked whether they were in favour of setting up an ALMO in order to access Decent Homes funding. A postal ballot of tenants and leaseholders was the method adopted to engage with all residents. The decision to undertake a postal ballot was taken by the appointed consultation steering group. This group consisted of residents independent experts and HAFFTRA and was tasked with gaining residents' approval for setting up the ALMO.
  - 2.4 Prior to undertaking the ballot the consultation steering group devised and implemented a communication plan to help maximise resident awareness of two key factors, firstly, that the ballot would be taking place and secondly, to encourage residents to support the proposal to create an as a means of securing Decent Homes funding.
  - 2.5 The consultation methodology adopted by the H&F Homes Board in 2010 has several similar aspects to the consultation in 2003. However, there are additional elements to the 2010 resident consultation process (including the series of in-depth focus groups with residents) that ensure the process is more robust than the consultation process in 2003.

### **3. Methodology**

- 3.1 A robust project management approach was put in place to co-ordinate the consultation programme. A Futures Steering Group (FSG) was

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<sup>1</sup> Department for Communities and Local Government 'Review of Arms Length Management Organisations' June 2006

established, led by H&F Homes Board Member David Millar. The FSG led on all parts of the consultation programme, including the consultation questions.

3.1.1 **Formal Test of Opinion:**

Each year H&F Homes completes a survey of varying complexity to gauge tenant and leaseholder satisfaction. In 2010 the survey was reduced to allow for questions on the Council's proposal to return the service to in-house provision. The H&F Homes Board considered a postal survey to be the most effective method of engaging with all 18,000 residents. It is a positive alternative to a ballot, as it allowed for reminders in the rent statement and support to individuals on their concerns and queries. The postal survey was sent to all tenants and leaseholders on 15 September 2010 arriving in homes on 19 and 20 September 2010. The survey included details of the Council's proposal, and responses to questions raised during the qualitative sessions with tenants and leaseholders. In addition, a translation service, supported by CITAS was offered. Moreover, residents had the option of completing the test of opinion survey online. This contrasts from the 2003 methodology (when residents did not have the facility to complete the survey online).

3.1.2 **An Independent Research Company**

H&F Homes commissioned an independent research company BMG Research Ltd to carry out the formal 'test of opinion'. BMG has previously undertaken satisfaction surveys with H&F Homes residents for three consecutive years. Similarly, in 2003 the Electoral Commission conducted the postal ballot. Therefore, in 2003 and 2010 an independent organisation has been used to carry out the main resident consultation exercise.

3.1.3 **Telephone survey:**

This approach targets the younger tenants, who may have a busier life style and do not have the time to complete a full survey but willing to answer questions by phone. In addition, telephone surveys were used for tenants with known visual disability or literacy issues. H&F Homes commissioned CITAS, to support tenants and leaseholders where English was not the first language. This is contrast to the methodology adopted in 2003, which did not include a follow up telephone survey of residents.

3.1.4 **Focus Groups:**

Using focus groups has assisted with connecting staff, customers and other stakeholders. A series of focus groups took place from August – November 2010, targeted at different demographic groups of residents. The focus group structure was inexpensive and proved effective in gauging views which helped H&F Homes to steer formal ‘test of opinion’. Focus groups were conducted with over a 100 residents from hard to reach groups. This contrasts from the 2003 methodology which did not include any formal qualitative consultation techniques. The core aim of the focus groups was to help understand why residents may hold a particular view, as opposed to a simplistic yes or no response.

3.1.5 **Formal involvement structure:**

The Council and H&F Homes is fortunate to have an extensive involvement structure in place from recognised Tenants and Residents Associations to Area Forums, the Leasehold Forum and the Borough Forum. Staff and Board Members have attended a variety of the formal mechanisms, in addition to keeping HAFFTRA regularly updated to timetable consultation and feedback sessions with the various groups. We will aim to co-ordinate with the timetabled meetings already in place to avoid unnecessarily meetings being held.

3.1.7 **On –going Communication**

A phone hotline 0208 753 4623 was established and publicised widely for tenants and leaseholders to contact the consultation team with any questions or concerns or where they wish for greater clarity before completing their questionnaire returns.

3.1.8 **A dedicated email address [intheloop@hfhomes.org.uk](mailto:intheloop@hfhomes.org.uk) was set up**  
to allow email contact from residents seeking more advice or information.

3.1.9 **Incentives:**

To help encourage responses, a prize draw was offered to tenants and leaseholders for returned the information.

### 3.1.11 **Other stakeholders:**

H&F Homes actively encouraged other stakeholders to contribute to the process, including:

- i Equalities Champions Group
- ii Safer Neighbourhood Team
- iii Primary Care Trust
- iv Pathway to Progress Young Peoples Mentoring Project
- v Councils Community Relations Group

## **4. Results and Key Findings**

4.1 The ALMO consultation in 2003 asked residents were asked “Are you in favour of the council’s proposal to create an Arms Length Management Organisation (ALMO) to manage, repair, and improve the council’s homes?”

4.2 The Residents’ ballot was supported by a leaflet were given the option of voting yes or no.

Table 1. Residents Responses to 2003 Consultation.

	Population	Response	Percentage in favour of proposal
Tenants	5996	45%	83%
Leaseholders	1078	25.%	73%
Total	7074	40%	81%

3.3 The table above shows that 40% of residents responded to the postal ballot sent to residents in 2003. This is unsurprising as the possibility of gaining access to funding for Decent Homes work (in the region of £90 million) is a significant incentive for residents to respond to the survey.

3.4 In comparison, there is no direct incentive for individual residents to respond to the Council’s proposal to create a single directly managed Housing Department. The proposal aims to create a more efficient and streamlined service. Therefore, in order to ensure sufficient response to

the 2010 resident consultation it was necessary to develop a mixed and comprehensive approach to the resident consultation.

Table 2. Residents Responses to 2010 Consultation.

	<b>Population</b>	<b>Response</b>	<b>Percentage in favour of proposal</b>
<b>Tenants</b>	<b>1743</b>	<b>13%</b>	<b>71%</b>
<b>Leaseholders</b>	<b>331</b>	<b>7%</b>	<b>71.0%</b>
<b>Total</b>	<b>2074</b>	<b>11%</b>	<b>71%</b>

#### **Statistical Validity of Postal Survey**

- 4.4 For a population of 13,500 tenants responses from 989 tenants would be necessary to ensure the consultation survey is statistically robust. With 1743 responses the findings from the tenant survey accurately reflects the views of the general tenant population (at a 95% confidence level of + or – 3%).
- 4.5 It would require 350 responses from leaseholders for the findings from the leaseholder surveys to be statistically valid. However, only 331 leaseholders responded to the survey. This is unsurprising, feedback from the participants at the leaseholder forums and panels was that leaseholders were not concerned about who was responsible for delivering services but rather the quality and cost of service delivery.
- 4.6 Therefore, the findings from the leaseholder survey are accurate to +or – 5% at the 90% confidence level. Meaning that we can be reasonably confident that the leaseholder responses reflect the views of the general leasehold population.

## **5. Conclusion**

- 5.1 The findings from the 2010 consultation process revealed that residents are in favour of creating a single Council managed Housing Service. The outcomes from the consultation will be used to help shape services for residents in the future. The depth of data acquired through the mixed consultation methodology would not be possible through a single postal ballot. Therefore, the methods used to consult in 2010 provide a combination of statistically robust information and a deeper insight into residents views than the 2003 engagement process.

APPENDIX C

Director of Housing and Regeneration

Anticipated Management Structure following integration of the ALMO into the new Department for Housing and Regeneration

Housing Strategy & Analysis Unit

Assistant Director (Housing Services)

Assistant Director Finance & Resources

Assistant Director Regeneration & Economic Development  
*(under review)*

Assistant Director Asset Management  
*(under review)*

Head of Housing Management

Head of Neighbourhood Services & Tenancy Management,

Head of Estate Services

Head Of Housing Advice & Assessment

Head Of Accommodation Services

Head Of H&F Advice

Head of Finance

Head of IT & Performance

Head of Leasehold Services

Head of Procurement

Head of Regeneration Programmes - North

Head of Regeneration Programmes - South

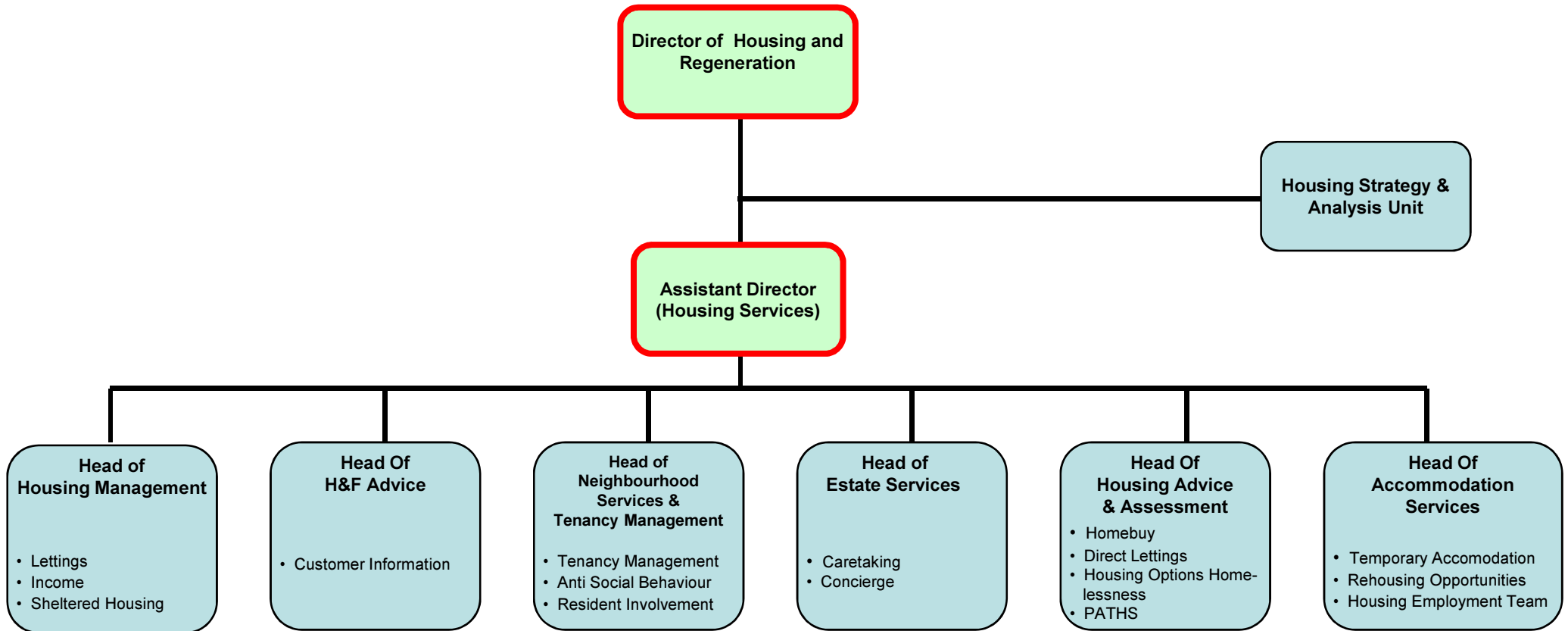
Head of Economic Development & Skills

Head of Repairs & Maintenance

Head of Major works

The proposed structure is dependent on the outcomes of the Residents Consultation Programme and subject to Cabinet approval in 2011

## Anticipated Management Structure for the new Housing Services Division







# Cabinet

10 JANUARY 2011

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

**CABINET MEMBER**

**LEADER**

*Councillor Stephen Greenhalgh*

**14.1 UPGRADING THE CEDAR FINANCIAL SYSTEM**

LBHF currently uses version 5.1 of the Cedar financial system. This version will no longer be supported by the product supplier after summer 2011, and LBHF therefore needs to upgrade to version 5.3 in 2011, to ensure that our financial system is fully supported.

This report details the work and funding which are required to ensure that an upgrade can take place in 2011.

**Decision made by the Leader on: 16 December 2010**

- 1. That approval is given for the Cedar application to be upgraded to Version 5.3.**
- 2. That funding of £61,500 is allocated from a funds recovery contingency for this upgrade scoping work.**

**Wards: All**

**DEPUTY LEADER  
(+ ENVIRONMENT  
AND ASSET  
MANAGEMENT)**

*Councillor Nicholas Botterill*

**14.2 SOUTH PARK NEIGHBOURHOOD – IMPROVEMENTS**

The report details a packet of measures for the South Park Neighbourhood Area for this financial year. The improvements are part of the 2010/11 neighbourhood programme.

Funding has been provided specifically for this project by Transport for London and it has been designed on the basis of maximising value for money and reducing the costs to the council of maintenance and repairs. Cabinet approved expenditure on this scheme within the 2010/11 programme/budget on 26 April 2010.

**Decision made by Cabinet Member on: 16 December 2010**

**That approval is given to carry out improvements as proposed in section 3 of this report at a total cost of £50,000.**

**Wards: Sands End; Parson's Green & Walham; Palace Riverside**

**DEPUTY LEADER  
(+ ENVIRONMENT  
AND ASSET  
MANAGEMENT)**

*Councillor Nicholas  
Botterill*

**14.3 LINFORD CHRISTIE STADIUM - REPLACEMENT OF  
EXISTING LIGHTING INSTALLATIONS IN THE CHANGING  
ROOMS**

This report seeks the approval to accept the lowest tender for the supply and installation and replacement of existing lighting installations at Linford Christie Stadium Changing Rooms, Du Cane Road, London W12.

The programme as approved by Cabinet has been amended in this quarter in accordance with the agreed protocol for change and scheme substitution, by the Assistant Director Building & Property Management and the Director of Finance and Corporate Services in Conjunction with the Corporate Asset Delivery Team in connection with the CPMP, and reported the change as a given.

**Decision taken by Cabinet Member on: 8 December 2010**

**That approval is given to Mitie Property Services (UK) Limited in the sum of £87,082 and fees of £12,888 making a total sum of £99,970 as set out in paragraph 5.3 of the report.**

**Ward: College Park & Old Oak**

**DEPUTY LEADER  
(+ ENVIRONMENT  
AND ASSET  
MANAGEMENT)**

*Councillor Nicholas  
Botterill*

**14.4 RIVER WALK (WILLOWBANK) – IMPROVEMENTS**

The report details one of the four areas identified for proposed enhancements along the River Walk for this financial year. Willowbank is situated adjacent to Swanbank near Putney Bridge. The improvements are part of the 2010/11 corridor programme and contains a proposal drafted by local residents for this area.

Funding has been provided specifically for this project by Transport for London and Walk London and it has been designed on the basis of maximising value for money and reducing the costs to the Council of maintenance and repairs.

**Decision made by Cabinet Member on: 8 December 2010**

**That approval is given to carry out improvements as proposed in section 3 of this report at a total cost of £22,000. Cabinet approved expenditure on this scheme within the 2010/11 programme/budget on 26 April 2010.**

**Ward: Palace Riverside**

**CABINET MEMBER  
FOR COMMUNITY  
CARE**

*Councillor Joe  
Carlebach*

**14.5 APPOINTMENT OF COUNCIL REPRESENTATIVE TO  
OUTSIDE ORGANISATION – HAMMERSMITH UNITED  
CHARITIES**

This report records the Cabinet Member's decision to appoint a Council representative to Hammersmith United Charities, which falls within the scope of their executive portfolio.

**Decision taken by the Cabinet Member: 1 December 2010**

**To reappoint Eugenie White as a Trustee of Hammersmith United Charities for a term of 4 years from 21 November 2010 to 20 November 2014.**

**Wards: All**

**CABINET MEMBER  
FOR CHILDREN'S  
SERVICES**

*Councillor Helen  
Binmore*

**14.6 APPOINTMENT OF LEA GOVERNORS**

This report records the Cabinet Member's decision to appoint LEA Governors, which falls within the scope of her executive portfolio.

**Decision made by Cabinet Member on: 9 December 2010**

- 1. To reappoint Rosie Wait as an LEA Governor to Sullivan Primary School for a period of four years commencing from 23 January 2010.**
- 2. To reappoint Kate Greenwood as an LEA Governor to St Stephen's Church Of England Primary School for a period of four years commencing from 14 January 2010.**

**Wards: Sands End; Shepherds Bush Green**

# Agenda Item 15



## **FORWARD PLAN OF KEY DECISIONS**

*Proposed to be made in the period January 2011 to April 2011*

The following is a list of Key Decisions, as far as is known at this stage, which the Authority proposes to take in the period from January 2011 to April 2011.

**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](mailto: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](http://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**

<b>Leader:</b>	<b>Councillor Stephen Greenhalgh</b>
<b>Deputy Leader (+Environment and Asset Management):</b>	<b>Councillor Nicholas Botterill</b>
<b>Cabinet Member for Children's Services:</b>	<b>Councillor Helen Binmore</b>
<b>Cabinet Member for Community Care:</b>	<b>Councillor Joe Carlebach</b>
<b>Cabinet Member for Community Engagement:</b>	<b>Councillor Harry Phibbs</b>
<b>Cabinet Member for Housing:</b>	<b>Councillor Lucy Ivimy</b>
<b>Cabinet Member for Residents Services:</b>	<b>Councillor Greg Smith</b>
<b>Cabinet Member for Strategy:</b>	<b>Councillor Mark Loveday</b>

*Forward Plan No 104 (published 15 December 2010)*

## LIST OF KEY DECISIONS PROPOSED JANUARY 2011 TO APRIL 2011

*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
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### January

Cabinet  Full Council	10 Jan 2011	<b>Council Tax Base &amp; Collection Rate 2011/12</b>  This report contains an estimate of the Council Tax collection rate and calculates the Council Tax base for 2011/12.	Leader of the Council
	26 Jan 2011		
	Reason: Budg/pol framework	The Council Tax base will be used in the calculation of the Band D Council Tax undertaken in the Revenue Budget Report for 2011/12.	Ward(s): All Wards;
Cabinet	10 Jan 2011	<b>Family Support Programme</b>  Proposals for future provision of support to vulnerable families in Hammersmith and Fulham.	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	10 Jan 2011	<b>Integrated Care Programme</b>  To seek delegated authority for the Director of Community Services to agree arrangements for integrating care services with Central London Community Healthcare Trust. Also to commence discussions with Royal Borough of Kensington & Chelsea and Westminster City Council about undertaking this jointly.	Cabinet Member for Community Care
	Reason: Expenditure more than £100,000		
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	10 Jan 2011	<b>Library Strategy 2009-14 - Update and Review</b>  Update for Members on progress against actions in Library Strategy 2009-14 and proposals for next steps to continue modernisation of library service.	Cabinet Member for Residents Services
	Reason: Affects more than 1 ward		
	Reason: Affects more than 1 ward		Ward(s): All Wards;

<b>Decision to be Made by:</b> (ie Council or Cabinet)	<b>Date of Decision-Making Meeting and Reason</b>	<b>Proposed Key Decision</b>	<b>Lead Executive Councillor(s) and Wards Affected</b>
Cabinet	10 Jan 2011	<b>The General Fund Capital Programme, Housing Revenue Capital Programme and Revenue Budget 2010/11 - Month 7 Amendments</b>  Report seeks approval to changes to the Capital Programme and Revenue Budget.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	10 Jan 2011	<b>Offsite Records Storage Service Re-tender</b>  Recommending a supplier for the Offsite Records Storage Service, 2011-2016.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	10 Jan 2011	<b>H&amp;F Buildings Report</b>  This report outlines recommendations for the future of a number of H&F owned or leased buildings, recently the subject of a consultation exercise.	Cabinet Member for Community Care
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	10 Jan 2011	<b>Option Appraisal on the Future of 120, Dalling Road Children's Home</b>  This report outlines the options for the future of Dalling Rd Children's Home in the context of the Children's Services MTFs and placements strategy for looked after children.	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	10 Jan 2011	<b>The Future of the Housing Management Service</b>  The management agreement with H&F Homes, the Council's Arms Length Management Organisation (ALMO), ends on the 31 March 2011. This report proposes the return of the housing service to the Council and the creation of a single Housing and Regeneration Department within the Council, thereby giving rise to the direct management of services in the future. This follows the outcome of the consultation with tenants and leaseholders on the Council's proposal to directly manage the housing service.	Cabinet Member for Housing
	Reason: Affects more than 1 ward		Ward(s): All Wards;

<b>Decision to be Made by:</b> (ie Council or Cabinet)	<b>Date of Decision-Making Meeting and Reason</b>	<b>Proposed Key Decision</b>	<b>Lead Executive Councillor(s) and Wards Affected</b>
Cabinet	10 Jan 2011	<b>Progress on Sharing of Children's Services with Westminster City Council and Royal Borough of Kensington &amp; Chelsea</b>  The report outlines progress on proposals to merge Children's Services across Westminster City Council (WCC), Royal Borough of Kensington & Chelsea (RBKC) and London Borough of Hammersmith & Fulham (LBHF), to be implemented in phases from 2011 to 2012.	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	10 Jan 2011	<b>Measured Term Contract &amp; Framework Agreement for Non-Housing Properties 2011-2015</b>  Works to include refurbishment, conversion or repair works (£20,000 - £750,000).	Deputy Leader (+Environment and Asset Management)
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	10 Jan 2011	<b>Possible Changes to Taxicard Scheme: Public Consultation</b>  Taxicard is a pan-London transport scheme for disabled residents jointly funded by London Boroughs and Transport for London, co-ordinated by London Councils. Due to a projected pan-London overspend for the scheme, London Councils have recommended changes to the Taxicard scheme. The Taxicard projected overspend for LBHF this financial year could be up to £90K, with further overspend in following years, unless remedial actions are put in place. To reduce this overspend LBHF have the option to implement changes to the scheme proposed by London Councils. Public consultation will occur to consider various changes to the LBHF scheme including eligibility criteria and proposals from London Councils.	Cabinet Member for Children's Services, Cabinet Member for Community Care
	Reason: Affects more than 1 ward		Ward(s): All Wards;

## February

Cabinet	7 Feb 2011	<b>The General Fund Capital Programme, Housing Revenue Capital Programme and Revenue Budget 2010/11 - Month 8 Amendments</b>  Report seeks approval to changes to the Capital Programme and Revenue Budget.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;



<b>Decision to be Made by:</b> (ie Council or Cabinet)	<b>Date of Decision-Making Meeting and Reason</b>	<b>Proposed Key Decision</b>	<b>Lead Executive Councillor(s) and Wards Affected</b>
Cabinet	7 Feb 2011	<p><b>Merger of day services for older and disabled people and close 147 Stevenage Road, which is the building that the Sunbury Independent Living Service currently occupies</b></p> <p>A consultation on the above proposal ran for 12 weeks from 23rd August - 29th October 2010. Officers are seeking a Cabinet decision on the recommendation to merge the day services for older and disabled people and provide them from two building rather than three, thus closing 147 Stevenage Road, which is the building currently occupied by Sunbury Independent Living Service (ILS).</p>	Cabinet Member for Community Care
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	7 Feb 2011	<p><b>Corporate Planned Maintenance Programme 2011/2012</b></p> <p>2011/2012 Corporate Planned Maintenance programme undertakes 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.</p>	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	7 Feb 2011	<p><b>Treasury Management Strategy Report</b></p> <p>This report provides information on the Council's Treasury Management Strategy for 2011/12 including interest rate projections, borrowing and investment activity report.</p> <p>The report seeks approval for borrowing limits and authorisation for the Director of Finance and Corporate Services to arrange the Council's cashflow, borrowing and investments in the year 2011/12.</p>	Leader of the Council
	Full Council		23 Feb 2011
Cabinet	7 Feb 2011	<p><b>Capital Programme 2011/12 to 2015/16</b></p> <p>This report sets out an updated resources forecast and a capital programme for 2011/12 to 2015/16.</p>	Leader of the Council
	Full Council		23 Feb 2011
Cabinet	7 Feb 2011	<p><b>Revenue Budget and Council Tax levels 2011/12</b></p> <p>This report sets out the proposed 2011/12</p>	Leader of the Council
	Full Council		23 Feb 2011

<b>Decision to be Made by:</b> (ie Council or Cabinet)	<b>Date of Decision-Making Meeting and Reason</b>	<b>Proposed Key Decision</b>	<b>Lead Executive Councillor(s) and Wards Affected</b>
	Reason: Budg/pol framework	revenue budget and associated Council Tax charge.	Ward(s): All Wards;
Cabinet	7 Feb 2011	<b>Local Housing Company</b>  Consideration to establish organisational structures for a Local Housing Company.	Cabinet Member for Housing
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	7 Feb 2011	<b>Housing Revenue Account Budget Strategy 2011-12</b>  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 2011/12.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	7 Feb 2011	<b>Request for delegated authority for the Independent Mental Capacity Advocacy Service</b>  Seeking delegated authority for the lead cabinet member to sign off on the award of contract for March 11.	Cabinet Member for Community Care
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	7 Feb 2011	<b>Economic Development Update</b>  This report updates Members on work to maximise jobs and employment opportunities for residents and to support business growth and retention.	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	7 Feb 2011	<b>School Organisation Plan</b>  10 year capital strategy to provide accommodation for projected pupil demand for school places.	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	7 Feb 2011	<b>Earls Court &amp; West Kensington Opportunity Area Joint Borough Supplementary Planning Brief</b>  Joint draft planning brief produced by LBHF,	Deputy Leader (+Environment and Asset Management), Leader of the Council

<b>Decision to be Made by:</b> (ie Council or Cabinet)	<b>Date of Decision-Making Meeting and Reason</b>	<b>Proposed Key Decision</b>	<b>Lead Executive Councillor(s) and Wards Affected</b>
	Reason: Affects more than 1 ward	RBKC and GLA to guide redevelopment of the Earls Court and West Kensington Opportunity Area. The report seeks agreement to go out to consultation on the draft document.	Ward(s): Fulham Broadway; North End;
Cabinet	7 Feb 2011	<b>The Future of Children's Centres</b>  Agreement is sought for the refocus of the Children's Centre Programme and for Lead Member delegation on decisions re staffing issues with external providers.	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;

### March

Cabinet	21 Mar 2011	<b>Council's Corporate Plan 2012/14 &amp; Executive Summary</b>  The corporate plan and its executive summary encapsulates the Council's key priorities for improvement over the next 3 years. It is linked to the Local Area Agreement (LAA) and the national indicators. The plan has been developed from departmental plans following consultation with the Leader. Other Cabinet Members have been consulted by Directors concerning the departmental plans relevant to their portfolios. The plan will enable the Council to monitor progress against key priorities.  The Corporate plan and executive summary are available under separate cover.	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	21 Mar 2011	<b>The General Fund Capital Programme, Housing Revenue Capital Programme and Revenue Budget 2010/11 - Month 9 Amendments</b>  Report seeks approval to changes to the Capital Programme and Revenue Budget.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	21 Mar 2011	<b>Tender award report for Phase 1C to the Key Decision on 13 July 2009 - the Centralisation and Improvements to CCTV on H&amp;F Homes Estates</b>  Report seeks approval for tender(s) award to new CCTV installation systems on White City/Batman Close, Becklow Gardens and Bayonne/Lampeter Square estates.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): Askew; Fulham Reach; Wormholt and White City;

<b>Decision to be Made by:</b> (ie Council or Cabinet)	<b>Date of Decision-Making Meeting and Reason</b>	<b>Proposed Key Decision</b>	<b>Lead Executive Councillor(s) and Wards Affected</b>
Cabinet	21 Mar 2011	<b>Disposal of 2 Byam Street, SW6</b>  This property has been used to provide a supported housing service, which has been decommissioned. The property is surplus to the Council's requirements.	Cabinet Member for Community Care
	Reason: Expenditure more than £100,000		Ward(s): Sands End;
Cabinet	21 Mar 2011	<b>Shepherds Bush Common Improvement Project</b>  Approval to appoint works contractors to undertake restoration works on Shepherds Bush Common.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): Shepherds Bush Green;
Cabinet	21 Mar 2011	<b>Closure of Tamworth supported housing</b>  Closure of Tamworth supported housing, which is a 14 unit high/medium supported housing project for people with mental health issues.	Cabinet Member for Community Care
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	21 Mar 2011	<b>Disposal of Air Rights at Planetree Court</b>  This report recommends the disposal of air rights above the vehicular entrance of Council owned accommodation at Planetree Court to the adjacent Jacques Prevert school to facilitate classroom and playground expansion for the school.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Avonmore and Brook Green;
Cabinet	21 Mar 2011	<b>2011/12 Transport for London integrated transport investment</b>  This report summarises the Transport for London funded schemes proposed for 2010/11 for approximately £2 million investment in integrated transport in the borough.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	21 Mar 2011	<b>Provision of body collection and transportation services for the West London Coroner</b>  Approval of contracts for the provision of body collection and transportation services on behalf of the West London Coroner. This report presents the recommendations from the recent procurement exercise. The contracts are for services to HM Coroner, whose jurisdiction covers six West London Boroughs, where H&F is by designation of the MoJ, the responsible	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;

<b>Decision to be Made by:</b> (ie Council or Cabinet)	<b>Date of Decision-Making Meeting and Reason</b>	<b>Proposed Key Decision</b>	<b>Lead Executive Councillor(s) and Wards Affected</b>
		Authority.	

### April

Cabinet	18 Apr 2011	<b>The General Fund Capital Programme, Housing Revenue Capital Programme and Revenue Budget 2010/11 - Month 10 Amendments</b>	Leader of the Council
	Reason: Expenditure more than £100,000	Report seeks approval to changes to the Capital Programme and Revenue Budget.	Ward(s): All Wards;
Cabinet	18 Apr 2011	<b>Request for remaining funds to complete SmartWorking Stage C rollout</b>	Leader of the Council
	Reason: Expenditure more than £100,000	Request for remaining funds from the overall sum requested at Cabinet on 1st July 2010 to complete the Stage C corporate rollout of SmartWorking.	Ward(s): All Wards;
Cabinet	18 Apr 2011	<b>A transport plan for Hammersmith &amp; Fulham 2011 - 2031</b>	Deputy Leader (+Environment and Asset Management)
	Reason: Budg/pol framework	The Local Transport Plan for Hammersmith & Fulham is a statutory document required by all London Boroughs to show how they intend to implement the Mayor's Transport Strategy.	Ward(s): All Wards;