



London Borough of Hammersmith & Fulham

Cabinet

Agenda

MONDAY
18 JULY 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 Andrew Johnson, Cabinet Member for Housing
Councillor Greg Smith, Cabinet Member for Residents Services

Date Issued
08 July 2011

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

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

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **5-18** 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: Wednesday 13 July 2011.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 20 July 2011**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 25 July 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 25 July 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

18 July 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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22. EXCLUSION OF PRESS AND PUBLIC

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

23. AWARD OF A FRAMEWORK AGREEMENT FOR AGENCY WORKER SERVICES : EXEMPT ASPECTS (E)

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28. **REQUEST FOR DELEGATED AUTHORITY TO AWARD CONTRACT FOR DRUG INTERVENTION PROGRAMME (DIP) AND OPEN ACCESS SERVICE : EXEMPT ASPECTS (E)**
29. **REVIEW OF WALHAM GREEN COURT GARAGES : EXEMPT ASPECTS (E)**
30. **TENDER ACCEPTANCE TO APPOINT A CONTRACTOR TO CARRY OUT RISK ASSESSMENTS AND ASSOCIATED REMEDIAL WORKS ON COMMUNAL HOT AND COLD WATER SYSTEMS IN HOUSING PROPERTIES : EXEMPT ASPECTS (E)**
31. **REVIEW OF SHOPS PORTFOLIO : EXEMPT ASPECTS (E)**
32. **SUMMARY OF EXEMPT DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION (E)**
33. **SUMMARY OF EXEMPT URGENT DECISIONS TAKEN BY THE LEADER, AND REPORTED TO THE CABINET FOR INFORMATION (E)**

London Borough of Hammersmith & Fulham



Cabinet

Minutes

Monday 20 June 2011

PRESENT

Councillor Stephen Greenhalgh, Leader
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 Andrew Johnson, Cabinet Member for Housing
Councillor Greg Smith, Cabinet Member for Residents Services

ALSO PRESENT

Councillor Michael Cartwright
Councillor Elaine Chumnerly
Councillor Stephen Cowan

1. MINUTES OF THE CABINET MEETING HELD ON 18 APRIL 2011

RESOLVED:

That the minutes of the meeting of the Cabinet held on 18 April 2011 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

2. MINUTES OF THE CABINET MEETING HELD ON 9 MAY 2011

RESOLVED:

That the minutes of the meeting of the Cabinet held on 9 May 2011 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

3. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Nicholas Botterill.

4. DECLARATION OF INTERESTS

Councillor Elaine Chumnerly declared a personal interest in item 5 (Tri Borough Implementation Plans) as an employee of the Royal Borough of Kensington and Chelsea.

5. TRI-BOROUGH IMPLEMENTATION PLANS

The Leader welcomed everyone to the meeting and invited the Opposition to address the Cabinet. Councillor Cowan noted that the Council had not engaged consultants to develop the proposals and was concerned at the lack of independent advice sought either from a senior academic or central government. He was of the view that the Council had not followed best practice models used in private or public sector organisations while developing the programme.

He queried the benefit of sharing a Joint Chief Executive with Royal Borough of Kensington and Chelsea as well as the Council employing a Managing Director and Head of Paid Service. He was not convinced that the Council required a super Director of Children's Services, Head of Planning and Director of Resident's Services. He further queried the resource allocation policy and the possibility of resource shunting between boroughs. He raised concerns at the possibility of the Council raising fees to levels charged by other boroughs without a corresponding rise in the quality of services received by residents.

In response, the Leader expressed his delight that all the work to develop the tri-borough proposals to date had been undertaken in house without costly external capacity support. The development and implementation of the proposals were owned by the three Boroughs' management teams. Finding £33m of savings including the reduction of the management overhead cost is a challenging plan for any management team to develop. He disagreed that there was no need to appoint a joint Director of Children's Services across the three Boroughs as it was critical to the implementation plan to have a single point of contact.

He noted that the three Boroughs were developing models to control and cut cuts. The Council had looked at best practice across the country. The Adult Social Care structure was based on the Torbay model which was commended in research undertaken by the King's Fund. Finally, he reiterated that through integration the three Boroughs were working towards saving over £33m, drastically reducing borough overhead costs; over 35% around management overheads for Adult Social Care, Children's Services and Environment Services. This will protect frontline services from cuts and improve service delivery to residents.

RESOLVED:

1. That the recommendations set out below be approved:-
 - 1.1 Children's Services

- To agree the business case as a basis for moving forward.
- To set up a joint steering group of two Members of each participating Borough to supervise further refinement and implementation of the proposals.
- To endorse the financial implications in the Business Case and to include these in the financial planning for each Borough.
- To note that the Royal Borough of Kensington and Chelsea and City of Westminster will appoint Andrew Christie as Designate Director of Children's Services, subject to a final Member interview before 31st December 2011.
- To proceed to formal exchange of documentation between the three Boroughs by the end March 2012.
- To refer the proposals for further comment by scrutiny committees and for further formal consultation with the trade unions.

1.2 Adult Social Care

- To agree to appoint across the three Boroughs a joint Director of Adult Social Care.
- To set up a joint steering group of two Members of each participating Borough to supervise further refinement and implementation of the proposals.
- To agree to continue Local Authority control of budget management ensuring budgetary control remains with the Councils.
- To agree proposals for the establishment of a joint Adult Social Care Commissioning Department including support functions.
- To agree to negotiations with Central London Community Healthcare to establish integrated health and social care services both for assessment and long term support. These services are to be borough specific where appropriate and tailored to local needs, and include gate keeping mechanisms to ensure effective financial and quality control.
- To agree the development of a legal agreement with Central London Community Healthcare ensuring service standards and accountability are clear.
- To agree to the establishment of a single Operational Assistant Director across three Boroughs reporting to the Chief Executive of Central London Community Healthcare and the Director of Adult Social Services.
- To refer the proposals for further comment by scrutiny committees and for further formal consultation with the trade unions.

1.3 Libraries Service

- To note and agree the business case and thereby agree to create an integrated library service across the three Boroughs.
- To set up a joint steering group of two Members of each participating Borough to supervise further refinement and implementation of the proposals.
- To note the financial projections in the business case and to incorporate these, as amended and refined at lower levels of detail into the budget planning process for 2012/13.
- To establish and implement a procedure for appointment to the senior management structures to be effective from November 2011.
- To refer the proposals for further comment by scrutiny committees and to authorise formal consultation with trade unions and communication with staff.

1.4 Environment Services

- That each Council's Cabinet should agree these plans as the basis for forward planning and agree to refine them further and begin implementation.
 - That the Cabinets agree to set up a joint Member Steering Group with delegated authority to supervise the further refinement and implementation of these plans.
 - That subject further to consideration of the timing of staff departures the savings should be incorporated into projected budget plans.
 - That processes begin to appoint to the proposed revised Chief Officer positions.
 - To proceed to a formal exchange of documentation between the Royal Borough of Kensington and Chelsea and London Borough of Hammersmith and Fulham by the end of March 2012.
 - To refer the plans for further comment by scrutiny committees and for further formal consultation with trade unions.
2. That the proposed appointment of a joint Chief Executive with Royal Borough of Kensington and Chelsea as set out in section 4 of the report be agreed and noted.
 3. That this report be referred to Council for debate.

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. CONTRIBUTION TO THE FUNDING FOR PROJECT ATHENA

RESOLVED:

That a contribution of £335,000, from the Efficiency Projects Reserve, toward the cost of developing a specification for the Project Athena Managed Solution Stream be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

7. AWARD OF A FRAMEWORK AGREEMENT FOR PENSION ADMINISTRATION SERVICES

RESOLVED:

1. That approval be given to the award of the Framework for Pension Administration Services, on behalf of the Council, to Capita Hartshead Ltd, to commence on 1 October 2011 for a period of 4 years, with provision to award call-off contracts for a period of up to 6 years extendable by a further period of up to a further 2 years.
2. That a call-off contract for 6 years extendable by up to 2 further years be awarded by H&F to the new provider.
3. That officers arrange contract mobilisation meetings with the successful tenderer to ensure a smooth implementation.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

8. A TRANSPORT PLAN FOR HAMMERSMITH & FULHAM 2011 - 2031

RESOLVED:

1. That the attached final LIP2 document be adopted and published.
2. That authority be delegated to the Cabinet Member for Environment, in conjunction with the Director of Environment, to submit annual spending plans and monitoring report to TfL to ensure progress towards the borough's transport objectives and targets.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

9. HAMMERSMITH BRIDGE - SURFACING DECK PANEL REPAIRS

RESOLVED:

- 1 That approval be given for urgent deck panel repairs to be carried out in August 2011 on Hammersmith Bridge from £250,000 allocated for this work (£220,000 from TFL's LIP programme for Bridge Strengthening works and the remaining £30,000 from the bridge maintenance revenue budget).
- 2 To note that Halcrow Ltd has been commissioned through the RBK&C's Consultancy Framework contract to provide support services for managing and programming the works.

- 3 To note that a specialist contractor, Concrete Repairs Ltd, has been nominated as a sub-contractor to Colas Ltd, the Council's term surfacing contractor, to undertake the works, and that in accordance with the Council's standing orders, authority for this commission has been obtained through Chief Officer's approval.
- 4 To note that due to the condition of the surfacing, the works need to be carried out as soon as possible and are currently programmed to commence in August 2011.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

10. **USE OF S.106 FINANCE FOR IMPROVEMENT PROPOSALS AT ST. PAUL'S C OF E PRIMARY SCHOOL**

RESOLVED:

That approval be given to the allocation of Section 106 finance for a series of environmental improvements at St Paul's Church of England Primary School at a total cost of £250,000 as set out in paragraphs 1 to 5 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.

11. **FORWARD PLAN OF KEY DECISIONS**

RESOLVED:

The Forward Plan was noted.

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

RESOLVED:

The summary was noted.

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

RESOLVED:

The summary was noted.

14. **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.]

15. **AWARD OF A FRAMEWORK AGREEMENT FOR PENSION ADMINISTRATION SERVICES : EXEMPT ASPECTS (E)**

RESOLVED:

That the report be noted.

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

The summary was noted.

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

The summary was noted.

Meeting started: 7.00 pm
Meeting ended: 7.25 pm

Chairman

Agenda Item 4



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

**DEPUTY LEADER
(+ENVIRONMENT &
ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

**PETITION: DIVERTING TRAFFIC FROM
TOWNMEAD ROAD TO WILLIAM MORRIS
WAY**

**Ward:
Sands End**

The Council has received a petition objecting to consultation proposals to divert traffic from Townmead Road to William Morris Way.

CONTRIBUTORS

Petitions Officer
ADLDS
DFCS

Recommendation:

That officers inform the petitioners that their petition will form part of the ongoing consultation on the South Fulham Riverside SPD and notes that they have asked for the option to divert traffic from Townmead Road to William Morris Way to be dropped from the next stage of consultation on the SPD.

HAS A EIA BEEN COMPLETED? N/A
--

1. BACKGROUND

- 1.1 South Fulham Riverside Draft Supplementary Planning Document (SPD) was subject to a first round of public consultation between 8th April - 20th May 2011. A newsletter was sent to all households in the area advising them of the consultation taking place. A notice was also placed in the paper and details were published on our website. Many residents from William Morris Way attended the drop in sessions which were held in the area on 3rd, 4th and 7th May 2011.
- 1.2 Councillor Nicholas Botterill (Deputy Leader and Cabinet Member for Environment & Asset Management) and Ward Councillors (Councillors Jane Law and Steve Hamilton) held a public meeting on 9th June 2011 at the Wharf Rooms in Imperial Road to discuss a possible diversion and re-routing for traffic in the area, as laid out in the Council's first draft of the south Fulham Supplementary Planning Document (SPD). As a result of this meeting, a petition containing over 600 signatures from people living, working or studying in the borough was received objecting to the Council's consultation proposal to divert traffic from Townmead Road to William Morris Way.
- 1.3 The Petition's prayer is as follows:-

"We the undersigned object to Council's plan to divert traffic from Townmead Road to William Morris Way which will result in disruption, pollution, congestion, danger and inconvenience to motorists".

The petitioners have asked the Council to scrap the scheme which will cause danger, pollution and inconvenience for residents who live in an already congested and noisy area.

- 1.3 Officers are working with our transport consultants to look in more detail at whether the proposed highway intervention involving a change in priority to William Morris Way is definitely required. A second round of public consultation is anticipated in the autumn (October/November) on the draft SPD when the Council will be able to update William Morris Way residents regarding this issue.
- 1.4 Under the Council's Petitions Scheme, a petition attracting a minimum of 250 valid signatures (of people who live, work or study in the borough) triggers consideration of the petition by Cabinet. This petition meets this criterion.

2. COUNCIL RESPONSE TO THE PETITION

2.1 In accordance with the Council's Petitions Scheme, the petition organiser (or someone he/she nominates) may address the Cabinet for up to 5 minutes on the subject of the petition. The Cabinet may then decide to take one or more of the following courses of action:

- take the action requested in the petition
- consider the petition at a Council meeting
- hold an inquiry into the matter
- undertake research into the matter
- hold a public meeting
- hold further consultation
- hold a meeting with petitioners
- refer the petition for consideration by the relevant Select Committee
- write to the petition organiser setting out its views about the request in the petition.
- resolve that the content of the petition be taken into account when reaching a decision on the relevant report.
- in the case of a petition to Council relating to an executive function which is not being exercised in a manner inconsistent with the Budget and Policy Framework, refer the matter to Cabinet for consideration.

3. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

3.1. There are no financial implications to this report.

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

4.1. The petition is valid under the Council's statutory Petition Scheme under Part 1 of the Democracy Economic Development and Construction Act 2009 and falls to be considered by Cabinet.

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

No.	Description of Background Papers	Name/Ext of hold of file/copy	Department/ Location
1.	Petition and letter relating to the proposed diversion of traffic from Townmead Road to William Morris Way.	Kayode Adewumi ext. 2499	Finance and Corporate Services, HTH, 1 st floor, Room 133
CONTACT OFFICER		NAME: David Viles EXT. 2063	



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

LEADER

Councillor Stephen Greenhalgh

AWARD OF A FRAMEWORK AGREEMENT FOR AGENCY WORKER SERVICES

This report seeks approval to award a Framework for Agency Worker services to **Pertemps Recruitment Partnership Ltd** to commence on 1 October 2011 for a period of 4 years.

A separate report on the exempt part of the agenda provides exempt information about the procurement process.

Wards:

All

CONTRIBUTORS

AD (HR)
AD (IT and
Procurement)
DFCS
ADLDS

**HAS AN EIA BEEN
COMPLETED?
YES**

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

Recommendations:

1. That approval be given to the award of the (Pan-London) Framework for Agency Worker Services, on behalf of the Council, to **Pertemps Recruitment Partnership Ltd**, to commence on 1 October 2011 for a period of 4 years.
2. That authority be delegated to the Leader, in conjunction with the Director of Finance & Corporate Services and the Assistant Director (Legal & Democratic Services), to award a call-off contract for 4 years to the new provider.
3. That officers arrange contract mobilisation meetings with the successful tenderer to ensure a smooth implementation.

1. BACKGROUND

- 1.1 The tender process for the Agency Worker services has reached the point where the Council is now able to award the Framework following a detailed and comprehensive tender evaluation.
- 1.2 The contract for provision of Temporary Agency Workers represents an important component of the Council's workforce resource enabling it to 'flex' in line with peaks and troughs of overall workloads during the year.
- 1.3 In order to seek greater efficiencies, it was considered that a collaborative approach, where a number of Councils could participate and join a framework for the provision of these services would provide the best opportunity for securing the most cost effective service in the future. Consequently senior officers sought interest from their counterparts in London in joining the Framework and the Council has worked very closely in partnership with LB Harrow in undertaking this procurement exercise to establish the Framework. LB Harrow intend to enter into a call-off contract from this Framework at its inception. Further interest has also been expressed by other boroughs to join as their current contractual arrangements expire.
- 1.4 This report recommends that the Framework is awarded to **Pertemps Recruitment Partnership Ltd** who submitted the most economically advantageous tender in terms of the specified price/quality evaluation model. It also recommends that officers hold meetings with the successful contractor to agree/implement contract mobilisation.
- 1.5 The recommendation is that the Framework will commence on 1 October 2011 and will be for a period of 4 (four) years. However, the aim will be that all contracts called off from the framework will have co-terminus expiry dates to facilitate the re-tendering of the service by the participating councils.
- 1.6 These services are being tendered to renew contract arrangements upon expiry of the Council's current arrangements on 30 September 2011. A key objective is to contain Agency Worker services costs whilst optimising service quality.
- 1.7 These services are currently provided by a 'Neutral Vendor' Supplier under contract with this Council. Historically, annual expenditure has reduced over the past few years due to tenure discounts and using fewer agency workers. Last year (2010/11) the spend was approximately £15.65m. plus on-site management fee £219,363 and Licences £71,244.
- 1.8 It was established that, in the circumstance that the Framework was awarded to a new provider for either or both Hammersmith & Fulham and LB Harrow, a number of staff had TUPE rights of transfer arising out of their working on LBHF and Harrow Agency worker arrangements with external providers.

- 1.9 In February 2011 Cabinet Member approval was given for the Council's existing contract for Agency Worker services to be re-awarded, but re-tendered in the form of a Framework which could be accessed by other Councils in London.
- 1.10 Key objectives were to contain costs, to provide better value for money, and maintain service efficiency.

2. EVALUATION OF TENDERS

- 2.1 In September 2010, a voluntary OJEU contract notice was published inviting expressions of interest. Subsequently in February 2011, following evaluation of applicants, a shortlist of five (5) companies were approved by Members to be invited to tender via Cabinet member decision. The short-listed companies were as follows.

Adecco Group UK
Hays Specialist Recruitment
Manpower UK Ltd
Morson Human Resources Ltd
Pertemps Recruitment Partnership Ltd

- 2.2 An Evaluation Tender Model was published with the Invitation to Tender (ITT) documents which is attached as Appendix 1. This required tenders to be evaluated through a staged approach, with those having passed through the earlier stages being evaluated on the basis of a 60/40 Price/Quality Model.
- 2.3 The five short-listed companies were invited to tender. Two companies withdrew from the tendering process prior to the tender return date, leaving three companies who submitted tenders on or before the deadline of 29 April 2011.
- 2.4 The 3 organisations who submitted tenders were evaluated in accordance with the agreed Tender Evaluation Model. Each tender submission was checked for completeness and each satisfied the criteria set out in Stage 1 of the evaluation model. Each tender was then subjected to detailed examination of quality at stage 2.
- 2.5 TUPE and Pension details of those staff eligible to transfer were not available when tenders were invited in March 2011 and thus, initially, tenders were invited to be submitted on a 'non-TUPE' basis (ie tenderers would simply base their submissions on the anticipated level of staffing, salaries etc required to provide the service without taking into account specific details of staff due to transfer).
- 2.6 TUPE and Pension details of those staff eligible to transfer became available significantly later in the tender period. These details were forwarded to the

three tenderers (after the initial tender return date) as part of a subsequent post-tender clarification where, under the aegis of the Council's secure e-tendering portal, each of the 3 tenderers were requested to provide details of any further costs arising out of employment of the staff eligible to transfer. Thus tenderers had submitted a 'TUPE' bid. Those responses were opened and downloaded on 19 May 2011.

- 2.7 Tenderers were further requested to clarify their licensing costs as well as a minor adjustment to their discount for overall volume (£), again under the aegis of the Council's secure e-tendering portal and those responses were opened and downloaded on 24 May 2011.
- 2.8 These costs were incorporated into evaluation of original tendered submissions and taken into account in evaluation of each tenderer to the Council.
- 2.9 Detailed evaluation of both price and quality were then completed in accordance with the agreed evaluation model. Presentations were made by all three tenderers against a pre-determined format and set of questions. These presentations were evaluated and scored as part of quality.
- 2.10 **Pertemps Recruitment Partnership Ltd** scored consistently highly across all elements of both price and quality. Detailed scoring results are set out in the exempt part of the agenda.
- 2.11 Based on the example 'basket' of job roles set out and priced in the tender document, a comparison of example hourly pay rates with pay rates for each role proposed by tenderers shows that Pertemps propose to base their charges for provision of Agency workers on significantly lower hourly pay rates than 1st day equivalent rates currently paid under existing arrangements and the other two tenderers.

A full analysis of the results is set out at Annex C to the exempt report.

3 FINANCIAL EFFECTS

- 3.1 In 2010/11, the Council's overall spend on agency staff was £15.65M, the previous year spend was in the region of £20M. Therefore the Council, through reduced demand, has seen a reduction of over £4M on agency staff.
- 3.2 Based on the tendered basket of job roles, a saving of approx 20% is shown based on Day 1 rates (see Annex B of the exempt report). However this does not include tenure discounts (which are currently enjoyed under the existing contract but would cease with the new contract). If tenure discounts were taken into account then the apparent saving would reduce. Furthermore, the overall spend on Agency workers for 2012/13 is projected to fall by 23%, followed by similar reductions year-on-year for the remainder of the contract.. In addition, the Agency Workers Directive comes into effect in October this year (at the same time as the commencement of the contract).

In some cases, through the requirement to 'harmonise' pay rates and conditions of service with permanent workers, increases in pay rates/ultimate charge rates will result. This will have the effect of reducing these savings further.

3.3 In overall terms it is very difficult to precisely predict the effect of application of these tendered rates upon appointment and provision of the service by Pertemps. However:

- by opting for an Off-site service the Council will avoid paying an Annual Management fee (for an On-site service) which is currently £219k. This is partly offset by an £24k increase in charges for 'Peopleclick' software licences from the recommended provider. The ongoing net saving will therefore be £195k per annum.*
- further containment of costs will occur as and when the tendered tenure discounts become available.
- future rebates on volume discounts, particularly if other London Councils join the framework, will increase the savings.
- tendered 'one-off' costs for IT integration (£5k) and deployment of Implementation Team (£10k) will also be incurred in Year 1.

3.4 The net resultant financial effect of the changes set out in 3.2, 3.3 and 3.6 are summarised as follows.

	Year 1 £,000	Year 2 £,000	Year 3 £,000	Year 4 £,000
Net Annual effect (excluding volume discount)	-1501	-1116	-1041	-871
Net Annual effect if RBKC & WCC joined Framework in Yr 2 (ie additional volume discount)	-1501	-1154	-1071	-896

3.5 The TAP considers that the tender submission represents value for money, is economically advantageous to the Council (and the LB Harrow and any other London Council who joins the framework in the future) and thus recommends that the contract is awarded to **Pertemps Recruitment Partnership Ltd.**

3.6 It is understood that contract arrangements for these services in RB Kensington & Chelsea and Westminster CC expire in 2012 and meetings are arranged with our counterparts to examine the potential for those boroughs to utilise the Framework. If, as part of Tri-borough working, those authorities did join then further 'volume' savings of between £39k - £25k could be achieved

for H & F. 'Volume' discounts would also yield additional savings for the other participant authorities.

- 3.7 The Tender Evaluation Panel, which was chaired by the Assistant Director (HR) – Finance & Corporate Services and included representatives from the HR Managers in Hammersmith & Fulham and LB Harrow as well as Procurement, Legal and Finance, considered the results of this analysis. Scores for price and quality were calculated in accordance with the Price/Quality evaluation model. On this basis, the tenderer recommended above offered the most economically advantageous tender for appointment as the provider on the Framework.

4. KEY BENEFITS OF THE NEW CONTRACT

- 4.1 **Pertemps Recruitment Partnership Ltd** is a very well established company with proven experience and expertise in providing these specialised services to a wide range of Councils.
- 4.2 There are budget containment/savings set out in para 3 above.
- 4.3 Reduction in total cost for the provision of all aspects of Agency Worker provision and working towards achieving ongoing cost reductions and savings.
- 4.4 The Tri-borough Adult Social Care HR workstream led by H & F could provide the opportunity to utilise this service to source agency workers in this area of work for all three boroughs.
- 4.5 Pertemps Recruitment Partnership's IT systems are able to provide a compatible interface (with or without 'Peopleclick') with other boroughs' IT platforms.
- 4.6 Assurance of supply – ensuring the timely provision of correctly vetted, suitably qualified and experienced Agency Workers..
- 4.7 Quality – ensuring all Agency Workers have the capability and aptitude to fulfil the requirements of the allocated role.
- 4.8 Service flexibility – the systems and processes implemented by the Provider will provide rapid fulfilment of positions. Provision of transparent and accurate management information to enable improved monitoring of the service, including equality and diversity issues.
- 4.9 Innovation – the Provider will develop a continuous improvement programme designed to constantly improve service, costs and use of technology. This is a key benefit as the Contract will be awarded for a significant period of 4 (four) years. It is vital that the service delivery remains at a "best in market" level.

- 4.10 Transformation Programme– the Provider will be expected to support the Customers in their ambitious transformation programmes and work closely with partners and stakeholders to achieve an efficient and effective workforce for the future.
- 4.11 Added Value – The Provider will support the Councils’ in their commitment to work with their local community and businesses in economic regeneration activities.

5 RECOMMENDATION BY THE TENDER APPRAISAL PANEL (TAP)

- 5.1 The Tender Appraisal Panel chaired by the Assistant Director (HR) – Finance & Corporate Services met on 3rd June 2011 and agreed to recommend **Pertemps Recruitment Partnership Ltd** as the Framework provider subject to clarification of costs for IT integration and Implementation being resolved. Those matters have now been satisfactorily resolved.
- 5.2 That the Framework Agreement to be awarded for a period of 4 (four) years.
- 5.3 That authority be delegated to the Leader, in conjunction with the Director of Finance & Corporate Services and Assistant Director (Legal & Democratic Services), to award a call-off contract for 4 (four) years to the new provider.
- 5.4 That the basis of the call-off contract be an off-site service (model 1B).
- 5.5 The Tender Appraisal Panel further recommends that officers arrange contract mobilisation meetings with the successful tenderer and the current provider to ensure a smooth implementation.

6. RISK MANAGEMENT

- 6.1 In order to mitigate the risk of service disruption, the Council proposes a two-month mobilisation period, during which the Council will work with both the existing service provider and the new contractor to effect a smooth transfer in accordance with a detailed implementation plan to achieve full transfer by 1st October 2011.
- 6.2 Risks have been considered throughout the procurement process and as part of the Corporate Risk & Assurance register under risk entry number 11, Market Testing of Services. Risks are also discussed at Competition Board and reviewed by the Executive Management Team and as part of project management.

7. EQUALITY IMPLICATIONS

- 7.1 A Predictive Equality Impact Assessment has been conducted and is available electronically. No adverse impacts have been identified.
- 7.2 Key issues and actions from the Equality Impact Assessment and additional comments from Harrow are set out below:
- The contract requires the supplier to operate as a 'neutral vendor' and provide local SME suppliers with an opportunity to supply agency workers to the Councils.
 - Through the tender specification and the evaluation process, prospective suppliers were required to demonstrate, how they will promote equalities and support customers in meeting their equality targets and how they will manage the service in a way that ensures the customers' priorities on equalities are met.
 - The Agency Worker Regulations (effective from 1 October 2011 i.e. contract commencement) are intended to ensure that there is appropriate protection of temporary agency workers through the application of the principle of equal treatment, including pay. The supplier will be required to provide Management Information reports on agency workers pay, which will be monitored to ensure compliance with Agency Worker Regulations.

8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 8.1. The Director of FCS can confirm that the current cost of the contract is £219k per annum, after allowing for the £24k increase in cost for the licensing there would be a net saving to the council of £195k in a full year. The report identifies initial set up costs of £15k., reducing the first years saving in 2011/12 to £82.5k.
- 8.2 The full year saving £195k from 2012/13 will contribute to the overall MTFS targets.

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

- 9.1 The services referred to in this report were advertised in the OJEU on a voluntary basis and are therefore subject to the full regime of the Public Contracts Regulations 2006. The provisions of the 2006 Regulations have been complied with in relation to this procurement.

10. COMMENTS OF THE ASSISTANT DIRECTOR (PROCUREMENT & IT STRATEGY)

- 10.1 The Assistant Director (Procurement & IT Strategy) has been consulted on the report and agrees with the recommendations.
- 10.2 Broad analysis of the outcomes indicate that the Framework will result in financial benefits for this council and for other participating bodies (initially LB Harrow). A move towards transactional pricing will be more beneficial than the current management fee which will represent an immediate saving on current costs.
- 10.3 Following award, a contract award notice will need to be placed in the Official Journal of the European Union (OJEU) within 48 days.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	All background papers, including: Contract advert; Contract specifications; Tender evaluation models; Letter and tendering instructions to short-listed organisations. Tender submissions Written Clarifications Notes of TAP meetings	Debbie Morris/Valerie Ayton AD - HR (Finance & Corporate Services) 020 8753 3068/2449	Human Resources, Finance & Corporate Services Hammersmith Town Hall, King Street, W6 9JU
2.			
CONTACT OFFICER:		NAME: Valerie Ayton EXT. 2449	

Evaluation Model – Framework for Agency Worker Services

1. Introduction

- 1.1. The Authority is committed to providing high quality, value for money services and will evaluate each Tender according to 3 successive stages, as set out below.
- 1.2. The Authority will award the Framework Agreement fairly on the basis of quality and cost. The Tender Appraisal Panel (TAP) will evaluate the quality of tenders using a weighted model. Quality will account for **40%** (40 points) of the overall evaluation process and price **60%** (60 points).
- 1.3. The Authority's approach to evaluation will be equitable and transparent and will allow Tenderers to tender on the basis of quality at an affordable price. It allows the TAP to recommend the selection of a tender that meets the key quality requirements and therefore represents best value for money, i.e. the economically most advantageous tender.

2. Provision of Additional Information

- 2.1. If at any time during its evaluation of a Tender the TAP forms the view that any matter requires clarification, it may require the same from the Tenderer concerned in writing.

3. Stages

There will be a 3-stage evaluation of returned Tenders:-

3.1 Stage 1 - Checking for Validity

- 3.1.1 A valid Tender shall be received in accordance with the ITT. Validity will involve checking that all requisite documents are completed, enclosed and signed where required in accordance with the Instructions to Tenderers.
- 3.1.2 Tenders that do not pass this Stage 1 will be rejected and not considered further except, at the Authority's sole discretion, in the case of minor omissions that can be rectified in accordance with any reasonable request of the Authority (for example missing signature or date etc. - for the avoidance of doubt this is not an exhaustive list).

3.2 Stage 2 - Detailed Consideration of Tenders

- 3.2.1 All Tender submissions reaching this stage will be awarded points in relation to Price and Quality. Presentations will also be scored and comprise part of the Quality evaluation.
- 3.2.2 Tenders reaching this stage will, after evaluation against the detailed criteria set out below (eg Quality/Price), be ranked in order of aggregate score.
- 3.2.3 **Evaluation of Price**
- 3.2.4 **Tenderers are required to tender for each model (1A, 1B, 2A and 2B) contained in the Charges schedule. Failure to do so will result in your tender being rejected.**
- 3.2.5 The maximum score that can be achieved for Price element is **60** points. This will be split, with 50 points awarded for tendered costs as set out below (see 3.2.8), with the remaining 10 points comprised of 5 points for Tenure Discount and 5 points for Volume Discount as set out in paragraph 3.2.9.
- 3.2.6 Tendered costs for the Authority for provision of Off-Site (summary total S and/or T) and On-Site services (summary total U and/or V) will be determined by reference to the completed charges schedule at Schedule 7.
- 3.2.7 The total Annual cost for Hourly charges, Management Fees and One-off costs of service transfer shall comprise each of four (4) options:

Total base tender price

- **hourly pay rates for specified job categories (item A)**

Added to:

Option 1 - Model 1A (Off-site)

Plus*:

- Panel Vendor % Mark-up (item F)
- Neutral Vendor hourly transaction fee (item H)

Or

Option 2 - Model 1B (Off-Site)

Plus*:

- Panel Vendor Fixed £p Mark-up (item J)
- Neutral Vendor hourly transaction fee (item H)

Or

Option 3 - Model 2A (On-Site)

Plus*:

- Panel Vendor % Mark-up (item F)
- Neutral Vendor £p hourly management fee (item N[a])
Alternatively
- Neutral Vendor £p Annual management fee (item N[b])

Or

Option 4 - Model 2B (On-Site)

Plus*:

- Panel Vendor Fixed £p Mark-up (item J)
- Neutral Vendor £p hourly management fee (item N[a])
Alternatively
- Neutral Vendor £p Annual management fee (item N[b])

***In addition, tendered hourly statutory charges (item B, C and D) shall be added to each option. Similarly One-off costs for set up, TUPE, IT systems and transition/migration will also be added to each option.**

3.2.8 Each Tender will be awarded points based on its relationship with the lowest average tendered cost for Model 1A, model 1B, Model 2A and Model 2B

The Tender with the **lowest average tendered cost across all four models** (x) will be awarded a maximum score of **50** Points; each of the remaining Tenders (y) will be awarded points on a pro rata basis in accordance with the following formula:

$$1 - ((y - x)/x) \times 50$$

Where x = lowest aggregated tender total
y = aggregated tender total other than lowest

For example, if the lowest aggregate tender total (for the Authority) ie x, was £2000k :-

Tender	£ x	£ y	Points Awarded
A	2000		50.00
B		2100	47.50
C		2200	45.00
D		2500	37.50

Please note that the figures are merely examples and are in no way an indication of the contract value.

3.2.9 Finally the tendered Tenure Discount and Volume Discount related to the aggregate value of annual spend by participating Contracting Bodies set out in the Charges Schedule will be evaluated and a maximum of **5** points awarded for **each** element in accordance with the following scoring scheme.

Tenure Discount

Placement Term	Discount tendered (D)	Probability (P)	(D) X (P)	Tendered Discount offered	Points awarded
3 months/12 weeks		50%		yes/no	0.5/0
6 months/24 weeks		25%		yes/no	0.5/0
9 months/36 weeks		15%		yes/no	0.5/0
12 months/52 weeks		10%		yes/no	0.5/0
Evaluated average discount max 3 points				Max 2 points	

The tenderer tendering the highest average discount taking account of the probability (P) (total discount offered across all categories ÷ 4) will be awarded an additional 3 points. Maximum points awarded will therefore be **5**.

For illustration, a worked example follows. In this example, if discounts offered were as below and the averaged discount (2.5) were the highest value amongst all tenderers, 1.5 points would be awarded for tendering discounts in 3 categories and 3 points would be awarded for the highest average discount = total 4.5 points.

Placement Term	Discount tendered (D)	Probability (P)	(D) X (P)	Tendered Discount offered	Points awarded
3 months/12 weeks	0	50%	0	yes/no	0.5/0
6 months/24 weeks	12	25%	3	yes/no	0.5/0
9 months/36 weeks	20	15%	3	yes/no	0.5/0
12 months/52 weeks	40	10%	4	yes/no	0.5/0
Evaluated average discount max 3 points			2.5	Max 2 points	1.5 points

£ Volume Discount

Value of Aggregate Spend by Participating Bodies	Probability of event – weighting to be applied	Element to be evaluated with discount	Element with discount and probability weighting applied
£20 - £30 million	50%	The mid point of this value band (ie £25m)	*sub-totals for evaluation to be calculated as below
£30 - £40 million	25%	The mid point of this value band (ie £35m)	ditto
£40 - £60 million	11%	The mid point of this value band (ie £50m)	ditto
£60 - £90 million	8%	The mid point of this value band (ie £75m)	ditto
£90 - £150 million	6%	The mid point of this value band (ie £120m)	ditto
Grand Total			Grand total of all calculated sub-totals

*A sub-total shall be calculated for each category by applying the average tendered discount (for the annual spend bands shown in the pricing document) to the mid point of the value band shown above. This will then be multiplied by the probability weighting to give the sub-total. The resultant grand total for all categories will be assessed. The tenderer with the highest grand total will score **5** points. The remaining tenderers' grand totals will be scored on a pro-rata basis (other than highest grand total/highest grand total x 5).

For illustration, a worked example follows.

If tendered discounts for individual spend levels (which together comprise the £20 - £30m band shaded above) were:

Spend Levels	% Retrospective Discount
£20m - £22.5m	2
£22.5m - £25m	2
£25m - £27.5m	4
£27.5m - £30m	4
Average discount	3

The average discount will be applied to mid point of Aggregate spend £20m - £30m and multiplied by the probability of event (50%) giving a subtotal of £375,000.

$$£25m \times 3\% = £750000 \times 50\% = \underline{£375000} \text{ etc}$$

Using this means of calculation throughout, the tenderer achieving the highest resultant total value for the 5 volume discount bands (shown above in the first table) will be awarded **5** points. Remaining tenderer's grand totals will be scored on a pro-rata basis.

Evaluation of Quality

Quality shall account for 40% of the total points that can be awarded for your tender (ie max 40 points)

The TAP will assess each Method Statement submission to determine the degree to which the quality criteria have been met. A score out of 4 will be awarded for each question in the Contractor's Proposals in accordance with Table 1 set out below.

Any tenderer who scores 0 (unacceptable) for any question forming part of the quality submission will be deemed disqualified and its tender submission for price and quality will be rejected and not further considered.

Table 1

Marks	Rating	Description
4	Excellent	High quality, fully meeting all the requirements of the Specification, no shortcomings
3	Good	Good quality, meeting requirements of the Specification, robust, few if any shortcomings
2	Fair	Average Quality, meeting most requirements of the Specification, some shortcomings
1	Poor	Well below average, meeting few requirements of the Specification, significant shortcomings
0	Unacceptable	No information provided or so little information provided to prevent a judgement to be formed

Evaluation of Quality shall be conducted through assessment and scoring of your submitted Method Statement Questionnaire. A maximum of **35 points** may be awarded through this process. In addition a maximum of **5 points** may be awarded

through assessment and scoring of a Presentation that you are required to provide after tenders have been received. The Method Statement responses comprise the following Sub Criteria with individual weightings.

Sub Criteria	Max points
Service Delivery <i>Evaluated through tender submission only</i>	18
Procedures & Processes in support of service delivery <i>Evaluated through tender submission only</i>	5
Innovation / Continuous Service Development <i>Evaluated through tender submission only</i>	4
Implementation & Marketing the Service <i>Evaluated through tender submission only</i>	4
Existing Suppliers and Local Suppliers <i>Evaluated through tender submission only</i>	4
	35

For illustration, a worked example follows.

In evaluating **Section 5 Service Delivery (max 18 points)**, responses to 17 questions are evaluated (evaluator scoring 0 – 4 for each question). The maximum evaluator scores will therefore be 68.

In the event that a tenderer's submission for this section of the questionnaire achieves a total evaluator score of 51, the points score taken forward and added to scores for other sections will be as follows:

$$51 \div 68 = 75\% \text{ of max score (18)}$$

$$= \underline{13.5}$$

- **Presentations**
-
- Presentations will be scored and will account for **total 5 points**.

Tenderers reaching this stage will be invited to make a presentation which will comprise:

- an introductory summary by the Tenderer of key elements of its submission. For the avoidance of doubt this summary will not be scored.
- a Q & A session where a set of predetermined questions will be asked of Tenderers. For the avoidance of doubt the same questions will be asked of each Tenderer invited to the Presentation and will be scored in accordance with Table 1.
- Further details of the weighting for each question and the Quality Sub Criteria to which they relate will be forwarded to Tenderers prior to the closing date for receipt of tenders of 29 April April 2011.

Overall Evaluation

Finally the aggregate weighted Price/Quality scores will be combined to obtain the total weighted score for each Tenderer. The Tenderer with the highest total weighted score will be the Tenderer offering the most economically advantageous Tender.

For the avoidance of doubt, evaluation scores will be reviewed by the full TAP and individual scores may be moderated in accordance with Table 1 on page 6.

Following award of the Framework, each Contracting Body will enter into a Call-off Contract selecting:

- option 1A – Standard service, Transaction Fee Percentage Mark-up,
- option 1B – Standard service, Transaction Fee Fixed pence Mark-up
- option 2A – Management Fee, On Site Support Service Percentage Mark-up
- or
- option 2B – Management Fee, On Site Support Service Fixed Pence Mark-up

as the basis of pricing the provision of the Services.

If the option is to select either Model 2A or 2B then Contracting Bodies will select

- Neutral Vendor £p hourly management fee (item N[a])
- OR
- Neutral Vendor £p Annual management fee (item N[b])

as a means of payment of the management fee.

Agenda Item 6



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

LEADER

Councillor Stephen Greenhalgh

CABINET MEMBER FOR COMMUNITY CARE

Councillor Joe Carlebach

3RD SECTOR INVESTMENT FUND ALLOCATION

**Wards:
All**

This report presents recommendations for the allocation of the 3rd Sector Investment Fund for from October 2011 for the areas of:

- Health & Wellbeing (adults)
- Safer Communities
- Arts, Culture & Sport
- Homelessness Prevention & Home Safety
- Environment & Community Transport

Cabinet is asked to approve funding allocation as set out in this report.

CONTRIBUTORS

CSD
ADLDS
DFCS

Recommendations:

1. **That approval be given to the allocation of the 3rd Sector Investment Fund across the areas of:**
 - Health & Wellbeing (adults)
 - Safer Communities
 - Arts, Culture & Sport
 - Homelessness Prevention & Home
 - Safety
 - Environment & Community Transport
2. **That authority be delegated to the Cabinet Member for Community Care, in conjunction with the Director of Community Services, to allocate any balance of the grants budget.**

HAS A PEIA BEEN COMPLETED? YES
--

1. INTRODUCTION

- 1.1 Cabinet on 7th September 2009 agreed the 3rd Sector Strategy, which sets out the Council's commitment to providing funding and premises support to the local 3rd sector.
- 1.2 Specifically, the report set out how the Council's main investment programme for the sector (The 3rd Sector Investment Fund), would be allocated.
- 1.3 The Council supports the 3rd sector specifically through the 3rd Sector Investment Fund (formerly known as the Main Programme VCS grants budget), although members should note that in addition to this, some 3rd sector organisations are contracted to provide services from other funding streams or Council budgets and that these amounts may be significant.
- 1.4 The 3rd Sector Strategy: Investment Plan sets out:
- Eligibility criteria for investment support
 - A focus on outcomes and evidencing benefits to residents
 - The proposed funding term
 - The return on our investment – expected broader activities and outcomes
- 1.5 To improve the efficiency of the application and allocation process, the 3rd Sector Strategy streamlined the service areas from thirteen (as tendered in 06-07) to eight:
- Children, Families & Young People
 - Infrastructure
 - Economic Wellbeing & Opportunity
 - Health & Wellbeing (older people) (to be combined by 2013 with) Health & Wellbeing (adults)
 - Safer Communities
 - Arts, Culture & Sport
 - Homelessness Prevention & Home Safety
 - Environment & Community Transport
- 1.6 The strategy sets out the Council's intention to competitively tender the 3rd Sector Investment Fund. In the past, historical funding agreements have led to stagnation in service delivery and design, and lack of opportunity for new groups with innovative service ideas to secure funding support. There continues to exist in some quarters of the sector, an expectation that funding from LBHF will be automatic; however, the process for applying and securing 3rd Sector Investment Funding means that this is no longer the case, and organisations are required to demonstrate how the services they propose will meet the outcomes as stated in the service specification. There is no guarantee of funding for groups who have been funded in the past.
- 1.7 The following service areas were advertised in 2009 with funding agreed by Cabinet in July 2010, for funding commencing 1st October 2010:

- Infrastructure – services funded for a four year term
- Children, Young People & Families – services funded for a two year term
- Economic Wellbeing & Opportunity – services funded for a two year term
- Health & Wellbeing (older people) – services funded for a three year term

1.8 This report outlines the funding recommendations made for the following service areas:

- Health & Wellbeing (adults) – services recommended for funding for a two year term, after which this budget will be joined with Health & Wellbeing for older people, and retendered as a single service area.
- Safer Communities - services recommended for two year funding, with the option for extending for up to a further 2 years.
- Arts, Culture & Sport - services recommended for two year funding, with the option for extending for up to a further 2 years.
- Homelessness Prevention & Home Safety - services recommended for two year funding, with the option for extending for up to a further 2 years.
- Environment & Community Transport - services recommended for two year funding, with the option for extending for up to a further 2 years.

2. CONTEXT

- 2.1 LBHF has a centralised corporate budget for 3rd sector services – the 3rd Sector Investment Fund. The fund is allocated across the service areas listed above, and each service area is tendered against a service specification which clearly sets out the criteria and desired outcomes of the fund.
- 2.2 The ongoing allocation and management of this financial investment, including leading tendering processes, monitoring and evaluation and overall financial management of the budget is undertaken by a corporate Council team: Community Investment, which is managed through Community Services Department.
- 2.3 The Council recognises that the 3rd sector plays a significant role in achieving the Council’s borough of opportunity vision and aspirations; adding value to the cultural, social and economic quality of life for our residents; helping to shape social and economic regeneration and contributing to civic renewal.
- 2.4 The Council’s overarching aim is to develop an environment which enables the third sector to thrive, growing in its contribution to Hammersmith & Fulham’s society, economy and environment.

3. THE LOCAL 3RD SECTOR

- 3.1 The 3rd sector encompasses voluntary and community organisations, charities, social enterprises, cooperatives and mutuals both large and small. It is a diverse, active and passionate sector, where organisations share common characteristics:
- They are non-governmental
 - They are value-driven
 - They principally reinvest any financial surpluses to further social, environmental or cultural objectives.
- 3.2 Because of its diversity, it is not easy to define the sector. Organisations vary enormously in size, from small local groups staffed exclusively by volunteers, to large national charities that are household names with complex infrastructures and many hundreds of staff.
- 3.3 Over nine hundred 3rd sector representatives are on the Council's 3rd sector mailing list, with an estimated seven hundred and fifty + groups operating in Hammersmith & Fulham. Of these, around three hundred groups a year receive direct support from the Council through funding or premises.
- 3.4 The term "3rd sector" is the term now used, and is generally thought of as a more embracing term that encompasses the voluntary and community sector, but also includes social enterprises (i.e. businesses that have primarily social objectives, and whose profits are reinvested in the business rather than distributed to shareholders), mutuals and cooperatives (membership-based organisations run on a democratic basis for the benefits of their members), and other non-profit organisations.

4. THE FINANCIAL CONTEXT

- 4.1 It is well known that the local authority funding is facing a very tough future – with unprecedented levels of savings needing to be found over the next three years. Following the Comprehensive Spending Review the Council now knows that it needs to save in the region of £60million by 2013/14 and the impact of this will need to be shared with the Council's external providers, including the 3rd sector.
- 4.2 The Council is making every effort to reduce costs and the Council's level of debt. Over recent years, all Council budgets have been required to identify and deliver efficiencies. The 3rd Sector Investment Fund report agreed by Cabinet in July 2010 included a £700k reduction in the 3SIF budget – representing a 16% reduction in the grants budget overall.
- 4.3 No further savings to the grants budget are proposed at this time – however, consideration to delivering further savings through the grants budget is considered prudent.
- 4.4 Officers consider it preferential to reduce the grants budget prior to allocation, rather than seek to reduce funding or decommission services during a funding

term. Therefore, the proportion of the grants budget across each service area has been reviewed, with a portion of the budget (6% from October 2011) held as a reserve. This unallocated fund can then be made available to deliver further savings on the grants budget if required, or can be used to fund additional services from the 3rd sector.

- 4.5 Annual uplift on the budget is requested from corporate finance with the uplift secured allocated to funded groups – usually in line with cost of living increase awarded on LBHF salaries. As stated in the Cabinet report in July 2010, inflationary uplift will not be available to funded organisations for two years (24 months) from commencement of funding. After that term, availability of uplift is dependent on the Council’s financial position. If uplift is available, organisations will be required to present the business case for any increase in their funding level. Funded organisations will be expected, as is the Council, to seek different ways of working and develop more effective systems that enable efficiencies to be achieved with minimal impact on front line services. Organisations will be expected to give consideration for how cost of living salary increases can be met through efficiencies made elsewhere.
- 4.6 The allocation of the 3rd Sector Investment Fund across service areas is reviewed at each funding round to allow adjustments of allocations as local priorities shift. The allocation across service areas has duly been updated for the funding term commencing October 2011, with further changes to the allocation proposed from October 13 – please see appendix 1 for details.

table 1

Area	Oct 10	Oct 11
Infrastructure	11%	10%
Children, Young People & Families	17%	18%
Economic Wellbeing & Opportunity	20%	21%
Health & Wellbeing (older people)	12%	12%
Health & Wellbeing (adults)	6%	8%
Safer Communities	8%	6%
Arts, Culture & Sport	11%	9%
Environment & Community Transport	3.5%	4%
Coach vouchers	0.5%	
Homelessness Prevention & Home Safety	4%	3%
Small Grants	5%	4%
Reserve	0%	6%

5. SERVICE SPECIFICATIONS

- 5.1 The service areas retendered during 10-11 for services commencing 1st October 2011 are:

- Health & Wellbeing (adults)
- Safer Communities
- Arts, Culture & Sport
- Environment and Community Transport
- Homelessness Prevention & Home Safety

- 5.2 The draft service specifications were discussed with the sector at workshops in August and September 2010 in order to give 3rd sector organisations the opportunity to shape and inform the specifications and the outcomes proposed.
- 5.3 The final service specifications were agreed by the Director of Community Services and Director of Residents Services at the end of September 2010.
- 5.4 Each specification sets out the outcomes that the Council wishes to achieve through the 3rd Sector Investment Fund (see appendices 5a – 5d).
- 5.5 Following the launch of the 3rd Sector Investment Fund, briefings were held with the sector on each of the specifications, in order to ensure that organisations understood the outcomes being sought and the process for submitting an application.

6. THE APPLICATION PROCESS

- 6.1 The 3rd Sector Investment Fund was launched the week commencing 11th October 2010. Organisations were required to submit their application via the London tenders Portal by midnight, Friday 18th December 2010.
- 6.2 In order to apply for funding, organisations were required to submit an application on-line via the London Tenders ProContract Portal. The London Tenders Portal is a secure e-procurement internet based system which gives organisations access to Public Sector funding opportunities across all London boroughs. Organisations were required to register with the site in order to submit an application.
- 6.3 By using the London Tenders Portal system, the Council could ensure that all organisations were notified of updated information related to the fund, and could submit their application electronically and securely.
- 6.4 By the closing deadline seventy applications from fifty organisations had been received in accordance with the requirements set out in the application form and guidance notes.

Table 2

Service area	indicative budget*	no. of applications	value of applications*
Health & Wellbeing (adults)	£320,000	23	£1,061,517
Safer Communities	£225,000	18	£848,039
Arts, Culture & Sport	£355,000	14	£1,044,940
Environment & Community Transport	£150,000	10	£421,359
Homelessness Prevention & Home Safety	£120,000	7	£482,909
total	£1,170,000		£3,858,764.00

*for the first 12 months

7. THE ASSESSMENT PROCESS

- 7.1 The assessments were carried out by an assessment team for each service area. Each Assessment Team comprised three sections:

- Community Investment, who chaired and co-ordinated each assessment team
- Service Areas (lead officers and those from associated areas)
- Challenge officer/s

7.2 The roles of the assessment team sections

Community Investment: Expertise on organisational robustness, generic service delivery, finances, monitoring and evaluation. Ensured where appropriate, different assessment teams discuss bids which have cross-over impacts.

Service Area: Expertise regarding the market, existing provision, the types of services more likely to achieve the desired outcomes etc.

Challenge: Overview assessment – checking that statements made are supported by accurate information and evidence and that any assumptions are reasonable.

The assessment team			
Section 1: Community Investment Team assessor 1 assessor 2 assessor 3 etc	Section 2: Service Area assessor 1 assessor 2 assessor 3 etc.	Section 3: Challenge assessor 1 assessor 2 assessor 3 etc.	

7.3 Stage 1 - eligibility: Stage 1 determines an applicant's eligibility for funding and checks whether:

- the application has been completed in full
- supporting documentation is present
- that the organisation meets the eligibility criteria
- the organisation in good financial health
- the organisation is eligible for funding under Regulation 23 of the Public Contract Regulations 2006.

7.4 A financial assessment was undertaken during stages 1 and 2, including establishing each organisation's credit rating from an external company contracted by the Council to provide credit ratings for any potential provider of local authority services.

7.5 Stage 2 - assessment: A minimum of three separate assessments was undertaken – one by each section of the assessment team.

7.6 Applications were assessed against 3 overarching criteria which were graded by each individual assessor. The three overarching criteria were:

- Is the proposed service likely to deliver the specification outcomes?
- Is the service likely to be delivered well?
- Does the service offer value for money?

- 7.7 The assessment indicated whether any specific areas need further clarification. Where further information was required, organisations were asked to provide this in writing, within a given timeframe.
- 7.8 A rating was given against each criteria. These ratings were: excellent; good; satisfactory; weak or unsatisfactory.
- 7.9 Stage 3 – deliberation: The assessment team then meet to discuss the fundable applications and to make recommendations for funding based on a cluster of services which they considered would collectively deliver the outcomes as set out in the service specification.
- 7.10 The assessment method was not mechanical: an arithmetical score at stage 2 did not correlate to a recommendation of a fixed monetary amount, as would be the case if, for example, each point scored were worth £x of funding. The purposes of the scoring exercise was to feed into the conclusion subsequently reached by the assessment team – as to how the fixed amount of money available could be divided across disparate organisations and activities.
- 7.11 The scoring system was a useful benchmark to help officers make their recommendations. As a rule of thumb, organisations whose applications scored “satisfactory” or above were considered fundable, whilst those that scored “unsatisfactory” or “weak” were not considered fundable. However, the picture was further complicated by the cross over of outcomes across different applications, and the fact that organisations were not proposing like-for-like services.
- 7.12 In addition, officers agreed that there should be a level of tolerance where “satisfactory” or “good” but not “excellent” applications could be recommended for funding if a condition was added to the funding recommendation, which sought to improve the area of weakness – e.g. funding recommended subject to a revised service plan, or specific beneficiary targets.
- 7.13 In the 2007 High Court Judgement (Pettigrew, Agli Ali & Asseffa v LBHF), Mr Justice Underhill acknowledged that the grants application assessment process followed by the Council was not based on any arithmetical or precisely measured approach, and that in his view this was appropriate: *“When a funding body with a fixed pot of money to distribute has to distribute funds as between a very large number of candidates with different needs and characteristics, and whose claims greatly exceed the sums in fact available, the process will inevitably be evaluative, subjective and multi-factorial. Any numerical scoring system that may be used can be no more than a tool to give some structure to the assessment of some elements of the exercise. It also follows in such a case that the funder cannot give individualised reasons why any given candidate has received a particular sum, or indeed nothing. The most that it can do generally is to indicate the criteria applied (although it may be possible in some cases to identify any specific hurdle at which a candidate, especially one who may have received nothing, may have fallen). But more detailed reasons are simply impractical in such a situation.”*

- 7.14 Recommendations were then presented to the relevant Departmental Management Team for comments and to secure support for the cluster of services recommended for funding.
- 7.15 As anticipated the 3rd Sector Investment Fund was oversubscribed, and it was the case that although an organisation may have submitted a strong bid, it may not be recommended due to high competition for funding.
- 7.16 Final recommendations, where this is the case, are based on which services the assessment team determine will best deliver council priorities, the intended outcomes, offer best value for money and would be the most likely to succeed.
- 7.17 Funding terms have been recommended on the basis of:
- Shorter term funding (2 year):
 - where longer term priorities for the service area are not clear – or where it is known that need or demand is likely to change during the funding term
 - For piloting innovative services
 - Where wider interdependencies will impact the service area in the near future
 - Longer term funding (up to 4 years):
 - Where longer term priorities are more certain
 - Where a service is already proven and recognised as achieving the desired outcomes
 - Where wider interdependencies support a longer term funding approach

8. RECOMMENDATIONS – GUIDING PRINCIPLES

- 8.1 Officers are recommending a lower level of funding than organisations have requested. In some cases, organisations will receive a reduced level of funding year on year to reflect the financial position the Council is anticipating, or where assessing officers considered that the service should strive for greater independence from Council funding.
- 8.2 Inflationary uplift will not be available to funded organisations for the initial 24 months of funding. After that time, availability of uplift is dependent on the Council's financial position. If uplift is available, organisations will be required to present the business case for any increase in their funding level.
- 8.3 Funded organisations will be expected, as is the Council, to seek different ways of working and more effective systems that enable efficiencies to be achieved with minimal impact on front line services. Back-office costs such as stationery, publicity, marketing, rents etc, will not be eligible for inflationary uplift, as organisations will be expected to follow the Council's example of seeking to reduce organisational overheads and back-office costs during the funding term.
- 8.4 Funding recommendations are detailed in Appendices 2a-d and summarised below under each service area. A full list of all applicants is detailed in Appendix 3. All applications recommended for funding are likely to contribute in a variety of

ways to the economic, environmental and social well being of the borough and support the Community Strategy.

8.5 Officers recommend that the unallocated portion of the 3rd Sector Investment fund be held for any further Medium Term Financial Strategy savings that may be required. Should these savings not be required, officers recommend that delegated authority is awarded to Director of Community Services to retender or reallocate the remainder of the budget across any of the service areas covered by the fund. This can include:

- a. Allocating the budget for a discrete 3rd sector service in order to achieve specific outcomes.
- b. Use the budget to replace other funding streams for existing 3rd sector providers, where the service the organisation provides will deliver the specification outcomes. Responsibility for budget and monitoring of these services will remain with the Community Investment Team.
- c. Investing in infrastructure for the 3rd sector – which might include capital investment.

8.6 **Impact of the recommendations:**

- 70 applications from 51 organisations were received.
- 27 services are recommended for funding. This is in addition to the 36 services funded from October 2010.
- On average, successful organisations will receive 75% of the level of funding they requested.
- 9 organisations will have a reduction from their current level of grant funding
- 3 organisations which are currently grant funded, will no longer be funded
- 13 new services will be funded
- 5 organisations will receive an increase in grant funding

8.7 **Likely impact in the first 24 months of funding:**

- Services funded under Health & Wellbeing: in the first two years of funding are likely to benefit **1263** residents. Targeted services for people with learning disabilities, mental health needs, long term health conditions and physical disabilities. Services range from peer support, to targeted interventions for those at risk of crisis – preventing a need for more costly statutory interventions.
- Services funded under Safer Communities are likely to benefit around **8,685** residents in the first two years, with a range of services ranging from victim support and domestic violence services, which protect and support our most vulnerable residents, to preventative work in schools, educating young people on the real consequences of crime and anti social behaviour.
- Under Arts, Culture and Sport, around **45,000** people are likely to benefit from this cluster of services in the first two years alone. This is in large part due to the large numbers of residents likely to benefit from activities provided by Lyric Theatre, but also includes establishing a local cycling club, and continued

investment in the William Morris Society, ensuring this creative and delightful local museum continues to thrive.

- Services funded under the Environment & Community Transport are likely to benefit more than **7,500** residents in the first two years, with a combination of volunteer gardening, environmental education programmes and community transport services.
- Services funded under Homelessness Prevention and Home Safety aim to help avoid homelessness, and ensure older and vulnerable people remain safe in their homes. Over the first two years of funding, more than **3,300** local residents are expected to benefit from specialist advice service, plus practical handyman service.

9. RECOMMENDATIONS HEALTH & WELLBEING (ADULTS): BUDGET £345,000

9.1 Applications were invited for services which would target residents (age 18-65) or their carers who:

- Live alone
- Have particular social, substance misuse, disability related, physical health or mental health needs that prevent them accessing mainstream services
- Live in isolated conditions and have no or few social networks to provide them with support
- Are not eligible for adult social care services (though not exclusively)

9.2 Organisations are recommended for funding, and collectively will support:

- Residents with mental health needs – both low level and higher needs
- Residents with mental health needs and are at risk of homelessness
- People with learning disabilities
- People with physical disabilities
- People with substance misuse difficulties

9.3 As with all service areas, the high demand for funding and the focus on achieving a portfolio of complementary services means that services are recommended for funding at lower levels than requested and officers will need to agree appropriate targets and service plans with successful applicants.

9.4 A summary of the projects recommended for funding is detailed in Appendix 2a. A summary of the assessment of each organisation who bid under this service area is detailed in Appendix 4a.

9.5 Twenty three applications were received under this service area. This report recommends that seven organisations are offered funding, with the entire budget for this service recommended for allocation.

9.6 It is proposed that one service (Opportunity for All) is funded for a one year pilot service, and all other recommended services are offered funding for a two year term (October 11 until September 13), at which point this service area will be

combined with the Health & Wellbeing (older people) service area, and tendered jointly.

- 9.7 A summary of the level of funding recommended is detailed in Appendix 2a. A summary of the assessments of each organisation who bid under this service area is detailed in Appendix 4a.

10. RECOMMENDATIONS SAFER COMMUNITIES: BUDGET £225,000

- 10.1 Applications were invited for services which would address the needs of the wider population as well as those who would benefit from more specific support. Guidance was given that services should be aligned with the priorities of both the CDRP and Strategic Assessment, for example:

- Vulnerable older people
- Disabled people
- Black, Minority Ethnic and refugee communities who are at particular risk of being victims or perpetrators of crime (including hate crime)
- Women & girls at risk of crime including domestic violence
- People from disadvantaged backgrounds/areas who are at particular risk of being victims or perpetrators of crime

- 10.2 As with all service areas, the high demand for funding and the focus on achieving a portfolio of complementary services means that services are recommended for funding at lower levels than requested and officers will need to agree appropriate targets and service plans with successful applicants.

- 10.3 A summary of the projects recommended for funding is detailed in Appendix 2b. A summary of the assessment of each organisation who bid under this service area is detailed in Appendix 4b.

- 10.4 Eighteen applications were received under this service area. This report recommends that seven organisations are offered funding, with the entire budget for this service recommended for allocation.

- 10.5 It is proposed that all recommended services are offered funding for an initial two year term (October 11 until September 13), after which two further extensions of 12 months may be offered, subject to a review of the outcomes and strategic priorities for this service area, together with the performance of each funded organisation.

- 10.6 The outcome for providers will be either:

- Officers determine that the outcomes and strategic priorities are unchanged and subject to satisfactory performance, contracts can be extended. Poor performance may result in service(s) being decommissioned and part of the budget for the service area being retendered.
- Officers determine that the outcomes are unchanged, but strategic priorities have shifted. Subject to satisfactory performance, contract(s) can be extended but with a variance in the service agreed with the provider(s). Poor

performance may result in service(s) being decommissioned and part of the budget for the service area being retendered.

- Officers determine that the outcomes and strategic priorities require revising and the entire budget will be retendered.

11. RECOMMENDATIONS ARTS, CULTURE & SPORT: BUDGET £340,000

11.1 In addition to the 3rd Sector Investment Fund budget for Arts, Culture & Sport, the Council has recently agreed a £2.8m investment in Lyric Theatre capital programme, which is a clear indication of the Council's support to the arts locally.

11.2 Applications were invited for services which would deliver outcomes for the most vulnerable in our community and aim to improve the overall quality of life for our residents by increasing participation in sports, arts and cultural activities, particularly by those people previously unengaged or with limited opportunities to participate in mainstream sports, culture or arts activities.

11.3 Organisations were requested to consider services which would target services to particular communities and priority groups for example:

- Areas of the borough where the opportunity to participate in sports, leisure or arts is lower than elsewhere in the borough
- Communities which have a disproportionately low take up of sports, leisure or arts activities (disabled people, single parent families, people from low income households, etc.)
- Health inequalities groups that would particularly benefit from taking up sports, leisure or cultural activities:
 - People with long term health conditions, who do not participate in sports/health activities
 - Children from deprived households
 - Residents at risk of developing health conditions (e.g. low level mental health needs, sedentary lifestyles, specific communities at risk of particular health conditions etc.) which could be averted through the take up of sports, leisure or cultural activities, and who are also unable to access (or are not motivated to access) mainstream provision

11.4 As with all service areas, the high demand for funding and the focus on achieving a portfolio of complementary services means that services are recommended for funding at lower levels than requested and officers will need to agree appropriate targets and service plans with successful applicants.

11.5 A summary of the projects recommended for funding is detailed in Appendix 2c. A summary of the assessment of each organisation who bid under this service area is detailed in Appendix 4c.

- 11.6 Fourteen applications were received under this service area. This report recommends that five organisations are offered funding.
- 11.7 In addition, officers recommend ring-fencing funding for two years to support the development of Avonmore Community Centre and Library, an initiative to transfer management and running of the Barons Court Library to a community organisation, to be established as a community run resource centre and library. With the four applications, plus funding towards the Avonmore Community Centre & Library, the entire budget for this service is recommended for allocation.
- 11.8 It is proposed that all recommended services are offered funding for an initial two year term (October 11 until September 13), after which two further extensions of 12 months may be offered, subject to a review of the outcomes and strategic priorities for this service area, together with the performance of each funded organisation.
- 11.9 The outcome for providers will be either:
- Officers determine that the outcomes and strategic priorities are unchanged and subject to satisfactory performance, contracts can be extended. Poor performance may result in service(s) being decommissioned and part of the budget for the service area being retendered.
 - Officers determine that the outcomes are unchanged, but strategic priorities have shifted. Subject to satisfactory performance, contract(s) can be extended but with a variance in the service agreed with the provider(s). Poor performance may result in service(s) being decommissioned and part of the budget for the service area being retendered.
 - Officers determine that the outcomes and strategic priorities require revising and the entire budget will be retendered.

12. RECOMMENDATIONS ENVIRONMENT & COMMUNITY TRANSPORT: BUDGET £160,000

- 12.1 Applications were invited for services which would:
- lead to environmental improvements in deprived areas that have poor green spaces
 - increase the amount of recycling in the borough
 - create opportunities for residents of all backgrounds and abilities to participate in practical gardening projects and to learn new skills.
 - increase residents' volunteering in community environment and gardening activities
 - improve understanding, knowledge and skills about the environment, through participating in gardening/green spaces community activities and learning
 - promote greener lifestyles, improve recycling rates, improve knowledge of environmental issues, and the impact of these issues on the community
 - design out crime in open spaces and reduce environment for crime and improve spaces to reduce the fear of crime

- develop innovative and ecologically friendly ways of meeting the transport needs of socially disadvantaged and isolated groups of residents
 - promote more environmentally-friendly means of transport, such as cycling and walking
- 12.2 In addition to this, the Council specifically invited applications to administrate the local Coach Voucher Scheme, which offers subsidised transport costs for local groups (with little or no funding income) to enjoy day trips during the summer months.
- 12.3 As with all service areas, the high demand for funding and the focus on achieving a portfolio of complementary services means that services are recommended for funding at lower levels than requested and officers will need to agree appropriate targets and service plans with successful applicants.
- 12.4 A summary of the projects recommended for funding is detailed in Appendix 2d. A summary of the assessment of each organisation who bid under this service area is detailed in Appendix 4d.
- 12.5 Ten applications were received under this service area. This report recommends that six organisations are offered funding, with the entire budget for this service recommended for allocation.
- 12.6 It is proposed that all recommended services are offered funding for an initial two year term (October 11 until September 13), after which two further extensions of 12 months may be offered, subject to a review of the outcomes and strategic priorities for this service area, together with the performance of each funded organisation.
- 12.7 The outcome for providers will be either:
- Officers determine that the outcomes and strategic priorities are unchanged and subject to satisfactory performance, contracts can be extended. Poor performance may result in service(s) being decommissioned and part of the budget for the service area being retendered.
 - Officers determine that the outcomes are unchanged, but strategic priorities have shifted. Subject to satisfactory performance, contract(s) can be extended but with a variance in the service agreed with the provider(s). Poor performance may result in service(s) being decommissioned and part of the budget for the service area being retendered.
 - Officers determine that the outcomes and strategic priorities require revising and the entire budget will be retendered.

**13. RECOMMENDATIONS HOMELESSNESS PREVENTION & HOME SAFETY:
BUDGET £128,750**

- 13.1 Applications were invited to deliver services that would support vulnerable residents who:

- i. Have particular physical or emotional needs
 - ii. Live alone, or live in isolated conditions
 - iii. Have no or few social networks to provide them with support or practical help
 - iv. Are on low incomes
 - v. Are at risk of becoming homeless or are facing a housing related crisis
 - vi. May not be eligible for community service or those who do not meet the statutory criteria for homelessness
- 13.2 It was anticipated that applications for Homelessness Prevention would offer services which would:
- Provide an intervention for clients which prevents housing crisis, maintains and/or retains housing tenancies.
 - Assist vulnerable residents (at risk of housing crisis) to remain in their current accommodation (or relocate to more appropriate/suitable accommodation).
 - Secure viable housing options for homeless households not owed a statutory duty of assistance by the Council.
 - In partnership with Housing Options and other providers in the borough to work towards the prevention of homelessness and number of cases presenting to the Council as homeless.
 - Contribute to the reduction of the borough's homeless population.
- 13.3 It was anticipated that applications for Home Safety would offer services which would:
- Give people control of their own conditions and contribute to the reduction of accidents in the home and A&E presentations.
 - Ensure that vulnerable residents are able to maintain their independence through improved safety and security measures.
 - Provide people-centred, cost effective small jobs assistance, and help to tackle poor or unsuitable housing, enabling clients to remain in their own home - safe, secure, warm and independent.
 - Contribute to the reduction in domestic fires, domestic burglaries and artifice burglary.
- 13.4 As with all service areas, the high demand for funding and the focus on achieving a portfolio of complementary services means that services are recommended for funding at lower levels than requested and officers will need to agree appropriate targets and service plans with successful applicants.
- 13.5 A summary of the projects recommended for funding is detailed in Appendix 2e. A summary of the assessment of each organisation who bid under this service area is detailed in Appendix 4e.

- 13.6 Seven applications were received under this service area. This report recommends that two organisations are offered funding, with the entire budget for this service recommended for allocation.
- 13.7 It is proposed that all recommended services are offered funding for an initial two year term (October 11 until September 13), after which two further extensions of 12 months may be offered, subject to a review of the outcomes and strategic priorities for this service area, together with the performance of each funded organisation.
- 13.8 The outcome for providers will be either:
- Officers determine that the outcomes and strategic priorities are unchanged and subject to satisfactory performance, contracts can be extended. Poor performance may result in service(s) being decommissioned and part of the budget for the service area being retendered.
 - Officers determine that the outcomes are unchanged, but strategic priorities have shifted. Subject to satisfactory performance, contract(s) can be extended but with a variance in the service agreed with the provider(s). Poor performance may result in service(s) being decommissioned and part of the budget for the service area being retendered.
 - Officers determine that the outcomes and strategic priorities require revising and the entire budget will be retendered.

14. EQUALITIES IMPACT ASSESSMENT

- 14.1 An Equalities Impact Assessment was conducted individually for each service area and considered the positive or negative impact regarding each service – whether recommended or not recommended. Consideration was also given to the impact of those service previously funded, who were not recommended in this round.
- 14.2 Statutory Equality Duties from S149 of the Equality Act 2010 is as follows: The public sector equality duty (PSED) states that in the exercise of our functions, we must have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited under the Act;
 - Advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - Foster good relations between people who share a protected characteristic and those who do not.

Having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics;

- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people; and
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

The Act states that meeting different needs involves taking steps to take account of disabled people's disabilities. It describes fostering good relations as tackling prejudice and promoting understanding between people from different groups. It states that compliance with the duty may involve treating some people more favourably than others.

14.3 Although the Council's duty is to consider Age, Disability, Gender Reassignment, Marriage and Civil Partnership (not always applicable), Pregnancy and Maternity, Race, Religion or Belief (including non-belief), Sex, and Sexual Orientation (known as the protected characteristics) as part of an equalities impact assessment, officers gave broader consideration to socio-economic factors of the services recommended for funding, to ensure the best possible provision of services to local residents.

14.4 As part of the application form, organisations were required to profile who their anticipated service users would be. Information was requested regarding:

- Ethnicity
- Age
- Gender
- Sexual orientation
- Disability (physical, mental, sensory impairment, learning difficulty, long term health condition, none)
- Faith
- Location (by ward)
- Other factors such as: single household; low income, single parent family; carers; substance misuse; homeless; work but do not live in the borough etc.

14.5 Officers compared the user profiles across Race, Gender and Disability for all applicants, both recommended and not recommended, to identify if any particular impact would result from the range of services recommended. While these three profiles do not cover all the nine protected characteristics, all protected characteristics was considered as part of the EIA and therefore as part of the decision that is being recommended to members in this report. Officers also considered the impact of cessation of services, currently funded under the investment fund, that are not recommended for funding in this report, or did not apply for funding.

14.6 The broader, socio-economic categories of user profiles for recommended applications were then compared to ascertain if any particular sections of residents would be adversely affected, or not identified as potential beneficiaries.

14.7 It was not felt that any section of the community would be particularly disadvantaged should the recommendations in this report be agreed, and all

sections specified under the equalities duties are expected to benefit to some extent. A good span of beneficiaries is covered by the clusters of services being tendered, with profiles of target beneficiaries reflecting the known diversity factors of the borough's population. Appendices 6 a-e detail the expected impact, positive as well as negative, for all funding recommendations made.

14.8 **Race:** The profile of potential beneficiaries of services across all service areas broadly matches the borough profile, with higher numbers of disabled people being supported under the Health & Wellbeing (adults) service area – as was expected. No negative impact has been identified.

- Health & Wellbeing (adults): 57% of users are likely to be from White backgrounds, 43% of users from BME communities
- Safer Communities: 64% of users are likely to be from White backgrounds, 36% from BME communities.
- Arts, Culture & Sport: 58% of users are likely to be from White backgrounds, 42% from BME communities
- Environment & Community Transport: 43% of users are likely to be from White backgrounds, 57% from BME communities.
- Homelessness Prevention & Home Safety: 49% of users are likely to be from White backgrounds, 51% from BME communities.
- In total, across all service areas, 54% of users are likely to be from White backgrounds, and 46% from BME communities
- In considering all services being recommended under each service area, there is likely to be a positive impact on race as the proportion of users from BME communities exceeds the borough profile. No adverse impact has been identified for any particular BME community.
- All successful organisations will be expected to meet targets regarding delivering services to targeted communities, and closely monitored to ensure these targets are met. Organisations will be required to address issues of BME, disabled or particular communities not accessing the services provided.
- Table 3 below illustrates the likely make up of users across each service area by ethnicity:

Table 3:

Ethnicity	white British	White Irish	White Other	Caribbean	African	Black other	mixed	Indian	Pakistani	Bangladeshi	Asian other	Chinese	other
Health & Wellbeing:	43%	7%	6%	9%	10%	6%	8%	3%	3%	2%	1%	1%	1%
Safer Communities	37%	5%	22%	8%	7%	5%	5%	3%	2%	1%	2%	1%	3%
Arts, Culture & Sport	42%	8%	8%	5%	5%	3%	7%	5%	4%	4%	3%	2%	4%
Environment & Community Transport	31%	6%	6%	14%	9%	6%	8%	4%	4%	4%	3%	1%	3%
Homelessness Prevention & Home Safety	38%	5%	6%	3%	4%	1%	1%	2%	2%	2%	1%	1%	34%
total	38%	6%	10%	8%	7%	4%	6%	3%	3%	3%	2%	1%	9%

14.9 **Disability:** The profile of potential beneficiaries of services across all service areas indicates a higher proportion of disabled people, or residents with long term

health conditions will benefit from the service, than are represented in the borough demographics. In particular, higher numbers of disabled people are likely to be supported by services delivered under the Health & Wellbeing (adults) service area, including adults with both low and high mental health needs – in particular to prevent them from reaching crisis point and assisting to prevent homelessness.

14.10 The services are anticipated to deliver a positive impact for disabled people and those with long term health conditions. No negative impact has been identified.

- Health & Wellbeing: 85% of users are likely to be disabled or have a long term health condition.
- Safer Communities: 40% of users are likely to be disabled or have a long term health condition.
- Arts, Culture & Sport: 21% of users are likely to be disabled or have a long term health condition.
- Environment & Community Transport: 49% of users are likely to be disabled or have a long term health condition.
- Homelessness Prevention & Home Safety: 61% of users are likely to be disabled or have a long term health condition.

14.11 All successful organisations will be expected to meet targets regarding delivering services to targeted communities, and closely monitored to ensure these targets are met. Organisations will be required to address issues of disabled communities not accessing the services provided.

14.12 Table 4 below illustrates the likely make up of users across learning disability, sensory impairment, long term health condition, physical disability and mental health need.

Table 4:

Disability	Learning disability	Sensory impairment	Long term health condition	Physical disability	Mental health need	None
Health & Wellbeing:	23%	2%	9%	5%	45%	15%
Safer Communities	5%	4%	4%	7%	20%	60%
Arts, Culture & Sport	4%	1%	8%	2%	6%	79%
Environment & Community Transport	13%	6%	14%	6%	10%	51%
Homelessness Prevention & Home Safety	2%	8%	28%	17%	5%	39%
total	9%	4%	13%	8%	17%	49%

14.13 Gender All recommended services are likely to provide appropriate levels of support to male and female beneficiaries which is reflective of the borough profile. It is anticipated that a number of services will appropriately have a higher take up by gender (e.g. domestic abuse services under the safer communities service area).

- Health & Wellbeing: 61% of users are likely to be male, 30% female. The higher proportion of male service users is due to a number of services recommended for funding which will target substance misuse and mental health/homelessness individuals – in which men are more prevalent than women.
- Safer Communities: a 50:50 split for male and female service users is anticipated.
- Arts, Culture & Sport: the anticipated profile of users across all recommended services is 49% male, 51% female.
- Environment & Community Transport: the anticipated profile of users across recommended services is 45% male, 55% female.
- Homelessness Prevention & Home Safety: the anticipated profile of users across recommended services is 32% male and 68% female. This is due to a higher proportion of female service users in Home Safety services, mostly older single women at higher risk of domestic and artifice burglary.

14.14 Age: All recommended services are likely to provide services across all age groups. Although services specifically for Children & Young People and Older People were funded in 2010, it was anticipated that a number of services under the service areas currently being tendered would also benefit younger and older age groups. This is particularly relevant for Environment & Community Transport and Home Safety services, where the service specification detailed the likely residents that should benefit from services, which included vulnerable families and individuals.

14.15 Table 5 below indicates the likely age range of beneficiaries across all service areas.

Table 5

Age	0-4	5 to 13	14 - 19 (25 if disabled)	18 - 25	25 - 49	50 - 64	65 - 74	75 - 84	85+
Health & Wellbeing:	0%	0%	4%	13%	45%	29%	7%	1%	0%
Safer Communities	0%	0%	1%	2%	96%	1%	0%	0%	0%
Arts, Culture & Sport	5%	33%	11%	9%	16%	13%	7%	5%	3%
Environment & Community Transport	6%	22%	10%	13%	17%	13%	11%	7%	2%
Homelessness Prevention & Home Safety	0%	0%	1%	4%	24%	24%	13%	15%	18%
total	2%	11%	5%	8%	39%	16%	8%	6%	5%

14.16 Faith: although all organisations were requested to indicate whether any service users were likely to be of a particular faith or sexual orientation, only one applicant indicated that this would be the case in terms of faith. All providers will be required to ensure their services are available and accessible by all communities, however the nature of some services – particularly those of a one-

off nature, are unlikely to be able to easily request and record faith or sexual orientation information of service users. No negative impact was identified.

- Pamodzi applied under Health and Wellbeing, to deliver a service to Pentecostal Born-Again Christians. However, the number of users was very low, and therefore the negative impact of not funding this service was considered low.

14.17 Sexual orientation and gender reassignment for most service areas, few or no users were anticipated from Lesbian, Gay, Bisexual or Transgender communities. However, six applications under Safer Communities and one application under Health and Wellbeing did indicate some users would be.

- West London Centre for Counselling anticipate that 12% of their service users will be Lesbian/Gay/Bi-sexual or Transgender. As this service is recommended for funding under Health & Wellbeing, this would offer a high positive impact for local residents.
- Under the Safer Communities service area, the following organisations proposed to deliver a service to Lesbian, Gay, Bisexual or Transgender residents over a four year term:

- DVIP - 10 out of 216 users
- Metropolitan Police - 5 out of 230 users
- Broadway Homelessness Support - 40 out of 400 users
- CALM - 5 out of 480 users
- H&F Victim Support - 500 out of 14,652 users
- Standing Together Against Domestic Violence - 15 out of 1608 users

- transgender was included under the sexual orientation section of the beneficiary profile guidance. We recognise that sexual orientation is to do with attraction to members of the same or a different sex, and trans is to do with gender identity and not with sexual orientation, we included sexual orientation and trans together under LGBT. LGBT organisations have often organised under this term, as many of the prejudices and issues faced by LGBT people are commonly to do with 'not being' heterosexual or 'male' or 'female' in the sense historically understood by society in general. As above, it may not be possible for organisations to request and record sexual orientation information from service users. No negative impact was identified.

- A High positive impact is anticipated, as Broadway, CALM and Victim Support are likely to support high numbers of Lesbian, Gay, Bisexual and Transgender residents.

- No negative impact was identified.

14.18 Marriage and civil partnership: organisations were not requested to consider the profile of service users in terms of marital or partnership status. As above, it may not be possible for organisations to request and record this information from service users. No negative impact was identified.

14.19 Pregnancy and maternity: organisations were not requested to consider the profile of service users in terms of pregnancy or maternity status. As above, it may not be possible for organisations to request and record this information from service users, although in future they could use ONS data such as live births per 1000 women for Hammersmith and Fulham. A number of applications were received that would specifically target parents – Insights into Life (which was proposing a transition to parenthood service) and Urban Partnership Group (proposing a fathers parenting service) were received, which may have had a positive impact in terms of maternity and paternity. However, as other support services are available to parents, it was felt that the negative impact of not funding parenting related services was low.

14.20 Socio-economic factors: organisations were requested to consider a number of socio-economic categories in considering the likely make up of service users, in order to ensure the best possible clusters of services were available to residents.

- Single parent families: Moderate positive impact overall, as 15% of services across all services areas are likely to benefit single parent families. This is highest in Arts, Culture & Sport and Homelessness Prevention & Home Safety service areas. No negative impact identified.
- Ex offender: Moderate positive impact overall, as 7% of users across all service areas are likely to benefit ex-offenders who are residents of the borough. This is highest in Safer Communities, where one of the specific outcomes in the service specification was to support perpetrators of crime and ASB to divert them from criminal behaviour. No negative impact identified.
- Low income households: High positive impact, as 33% of beneficiaries are likely to be from low income households. As was anticipated, this is highest in Homelessness Prevention & Home Safety service area. No negative impact identified.
- Carers: Low positive impact: all services are charged with ensuring they are supporting Hammersmith & Fulham carers. A higher proportion of carers are supported through the Health & Wellbeing (older people) service area, which was commissioned in 2010 – particularly as the profile of carers in the borough indicates that the majority of carers are over 50. All service areas are likely to benefit carers to some degree, although this is 5% or less in all service areas. No negative impact.
- Victims of domestic abuse: Moderate positive impact: As anticipated, a higher proportion appear in safer communities, with specific services recommended that will directly support victims of domestic abuse. Other service areas are also likely to support this cohort. No negative impact identified.
- Children who attend school, but do not live in the borough: Low positive impact: A number of services are likely to also benefit children and young people who do not live in the borough – however this is due to a number of services delivered through schools, where it is not possible to request that

non-resident children do not participate in class-wide activities. No negative impact identified.

- Unemployed individuals: Moderate positive impact: 14% of beneficiaries are likely to be unemployed residents. This is particularly the case in homelessness prevention and safer communities services. No negative impact identified.
- Single household: High positive impact: 9% of users across all service areas are anticipated to be from single households. The proportion is highest in Safer Communities as a recommended service will target single household Eastern European residents at risk of substance misuse. No negative impact identified.
- 2% of users are anticipated to be refugees, and a further 2% likely to be asylum seekers. Low positive impact, no negative impact identified.
- A further 5% of proposed beneficiaries are likely to be people who live but do not work in the borough. However, a condition of funding will be that all beneficiaries should be borough residents – with the exception of children from out of borough who participate in classroom based activities delivered in local schools.
- Table 6 below indicates the likely profile of users across these categories:

Table 6:

Socio-economic factors	single parent families	ex offender	low income households	carers	victims of domestic abuse	attend school but non resident	unemployed individuals	single household	homeless individuals	refugees	asylum seeker	Non residents
Health & Wellbeing:	5%	6%	27%	4%	3%	0%	25%	16%	6%	3%	3%	1%
Safer Communities	4%	21%	16%	4%	18%	1%	11%	11%	11%	1%	1%	0%
Arts, Culture & Sport	28%	4%	44%	5%	0%	2%	10%	5%	0%	0%	0%	2%
Environment & Cty. Transport	15%	2%	27%	2%	2%	11%	11%	12%	4%	5%	7%	0%
Homelessness & Home Safety	20%	1%	52%	5%	0%	0%	11%	2%	2%	1%	1%	5%
total	15%	7%	33%	4%	5%	3%	14%	9%	5%	2%	2%	2%

14. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

14.1 The 3rd sector investment budget for 2011/12 is £3,908,000, net of MTFS savings of £450,000.

14.2 Grant allocations are £3,707,609 with a reserve budget of £200,581 totalling £3,908,190, as detailed in Appendix 1.

14.3 Appendix 1 also details indicative funding allocations for 2012/13 to 2014/15. These allocations incorporate the additional potential MTFs savings of £148,062 for 2012/13 and £341,543 for 2013/14, identified against these budgets. These will be subject to the Council annual budget setting and MTFs Processes.

14.4 All contracts will stipulate that services are contracted for as long as the funding is available. Should funding not be available during the lifetime of the contract, a notice period will be given to the organisation that funding will cease.

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

15.1. The Council's power to award the funding recommended in the report is contained in s.2 of the Local Government Act 2000 which allows the Council to do anything, including the provision of financial assistance, which it considers likely to promote the economic, environmental or social well being of the area. In exercising this power Cabinet must have regard to the Community Strategy.

15.2 Officers are of the view that the organisations recommended for funding are likely to contribute in a variety of ways to the economic, environmental and social well being of the borough and that the recommended funding is consistent with the Community Strategy.

15.3 Cabinet are also required to consider the general equality duties to have due regard to the need to eliminate unlawful discrimination and to promote equality of opportunity and good relations between the protected groups and society at large. These duties are dealt with in detail in section 14 and in the attached equalities impact assessments and should be carefully considered.

15.4 In awarding funding the Council is obliged to follow a fair and transparent process. The process followed is set out in the body of the report and officers are of the view that it has been carried out in a fair and transparent manner.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	3 rd Sector Strategy	Sue Spiller ext 2483	CSD, Glenthorne Rd
2.	EIAs	Sue Spiller ext 2483	CSD, Glenthorne Road
3.	3SIF application pack	Sue Spiller ext 2483	CSD, Glenthorne Rd

CONTACT OFFICER:	NAME: Sue Spiller EXT: 2483
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Appendices:

1:	3SIF budget
2a:	Recommendations: Health & Wellbeing (adults)
2b:	Recommendations: Safer Communities
2c:	Recommendations: Arts, Culture & Sport
2d:	Recommendations: Environment & Community Transport
2e:	Recommendations: Homelessness Prevention & Home Safety
3:	All applicants and recommendations
4a:	Assessments summary: Health & Wellbeing (adults)
4b:	Assessments summary: Safer Communities
4c:	Assessments summary: Arts, Culture & Sport
4d:	Assessments summary: Environment & Community Transport
4e:	Assessments summary: Homelessness Prevention & Home Safety
5a:	Service specification: Health & Wellbeing (adults)
5b:	Service specification: Safer Communities
5c:	Service specification: Arts, Culture & Sport
5d:	Service specification: Environment & Community Transport
5e:	Service specification: Homelessness Prevention & Home Safety
6a:	Equalities Impact Assessment: Health & Wellbeing (adults)
6b:	Equalities Impact Assessment: Safer Communities
6c:	Equalities Impact Assessment: Arts, Culture & Sport
6d:	Equalities Impact Assessment: Environment & Community Transport
6e:	Equalities Impact Assessment: Homelessness Prevention & Home Safety

Appendix 1: Budget

Allocation to service areas:	allocation	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5	
		Oct 10 - Sept 11	Oct 11 - Sept 12	Oct 12 - Sept 13	Oct 13 - Sept 14	Oct 14 - Sept 15	Oct 14 - Sept 15	%	Savings		
Infrastructure	11.1%	£488,589	£414,844	£390,414	£390,414	£390,414	£390,414	11%	£98,175		
Children, Young People & Families	17.7%	£779,101	£693,400	£620,000	£620,000	£620,000	£620,000	17%	£159,101		
Economic Wellbeing & Opportunity	20.8%	£915,553	£814,843	£750,000	£750,000	£750,000	£750,000	21%	£165,553		
Health & Wellbeing (OP)	12.4%	£545,811	£485,772	£485,481	£620,000	£620,000	£620,000	17%	£189,913		
Health & Wellbeing (adults)	6.0%	£264,102	£345,000	£280,000	£225,000	£225,000	£225,000	6%	£127,136		
Safer Communities	8.0%	£352,136	£225,000	£225,000	£300,000	£300,000	£300,000	8%	£184,187		
Arts, Culture & Sport	11.0%	£484,187	£340,000	£340,000	£160,000	£160,000	£125,000	3%	£48,867		
Environment & Community Transport Coach voucher scheme	4.0%	£154,059	£154,059	£128,750	£128,750	£128,750	£128,750	3%	£56,088		
Homelessness Prevention & Home Safety	4.0%	£176,068	£100,000	£100,000	£100,000	£100,000	£100,000	3%	£20,085		
Fast Track Small Grants	5.0%	£220,085	£200,581	£148,062	£341,543	£341,543	£341,543	10%	£348,295		
Reserve		£0	£0	£3,627,707	£3,627,707	£3,627,707	£3,627,707		£700,790		
		£4,399,499	£4,142,961	£3,908,190	£3,600,707	£3,600,707	£3,598,709				

Appendix 2a: Health & Wellbeing recommendations
 Number of applications: 23

Health & Wellbeing (adults)		Oc 11- Sept 12		Oct 12 - Sept 13		Oct 13 - Sept 14		Oct 14 - Sept 15		total
Recommended for funding		£345,000	£280,000	to be joined with Health & Wellbeing (older people)		recommended	requested	recommended	requested	recommended
Organisation	Service name	requested	recommended	requested	recommended	requested	recommended	requested	recommended	recommended
Foundation 66 (ARP Charitable Services)	Alcohol and Health Improvement Service	£76,187	£45,000	£73,418	£45,000	£75,236	£0	£76,576	£0	£301,417
Barons Court Project	The Barons Court Project	£112,200	£95,000	£112,200	£70,000	£0	£0	£0	£0	£224,400
Broadway Homelessness Support	Health Opportunities Programme	£52,516	£40,000	£52,931	£40,000	£53,575	£0	£54,438	£0	£213,460
H&F MENCAP	Safety Net People First (SNPF) S	£51,300	£45,000	£51,300	£45,000	£51,300	£0	£51,300	£0	£205,200
HAFAD	Peer Support Project	£46,177	£40,000	£52,021	£40,000	£17,983	£0	£18,984	£0	£135,144
Opportunity for all	Project Involve	£82,591	£35,000	£79,566	£0	£76,575	£0	£78,019	£0	£316,751
West London Centre for Counselling	West London Centre for Counsell	£55,080	£45,000	£55,080	£40,000	£55,080	£0	£55,080	£0	£220,320
Total:		£476,051	£345,000	£476,515	£280,000	£329,748	£0	£334,377	£0	£1,616,692

Not prioritised for funding

Organisation	Service name	Amount requested (year 1)	Total amount requested	Comments
Advance	Minerva Project	£50,000	£200,000	Not prioritised for funding
Alzheimer's Society	H&F younger people with dementia	£39,086	£133,513	Not prioritised for funding
Bishop Creighton House	Learning Disability Service - The Mentoring Project	£76,600	£317,200	Not prioritised for funding
CITAS	Bilingual Health & Social Care N	£76,783	£153,567	Not prioritised for funding
Family Friends	Parent Befriending	£32,626	£165,461	Not prioritised for funding
Foundations UK	Foundations UK's Services for Ad	£26,740	£130,870	Not prioritised for funding
Grove Neighbourhood Centre	Grove Neighbourhood Centre	£22,500	£90,000	Not prioritised for funding
H&F Caring for Carers	H&F Caring for Carers Association	£10,000	£40,000	Not prioritised for funding
H&F Mind	Befriending	£50,000	£206,080	Not prioritised for funding
Hammersmith Community Gardens Ass.	Grow Well	£25,000	£85,000	Not prioritised for funding
Insights For Life	As 2 Become 3	£26,000	£78,000	Not prioritised for funding
Notting Hill Housing	The Living Centre South	£17,318	£51,314	Not prioritised for funding
Pamodzi	Pilot project for HIV and sexual he	£15,169	£15,169	Not prioritised for funding
Princes' Trust	Get Started with Football	£24,574	£98,296	Not prioritised for funding
QPR in the Community Trust	Kick Off @ Broadway & Extra Tim	£18,427	£99,534	Not prioritised for funding
Staying Put Services	Health Trainers (Carers)	£7,464	£319,056	Not prioritised for funding
Total		£585,466	£2,183,060	

Appendix 2b: Safer Communities recommendations

No. of applications: 18

Safer Communities		Oc 11- Sept 12		Oct 12 - Sept 13		Oct 13 - Sept 14		Oct 14 - Sept 15		total
		requested	recommended	requested	recommended	requested	recommended	requested	recommended	
Recommended for funding		£225,000		£225,000		£225,000		£225,000		
Advance	Service name ADVANCE Hammersmith and Fulham	£96,000	£85,000	£96,000	£85,000	£96,000	£85,000	£96,000	£85,000	£384,000
Broadway Homelessness Support	Central and Eastern European Support Programme (substance misuse)	£38,613	£31,000	£38,271	£31,000	£38,754	£0	£39,400	£0	£155,038
CALM	Restorative Justice Service	£15,000	£12,000	£15,000	£12,000	£15,000	£12,000	£15,000	£12,000	£60,000
H&F Victim Support	Community Engagement Project	£32,821	£20,000	£33,415	£20,000	£34,277	£20,000	£35,208	£20,000	£135,721
Outside Chance	Its Your Choice	£23,724	£18,000	£23,724	£18,000	£23,724	£18,000	£23,724	£18,000	£94,896
Standing Together Against Domestic Violence	Domestic Violence Justice Project	£48,500	£45,000	£48,500	£45,000	£49,500	£45,000	£50,000	£45,000	£196,500
Wormwood Scrubs Community Chaplaincy	Wormwood Scrubs Community Chaplaincy	£17,850	£14,000	£19,600	£14,000	£25,700	£14,000	£28,200	£14,000	£91,350
		£272,508	£225,000	£274,510	£225,000	£282,955	£194,000	£287,532	£194,000	£1,117,505

* subject to review of outcomes, strategic priorities and performance

Not prioritised for funding		Requested (year 1)	Total amount requested	Comments
Bishop Creighton House	Care & Repair and Safer Homes	£97,700	£390,700	not prioritised for funding
Community Advocacy Services	Supporting Hammersmiths Children and Parents	£54,060	£216,240	not prioritised for funding
DVIP	Holistic Community DV Services	£40,000	£163,636	not prioritised for funding
Fulham FC Foundation	Kickz and Pre-Kickz	£22,400	£72,124	not prioritised for funding
Met Police	Volunteer Police Cadets (VPC)	£99,720	£343,880	not prioritised for funding
NHW Association	H&F Neighbourhood Watch Association	£12,000	£36,000	not prioritised for funding
Princes' Trust	Community Cash Awards	£14,128	£56,512	not prioritised for funding
Sporting Education (Let Me Play)	Youth Engagement Service (YES)	£72,400	£280,200	not prioritised for funding
Thames Reach	H&F Street Outreach Response Team	£112,199	£448,796	not prioritised for funding
Tolerance International UK	Embracing Tolerance Youth Programme	£1,000	£2,000	not prioritised for funding
Urban Partnership Group	Dad's Army	£49,924	£105,074	not prioritised for funding
Total		£1,120,546	£2,565,162	

Appendix 2c: Arts, Culture & Sport recommendations
Number of applications 14

Arts Culture and Sport		Oc 11- Sept 12		Oct 12 - Sept 13		Oct 13 - Sept 14		Oct 14 - Sept 15		total	
Recommended for funding		£340,000		£340,000		£300,000		£300,000		£1,199,000	
Organisation	Service name	requested	recommended	requested	recommended	requested	recommended	requested	recommended	requested	recommended
Albert & Friends	Physical Arts Alive	£19,625	£15,000	£19,625	£15,000	£20,125	£14,000	£20,125	£14,000	£79,500	£58,000
Lyric	Lyric Hammersmith	£360,000	£240,000	£360,000	£240,000	£360,000	£220,000	£360,000	£220,000	£1,440,000	£920,000
Riverside	Kids Movie Club at Riverside.	£43,000	£15,000	£42,500	£15,000	£40,375	£0	£37,469	£0	£163,344	£30,000
Staying Put Services*	H & F Bike Project	£41,938	£25,000	£40,065	£25,000	£41,526	£21,000	£0	£0	£123,529	£71,000
William Morris Society	WM Soc. & Kelmscott Hse	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000	£60,000	£60,000
Ringfenced for investment into Big Society Library		£0	£30,000	£0	£30,000	£0	£0	£0	£0	£0	£60,000
* moved from Environment & Community Transport service area		£479,563	£340,000	£477,190	£340,000	£477,026	£270,000	£432,594	£249,000	£1,866,373	£1,199,000

*subject to review of outcomes, strategic priorities and performance

Not prioritised for funding

Organisation	Service name	Requested year 1	Total amount requested	Comments
Fulham FC Foundation	Fulham FC Foundation Aspire 2 N	£31,098	£79,500	Not prioritised for funding
Open Age	Age Positive	£66,988	£282,180	Not prioritised for funding
Princes' Trust	Get started with and get into	£26,616	£106,464	Not prioritised for funding
QPR in the Community Trust	Community Sport & Well-being	£172,245	£702,841	Not prioritised for funding
ROMA Support Group	Roma/Gypsy Cultural	£18,192	£50,967	Not prioritised for funding
Russian Circle	ZNANIYE	£20,372	£95,937	Not prioritised for funding
Sporting Education (Let Me	Sports Hub Cards	£135,100	£506,500	Not prioritised for funding
Urban Partnership Group	Masbro Events Incorporated	£77,168	£188,983	Not prioritised for funding
West & North West London Vie	Sound of Orient Project	£17,598	£32,038	Not prioritised for funding
total		£565,377	£2,045,410	

Appendix 2d: Environment & Community Transport recommendations
 Number of applications: 10

Environment and Community Transport		Oc 11- Sept 12		Oct 12 - Sept 13		Oct 13 - Sept 14		Oct 14 - Sept 15		total	
		requested	recommended	requested	recommended	requested	recommended	requested	recommended	requested	recommended
		£160,000		£160,000		£125,000		£125,000			
Groundwork London	Enterprise'	£55,000	£30,000	£55,000	£30,000	£55,000	£30,000	£55,000	£30,000	£220,000	£120,000
H&F Community Transport	Coach Voucher Scheme	£20,000	£15,000	£20,348	£15,000	£20,704	£15,000	£21,066	£15,000	£82,118	£60,000
H&F Community Transport	Development Worker for HF	£40,338	£30,000	£40,838	£30,000	£42,138	£0	£42,138	£0	£165,452	£60,000
H&F Urban Studies Centre	Community Transport	£14,700	£10,000	£14,700	£10,000	£14,700	£10,000	£14,700	£10,000	£58,800	£40,000
Hammersmith Community Gardens Association	Urban Studies Green Service	£50,000	£40,000	£50,000	£40,000	£50,000	£40,000	£50,000	£40,000	£200,000	£160,000
Staying Put Services	Hammersmith Community Gardens Association	£91,381	£35,000	£94,501	£35,000	£96,793	£30,000	£98,844	£30,000	£381,519	£130,000
	Furnish	£271,419	£160,000	£275,387	£160,000	£279,335	£125,000	£281,748	£125,000	£1,107,890	£570,000

*subject to review of outcomes, strategic priorities and performance

Organisation	Service name	Requested year 1	Total amount requested	Comments
Sporting Education (Let Me Play)	i.Volunteer	£24,800	£72,100	not prioritised for funding
Staying Put Services	Zone	£60,229	£173,155	not prioritised for funding
Staying Put Services	Hammersmith & Fulham Bike Project			Reallocated to Arts, Culture and Sport
Waste Watch	Our Common Place	£64,911	£279,254	not prioritised for funding
	Total	£149,940	£524,509	

Appendix 2e: Homelessness Prevention & Home Safety recommendations
 Number of applications: 7

Homelessness Prevention and Home Safety		Oct 11- Sept 12		Oct 12 - Sept 13		Oct 13 - Sept 14		Oct 14 - Sept 15		total
		requested	recommended	requested	recommended	requested	recommended	requested	recommended	
Recommended for funding										
Organisation	Service name									
H&F CAB	Renters, Owners, Occupiers and Families	£95,978	£70,000	£97,555	£70,000	£98,138	£68,000	£99,550	£65,000	£391,221
Bishop Creighton House	Care & Repair and Safer Homes	£119,100	£58,750	£124,300	£58,750	£123,400	£58,750	£121,900	£55,000	£488,700
	Total	£215,078	£128,750	£221,855	£128,750	£221,538	£126,750	£221,450	£120,000	£879,921
										£504,250

**subject to review of outcomes, strategic priorities and performance*

Not prioritised for funding		Requested year 1	total amount requested	comments
Organisation	Service name			
Advance	Minerva Project	£50,000	£200,000	not prioritised for funding
Broadway Homelessness Support	Homelessness Prevention Project	£45,162	£181,766	not prioritised for funding
H&F Law Centre	Homelessness Prevention Service	£26,000	£52,212	not prioritised for funding
Staying Put Services	Home Safety Project	£50,216	£157,498	not prioritised for funding
Staying Put Services	Homelessness Prevention Service	£96,452	£416,003	not prioritised for funding
	Total	£267,831	£1,007,479	

Appendix 3: all applications

51 Organisations
70 Applications

Organisation	Service name	Service Area	Amounts Requested				total
			Year 1	Year 2	Year 3	Year 4	
Advance	Minerva service	Health & Wellbeing Adults	£50,000.00	£50,000.00	£50,000.00	£50,000.00	£200,000.00
Advance	Minerva service	Homelessness Prevention & H	£50,000.00	£50,000.00	£50,000.00	£50,000.00	£200,000.00
Advance	ADVANCE Hammersmith and Fulham	Safer Communities	£96,000.00	£96,000.00	£96,000.00	£96,000.00	£384,000.00
Albert & Friends	ADVANCE Arts Alive (PAA)	Arts, Culture & Sports	£19,625.00	£19,625.00	£20,125.00	£20,125.00	£79,500.00
Alzheimer's Society	Hammersmith & Fulham young people	Health & Wellbeing Adults	£39,086.00	£32,016.00	£31,279.00	£31,132.00	£133,513.00
Foundation 66 (ARP)	Alcohol and Health Improvement	Health & Wellbeing Adults	£76,187.00	£73,418.00	£75,236.00	£76,576.00	£301,417.00
Barons Court service	The Barons Court Project	Health & Wellbeing Adults	£112,200.00	£112,200.00	£0.00	£0.00	£224,400.00
Bishop Creighton House	Learning Disability Service - The	Health & Wellbeing Adults	£76,600.00	£79,900.00	£80,100.00	£80,600.00	£317,200.00
Bishop Creighton House	Care & Repair and Safer Home	Homelessness Prevention & H	£216,800.00	£222,600.00	£221,100.00	£218,900.00	£879,400.00
Broadway Homelessness Support	Health Opportunities Program	Health & Wellbeing Adults	£52,515.60	£52,930.80	£53,575.20	£54,438.00	£213,459.60
Broadway Homelessness Support	Homelessness Prevention service	Homelessness Prevention & H	£45,162.30	£44,885.67	£45,468.76	£46,249.03	£181,765.76
Broadway Homelessness Support	Central and Eastern European	Safer Communities	£38,612.67	£38,270.55	£38,754.40	£39,400.39	£155,038.01
CALM	Restorative Justice Service	Safer Communities	£15,000.00	£15,000.00	£15,000.00	£15,000.00	£60,000.00
CIUAS	BI-lingual Health & Social Care	Health & Wellbeing Adults	£76,783.27	£76,783.27	£0.00	£0.00	£153,566.54
Community Advocacy Service	Supporting Hammersmith's Children	Safer Communities	£54,060.00	£54,060.00	£54,060.00	£54,060.00	£216,240.00
DRIP	Holistic Community Domestic Violence	Safer Communities	£40,000.00	£40,000.00	£41,200.00	£42,436.00	£163,636.00
Family Friends	Parent Befriending	Health & Wellbeing Adults	£32,626.00	£39,325.00	£46,290.00	£47,220.00	£165,461.00
Foundations UK	Foundations UK's Services for	Health & Wellbeing Adults	£26,740.00	£30,690.00	£36,480.00	£36,960.00	£130,870.00
Fulham FC Foundation	Fulham FC Foundation Aspire 2	Arts, Culture & Sports	£31,097.50	£31,972.30	£32,873.34	£0.00	£95,943.14
Fulham FC Foundation	Kickz and Pre-Kickz	Safer Communities	£22,400.00	£24,072.00	£25,652.00	£0.00	£72,124.00
Groundwork London	Environmental Community Enterprise	Environment & Community Tra	£55,000.00	£55,000.00	£55,000.00	£55,000.00	£220,000.00
Grove Neighbourhood Centre	Grove Neighbourhood Centre	Health & Wellbeing Adults	£22,500.00	£22,500.00	£22,500.00	£22,500.00	£90,000.00
H&F CAB	HFCAB: The Renters, Owners,	Homelessness Prevention & H	£95,978.00	£97,555.00	£98,138.00	£99,550.00	£391,221.00
H&F Caring for Carers Association	H&F Caring for Carers Association	Health & Wellbeing Adults	£10,000.00	£10,000.00	£10,000.00	£10,000.00	£40,000.00
H&F Community Transport	Coach Voucher Scheme	Environment & Community Tra	£20,000.00	£20,348.40	£20,703.77	£21,066.24	£82,118.41
H&F Community Transport	Development Worker for HF Co	Environment & Community Tra	£40,338.00	£40,838.00	£42,138.00	£42,138.00	£165,452.00
H&F Law Centre	Homelessness Prevention Proj	Homelessness Prevention & H	£26,000.00	£26,212.00	£0.00	£0.00	£52,212.00
H&F MENCAP	Safety Net People First (SNPF)	Health & Wellbeing Adults	£51,300.00	£51,300.00	£51,300.00	£51,300.00	£205,200.00
H&F Mind	Befriending	Health & Wellbeing Adults	£50,000.00	£51,000.00	£52,020.00	£53,060.00	£206,080.00
H&F Urban Studies Centre	Urban Studies Green Service	Environment & Community Tra	£14,700.00	£14,700.00	£14,700.00	£14,700.00	£58,800.00
H&F Victim Support	Community Engagement Proj	Safer Communities	£32,821.00	£33,415.00	£34,277.00	£35,208.00	£135,721.00
HAFAD	Peer Support project	Health & Wellbeing Adults	£46,177.49	£52,020.57	£17,982.52	£18,963.71	£135,144.29
Hammersmith Community Group	Hammersmith Community Gard	Environment & Community Tra	£50,000.00	£50,000.00	£50,000.00	£50,000.00	£200,000.00
Hammersmith Community Group	Grow Well	Health & Wellbeing Adults	£25,000.00	£20,000.00	£20,000.00	£20,000.00	£85,000.00
Insights For Life	As 2 Become 3	Health & Wellbeing Adults	£26,000.00	£26,000.00	£26,000.00	£0.00	£78,000.00
Lyric	Lyric Hammersmith	Arts, Culture & Sports	£360,000.00	£360,000.00	£360,000.00	£360,000.00	£1,440,000.00
Met Police	Volunteer Police Cadets (VPC)	Safer Communities	£99,720.00	£81,720.00	£81,220.00	£81,220.00	£343,880.00

NHW Association	H&F Neighbourhood Watch Ass	Safer Communities	£12,000.00	£12,000.00	£12,000.00	£12,000.00	£36,000.00
Notting Hill Housing	The Living Centre South	Health & Wellbeing Adults	£17,317.99	£16,998.19	£16,998.18	£0.00	£51,314.36
Open Age	Age Positive	Arts, Culture & Sports	£66,988.00	£68,825.00	£71,502.00	£74,865.00	£282,180.00
Opportunity for all	Project Involve	Health & Wellbeing Adults	£82,591.30	£79,565.83	£76,574.73	£78,018.85	£316,750.71
Outside Chance	Its Your Choice	Safer Communities	£23,724.00	£23,724.00	£23,724.00	£23,724.00	£94,896.00
Pamodzi	Pilot service for HIV and sexual	Health & Wellbeing Adults	£15,169.00	£0.00	£0.00	£0.00	£15,169.00
Princes' Trust	Get started with and get into	Arts, Culture & Sports	£26,616.00	£26,616.00	£26,616.00	£26,616.00	£106,464.00
Princes' Trust	Get Started with Football	Health & Wellbeing Adults	£24,574.00	£24,574.00	£24,574.00	£24,574.00	£98,296.00
Princes' Trust	Community Cash Awards	Safer Communities	£14,128.00	£14,128.00	£14,128.00	£14,128.00	£56,512.00
QPR in the Community Trust	QPR in the Community Trust Cd	Arts, Culture & Sports	£172,245.28	£171,457.22	£177,395.81	£181,742.45	£702,840.76
QPR in the Community Trust	Kick Off @ Broadway & Extra T	Health & Wellbeing Adults	£18,427.47	£32,891.56	£34,832.19	£13,382.32	£99,533.54
Riverside	Kids Movie Club at Riverside.	Arts, Culture & Sports	£43,000.00	£42,500.00	£40,375.00	£37,469.00	£163,344.00
ROMA Support Group	Roma/Gypsy Cultural Workshop	Arts, Culture & Sports	£18,192.00	£18,462.00	£14,313.00	£0.00	£50,967.00
Russian Circle	ZNANIYE	Arts, Culture & Sports	£20,372.00	£13,614.00	£34,576.00	£27,375.00	£95,937.00
Sporting Education (Let Me F	Sports Hub Cards	Arts, Culture & Sports	£135,100.00	£123,800.00	£123,800.00	£123,800.00	£506,500.00
Sporting Education (Let Me F	Fl.Volunteer	Environment & Community Tra	£24,800.00	£15,100.00	£16,100.00	£16,100.00	£72,100.00
Sporting Education (Let Me F	Youth Engagement Service (YE	Safer Communities	£72,400.00	£66,900.00	£69,700.00	£71,200.00	£280,200.00
Standing Together Against D	Domestic Violence Justice Proj	Safer Communities	£48,500.00	£48,500.00	£49,500.00	£50,000.00	£196,500.00
Staying Put Services	Phoenix City Farm and Learning	Environment & Community Tra	£60,228.64	£57,076.33	£55,849.70	£0.00	£173,154.67
Staying Put Services	Furnish	Environment & Community Tra	£91,381.00	£94,501.00	£96,793.25	£98,844.11	£381,519.36
Staying Put Services	Hammersmith & Fulham Bike P	Arts, Culture & Sports	£41,937.75	£40,065.08	£41,525.72	£0.00	£123,528.55
Staying Put Services	Health Trainers (Carers)	Health & Wellbeing Adults	£74,641.85	£78,142.55	£81,496.96	£84,774.82	£319,056.18
Staying Put Services	Home Safety Project	Homelessness Prevention & Ho	£50,216.00	£52,826.00	£54,456.00	£0.00	£157,498.00
Staying Put Services	Homelessness Prevention Serv	Homelessness Prevention & Ho	£96,452.20	£99,475.01	£102,643.16	£117,432.93	£416,003.30
Thames Reach	Hammersmith & Fulham Street	Safer Communities	£112,199.00	£224,398.00	£112,199.00	£0.00	£448,796.00
Tolerance International UK	Embracing Tolerance Youth Pro	Safer Communities	£1,000.00	£1,000.00	£0.00	£0.00	£2,000.00
Urban Partnership Group	Masbro Events Incorporated	Arts, Culture & Sports	£77,168.00	£73,418.00	£38,397.00	£0.00	£188,983.00
Urban Partnership Group	DADS' ARMY – SUPPORT ANI	Safer Communities	£49,924.00	£55,150.00	£0.00	£0.00	£105,074.00
Waste Watch	Our Common Place	Environment & Community Tra	£64,911.00	£61,711.00	£61,711.00	£90,921.00	£279,254.00
West & North West London	Sound of Orient Project	Arts, Culture & Sports	£17,598.00	£14,440.00	£0.00	£0.00	£32,038.00
West London Centre for Cou	West London Centre for Couns	Health & Wellbeing Adults	£55,080.00	£55,080.00	£55,080.00	£55,080.00	£220,320.00
William Morris Society	William Morris Society and Keir	Arts, Culture & Sports	£15,000.00	£15,000.00	£15,000.00	£15,000.00	£60,000.00
Wormwood Scrubs Commu	Wormwood Scrubs Community	Safer Communities	£17,850.00	£19,600.00	£25,700.00	£28,200.00	£91,350.00
		Totals	£3,858,762.31	£3,937,896.33	£3,536,733.69	£3,147,049.85	£14,480,442.18

**3SIF assessment summary
Health & Wellbeing (adults)**

Organisation	Service description	Assessors comments	Funding recommended
Advance	<p>Minerva Service: Diverting women from crime and helping to avoid homelessness.</p> <p>15% of full service cost being sought.</p>	<p>Main aim is diverting women from crime, and primary outcome of this type considered to be Safer Communities rather than Health & Wellbeing. Assessors concluded that the service may offer possible duplication of the work of the PATHS team.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	Not prioritised for funding.
Alzheimer’s Society	<p>H&F Younger people with Dementia: Peer support for younger adults with dementia, with some targeting to BME communities. Raising awareness of dementia and how this affects the under 65s.</p> <p>72% of full service cost being sought</p>	<p>The service proposes to support very low numbers of people with dementia under 65 in the borough. Providing information on Alzheimer’s and Dementia to the wider public is something that assessors considered should already be provided by local services. There is existing provision in the LBHF dementia strategy for the borough, which addresses younger cohort.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	Not prioritised for funding.
Foundation 66 (ARP Charitable Services)	<p>Alcohol Health & Improvement Service: Home based assessment and support to residents experiencing alcohol related problems and who cannot access site based services.</p> <p>100% of full service cost being sought</p>	<p>A well articulated application, seeking to deliver a service which would provide additionally to existing alcohol support services available in the borough. The service proposes to target particularly vulnerable residents who would likely achieve the outcomes. The service proposes to meet a known gap in existing services to deliver support to this cohort.</p> <p>Recommended for funding for a 24 month term.</p>	<p>Recommend for funding: Oct 11–Sept 12: £45,000 Oct 12 – Sept 13: £45,000 Total: £90,000</p>

Appendix 4a: Assessment Summary Health & Wellbeing

<p>The Barons Court Project</p>	<p>The Barons Court Project: Funding sought to provide a drop in service for people with mental health needs and those who are homeless. The service includes showers, café and laundry, activities and fitness, social activities and trips. Support groups for mental health, women and BME users.</p> <p>54% of full service cost being sought.</p>	<p>A proposal for a useful service that will prevent people with mental health needs reaching crisis point – thus preventing statutory interventions.</p> <p>Assessors concluded this was a well considered application and a service which is considered strategically important. Officers noted a review of mental health services is likely to take place during the next 24 months.</p> <p>Tapered funding is recommended for a 24 month period.</p>	<p>Recommended for funding:</p> <p>Oct 11 – Sept 12 £95,000</p> <p>Oct 12 – Sept 13: £70,000</p> <p>Total: £165,000</p>
<p>Bishop Creighton House</p>	<p>Learning Disability Services – The Mentoring Project: Trains volunteers to mentor people with learning disabilities to support their social inclusion. Services includes trips and events. Part of a broader learning disability service which includes Work wise and Accessible Information Project.</p> <p>52% of the service budget sought.</p>	<p>A well considered application, however the service offers less value for money in comparison to other Learning Disability support service applications received.</p> <p>Due to the high competition for funding, this service is not prioritised at this time.</p>	<p>Not prioritised for funding.</p>
<p>Broadway Homelessness & Support</p>	<p>Health Opportunities Programme aims to improve health of residents who have poor physical or mental health, and/or a history of substance misuse or who are at risk of homelessness. Health coaches,</p>	<p>A well considered application, likely to deliver outcomes with a high proportion of users likely to be at risk of homelessness. The organisation outlined a range of other services which assessors concluded would offer additionality to the service proposal.</p> <p>Recommended for funding on condition of confirmation of</p>	<p>Recommend for funding</p> <p>Oct 11 – Sept 12 £40,000</p> <p>Oct 12 – Sept 11 £40,000</p>

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	<p>plus support from Mental health and Substance Misuse workers. Providing a key worker approach service. Previously funded by health.</p> <p>60% of full service cost is sought.</p>	<p>match funding and on condition of achieving a throughput of users.</p> <p>Funding is recommended for a 24 month term.</p>	<p>Total: £80,000</p>
CITAS	<p>Bi-lingual Health & Social Care Navigation Project advice and assistance to access health services for Arabic, Somali, Farsi and Polish community. Based at 3 GP surgeries, would offer interpreting and advocacy support to those for whom language is a significant barrier in accessing services.</p> <p>91% of the full service cost being sought.</p>	<p>LBHF currently provides interpreting and translation support (chiefly through CITAS) to assist residents to access council services. Likewise, health services also offer language and interpreting support for users who do not speak English. This service offers additionality, with service users more proactively supported to ensure they are aware of and are able to access service. Whilst a worthy proposal, given the level of demand for funding, and the existing provision of language, interpreting and advocacy services in the borough, additional language support for local residents is not considered a priority at this time.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding.</p>
Family friends	<p>Parent Befriending: support for parents facing health inequalities.</p> <p>74% of the full service cost being sought</p>	<p>Service considered to be prohibitively expensive. Alternative services and support is already available for the target beneficiaries.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding.</p>
Foundations UK	<p>Foundation UKs services for adult health and wellbeing. Step Forward to Health – targets</p>	<p>The service would aim to target obesity; however this is considered to be a health priority rather than local authority. Extensive weight management services are</p>	<p>Not prioritised for funding.</p>

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	<p>people with BMI over 35. 3 ten week programme to support weight loss and transition to healthier, more active lifestyle. Includes motivational element to encourage shift in lifestyle.</p> <p>52% of the full service cost being sought</p>	<p>already available to residents, including Weight Watchers, Rosemary Conley etc, which also include elements of understanding motivation and exercise.</p> <p>Assessors recommend the organisation considers establishing this service as a social enterprise – levying a small fee to participants, who may be better motivated to ensure they undertake what is needed to manage their weight and lifestyle if they are paying for a support service.</p> <p>Due to the high competition for funding, this service is not prioritised at this time.</p>	
Grove Neighbourhood Centre	<p>Grove Neighbourhood Centre. Provision of a community centre – infrastructure to support health and wellbeing activities for the community.</p> <p>Aims to benefit 7850 users, though 51% are either children or older people and not prioritised for this service area.</p> <p>23% of full service costs being sought.</p>	<p>The proposed service is provision of a community centre, and assessors concluded it is unlikely to directly deliver the outcomes as the outcomes would be delivered by other organisations hiring the centre, rather than by the centre itself. The centre is well presented and well regarded, but funding a community centre is not a priority for this service area. The services based at the centre would be able to access alternative premises to offer their activities. GNC have a long lease for this building, which gives them a very secure base for additional fundraising.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	Not prioritised for funding.
H&F Caring for Carers	<p>Caring for carers: Funding sort to provide weekly support meetings, keep fit classes, craft classes and trips to places of interest for carers.</p>	<p>Unfortunately the application did not pass stage 1 assessment as the application was incomplete and over 50% of supporting documentation was not submitted.</p> <p>Due to the high competition for funding, this service is not prioritised at this time.</p>	Not recommended for funding

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<p>HF Mind</p>	<p>Befriending: 6 month preventative befriending support to people with serious mental health needs to access social activities and networks. Volunteer co-coordinator to be provided by HFVC. An existing service previously funded by the NHS.</p> <p>100% of full service costs being sought.</p>	<p>Needs of this particular cohort of users is well presented – however, H&F NHS have agreed to consider funding this service.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding</p>
<p>HAFAD</p>	<p>Peer Support Project: service to engage disabled people to access mainstream and universal services. Includes themed workshops. Volunteers will facilitate workshops, support users to access opportunities, share their experiences, and maintain Access2Info website.</p> <p>64% of full service costs being sought.</p>	<p>Assessors concluded the applicant presented a well considered application that would make good use of volunteers. HAFAD proposes to secure external funding to sustain the service, however officers concluded that a social enterprise or membership subscription basis could also be considered by the organisation. Assessors felt the service would likely deliver the specification outcomes, but funding beyond 1 year will be subject to HAFAD demonstrating that the service is supporting and promoting autonomy and independence. The Access2Info element of the service is not prioritised for funding.</p> <p>Funding recommended for 1 year, with the option for extending for a further period of 12 months, subject to performance.</p>	<p>Recommended for funding</p> <p>Oct 11 – Sept 12 £40,000</p> <p>Oct 12 – Sept 13 £40,000 (subject to satisfactory performance in year 1)</p> <p>Total: £80,000</p>
<p>Hammersmith Community Gardens Association</p>	<p>Grow Well: Volunteer gardening/healthy eating sessions (3 per week), targeted at vulnerable due to substance misuse, mental health, disability,</p>	<p>An interesting service proposal, however, assessors concluded that HCGA existing services could be adjusted to include an intake cohort that would target the proposed client group for a 12 week programme to support them into mainstream gardening activities.</p>	<p>Not prioritised for funding</p>

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	<p>poor health or carers who are not able to participate in HCGA mainstream services due to lack of adequate support</p> <p>71% of full service costs being sought.</p>	<p>Due to the high competition for funding, this service is not prioritised at this time</p>	
Insights for Life	<p>As 2 Become 3: Skills and knowledge for first time parents, especially fathers. Managing transition to parenthood.</p> <p>36% of full service costs being sought.</p>	<p>Charge for courses, so need to understand what LBHF funding is sought for, and how much this service is self financing. NCT and other provision quoted as supporting parents through birth and ante natal, but not transition into parenthood. An interesting service proposal; however there is extensive alternative sources of support.</p> <p>Due to the high competition for funding, this service is not prioritised at this time.</p>	<p>Not prioritised for funding.</p>
MENCAP	<p>Safety Net People First Requesting funding for an existing post, supporting peer advocacy of 200 residents with learning disabilities. Users to participate in local decision making, consultations and meetings. Includes “speaking up” training and running a night club. Provide service user panels for interviews for LD services; facilitate independent user groups (e.g. Options).</p> <p>100% of full service costs being sought.</p>	<p>The advocacy role has a good fit with the service specification outcomes, although assessors noted that mainstream advocacy services are separately commissioned. The service proposes to support a good number of users, although throughput of users is unlikely to be high. However the impact of this service on the lives of a key vulnerable group is well demonstrated. A user led organisation, with clearly demonstrated measures of success. Likely to achieve the specification outcomes for people with learning disabilities.</p> <p>Recommended for funding for a 24 month term.</p>	<p>Recommended for funding: Oct 11 – Sept 12: £45,000</p> <p>Oct 12 – Sept 13: £45,000</p> <p>Total: £90,000</p>

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<p>Notting Hill Housing Group</p>	<p>The Living Centre South: Assistance for older people in sheltered housing in the south of the borough.</p> <p>41% of full service cists being sought.</p>	<p>73% of users anticipated to be age 65+, which is not a priority for this service area. Assessors concluded that a range of services and activities were funded under 3SIF Health & Wellbeing (older people) from October 2010, e.g. Fulham Good Neighbours, Age Concern – which all operate in the south of the borough. In addition, H&F Circle also provides socialising and networking opportunities for residents in the borough</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding</p>
<p>Opportunity for All</p>	<p>Project Involve: Awareness raising and improving BME access to mental health and substance misuse services. Proposing to replicate outreach model currently employed for HIV services.</p> <p>100% of full service cists being sought.</p>	<p>An interesting service proposal, planned to deliver a service based on a highly successful existing service model. Assessors recommend funding contribution towards a one year pilot.</p> <p>Recommended for funding for 12 months.</p>	<p>Recommended for funding</p> <p>Oct 11 – Sept 12 £35,000</p> <p>Total: £35,000</p>
<p>Pamodzi</p>	<p>HIV and sexual health service: Sexual health champions 1-2-1 and group activities including outreach events for 50 African female beneficiaries. 3 week skills training programme.</p> <p>100% of full service costs being sought.</p>	<p>The service aims to conclude by October 2011, and is therefore not in the right timeframe for 3SIF funding, which does not commence until October 11. All activities proposed are to take place prior to funding commencement.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding</p>
<p>The Princes Trust</p>	<p>GetStarted with Football: 1 week engagement programme</p>	<p>Assessors concluded the service would not sufficiently deliver the specification outcomes. This is an existing</p>	<p>Not prioritised for funding.</p>

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	<p>to build soft skills and personal development for hard to reach young people, then 3 month progression support to assist into further education, employment and training. In partnership with local football clubs, inspires and motivates to stay active and work towards further training and progression. Level 1 badge in football coaching. For 16-25 year olds only</p> <p>100% of full service costs being sought.</p>	<p>programme of the Prince's Trust and it was unclear how it is funded in other areas, or why the existing programme cannot support H&F participants.</p> <p>The application was also considered under Arts, Culture & Sport service area, but under both that and Health & Wellbeing (adults), due to the high competition for funding, this service is not prioritised at this time</p>	
<p>QPR in the community</p>	<p>Application is for two separate services:</p> <ul style="list-style-type: none"> • Extra Time over 60s club (ETo60): physical activity and health sessions for older residents over 60. Request includes money for food and Christmas party. <p>97% of full service costs being sought</p> <ul style="list-style-type: none"> • Kick Off @ Broadway: Sports activities for users of Broadway homelessness services, including health talks and football league for homeless individuals <p>100% of full service costs being sought.</p>	<p>Extra Time over 60's club: target beneficiaries are all 60+, and therefore are not prioritised for this service area. Assessors concluded that the service clearly duplicates a range of alternative provision available to older people in the borough. The service has not been previously funded by the council and officers were unclear why QPR in the Community cannot deliver this service from within QPR resources.</p> <p>Kick off @ Broadway: Health talks are already provided by Broadway. A football league for homeless individuals is not considered a priority, plus a similar service appears to be available through Streetleague.co.uk</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding</p>

Appendix 4a: Assessment Summary Health & Wellbeing

<p>Staying Put</p>	<p>Health Trainers: Service to support carers with support, motivation and access to other services</p> <p>100% of full service costs being sought.</p>	<p>All carers services are commissioned through Carers Commissioning, and reasonable level of support is considered to be available. Assessors concluded that the application did not sufficient make the business case for a further specific services for carers.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding</p>
<p>West London Centre for Counselling</p>	<p>West London Centre for Counselling: Free counseling therapy for 1682 clients who would not normally be able to access these services through a GP. largest counselling service currently operating in H&F 18% funding of the service sought</p>	<p>Main provision is currently commissioned from GPs/NHS, however assessors conclude that this service offers a highly valuable preventative service, that undoubtedly averts mental health crisis, often for those not with an existing mental health needs and offers additionality to existing provision.</p> <p>Recommended for funding for a 24 month period.</p>	<p>Recommend for funding</p> <p>Oct 11 – Sept 12: £45,000 Oct 12 – Sept 13 £40,000 Total: £85,000</p>

**3SIF assessment summary
Safer Communities**

Organisation	Service description	Assessors comments	Funding recommended
<p>Advance</p>	<p>Advance Hammersmith and Fulham: Domestic violence advocacy service offering immediate and crisis support for women at risk of or survivors of DV.</p> <p>31% of service costs being sought</p>	<p>Funding sought for a service currently funded through the grants programme. Funding sort to fund 3 Independent Domestic Violence Advocacy workers. Assessors concluded that the application provided evidence of good partnership working, good links with housing and children’s services and the Police, from which the majority of referral are received.</p> <p>Assessors concluded this was a very robust application and is highly to achieve, if not exceed its delivery of the stated outcomes.</p> <p>Recommended for funding for two years, with the possibility of extending for a further 2 periods of 12 months, dependent on a review of outcomes, priorities and performance.</p>	<p>Funding recommended:</p> <p>Oct 11 – Sept 12: £85,000 Oct 12 – Sept 13: £85,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £85,000 per year.</p>
<p>Bishop Creighton House</p>	<p>Care and Repair and Safer Homes: combine home safety and Care & Repair into one stop advice and handyperson scheme. Aim to help vulnerable people to remain safe, secure and comfortable. 1855 unique H&F residents</p> <p>Requesting £390,700 over 4 years from Safer Communities budget, plus £488,700 from</p>	<p>This application was submitted under both this service area, and Homelessness & Home Safety. Please see assessors comments under Homelessness Prevention & Home Safety (appendix 4e)</p>	<p>Not prioritised for funding under this service area.</p>

Appendix 4b: assessment summary, Safer Communities

	<p>Homelessness Prevention & Home Safety</p> <p>Total requested is £879,400, or £219,850 a year.</p> <p>59% of full costs sought.</p>		
Broadway Homelessness Support	<p>Central and Eastern European Support Programme (substance misuse)</p> <p>Pre and post detox support for eastern European residents at risk of alcohol abuse and at risk of actual or perceived crime and ASB.</p> <p>100% of service costs being sought</p>	<p>A comprehensive service that assessors concluded, if successful, is likely to deliver positive outcomes for a population identified as at risk in the borough. The application was jointly considered under Health & Wellbeing, but recommended for funding under this service area.</p> <p>Recommended for funding for 12 months, with the possibility of extending for a further 12 months. To secure this second period of funding, the organisation will be required to demonstrate the impact of the service for the target beneficiaries.</p>	<p>Funding recommended</p> <p>Oct 11 – Sept 12: £31,000</p> <p>Subject to satisfactory performance: Oct 12 – Sept 13: £31,000</p>
CALM	<p>Restorative Justice Service: addressing anti-social behaviour and hate crime issues between residents and neighbours. Sessions to be held with offender and victim, as will conflict awareness workshops and awareness raising of service through talks with Tenants Associations.</p> <p>25% of service costs being sought</p>	<p>Assessors concluded that this is an interesting service proposal, which builds on the organisations previous work in the borough. The service is likely to benefit a high proportion of non-borough residents, but this is reflected in the low proportion of funding for the service being sought. Good use of volunteers.</p> <p>Recommended for funding on condition of additional funding is confirmed in order for the service to be viable. Recommended for funding for two years, with the possibility of extending for a further 2 periods of 12 months,</p>	<p>Funding recommended:</p> <p>Oct 11 – Sept 12: £12,000</p> <p>Oct 12 – Sept 13: £12,000</p> <p>Future years (subject to review of outcomes, priorities and performance):</p>

Appendix 4b: assessment summary, Safer Communities

		dependent on a review of outcomes, priorities and performance.	£12,000 per year
Community Advocacy Services	Supporting Hammersmith Children’s and Parents: An outreach project aimed at educating young persons, their parents and carers to raise awareness of crime and crime prevention. 100% of service costs being sought	This service was considered more relevant to Children, Young People & Families service area which was tendered during 2010. Assessors concluded the service offered high staffing costs and some service costs are disproportionate. Due to the high competition for funding, this service is not prioritised at this time	Not prioritised for funding.
DVIP	Holistic Community Domestic Violence Services: Integrated support for perpetrators and victims of domestic violence. 32 week intervention programme for men to achieve behaviour change, plus information, advice and guidance for women related to these men. 62% of service costs being sought	DVIP was funded through SBHA for the pilot of this service. An interesting service proposal, however other domestic violence services are considered higher priorities, and given the constraints of the budget available, this service is not prioritised for funding at this time.	Not prioritised for funding.
Fulham FC Foundation	Fulham FC Foundation Kickz and Pre-Kickz: Funding sort to deliver a 2 part programme to deliver workshops, training and football activities aimed at young people who are at risk of becoming or who are already involved in crime and ASB. 44% of service costs being sought	Application did not pass stage 1 because they did not submit all the required supporting documentation. Due to the high competition for funding, this service is not prioritised at this time.	Not recommended for funding.

Appendix 4b: assessment summary, Safer Communities

<p>H&F Victim Support</p>	<p>Victim Support funding sought for community worker to offer enhanced service to victims of crime. 100% of service costs being sought</p>	<p>A well presented application and assessors conclude the service is likely to deliver the specification outcomes. Funding recommended, but at a lower level than requested.</p> <p>Recommended for funding for two years, with the possibility of extending for a further 2 periods of 12 months, dependent on a review of outcomes, priorities and performance</p>	<p>Funding recommended: Oct 11- Sept 12: £20,000 Oct 12 – Sept 13: £20,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £20,000 per year</p>
<p>Metropolitan Police</p>	<p>Volunteer Police Cadets: funding sort to employ 2 MET Police Constables to engage with young people through accredited training and development and aid in the reduction in youth crime, anti-social behaviour and de-incentivising gang membership. Funding also sought for police vehicle.</p> <p>99% of service costs being sought</p>	<p>Funding sought to expend the existing cadets programme which is at capacity. However, funding for two full time police constables and a police vehicle is not considered a priority. The Metropolitan Police is also considered a statutory organisation, not 3rd sector. The applicants constitution states that trustees are MET employees, and the organisation reports through MET police management structures.</p>	<p>Not prioritised for funding</p>
<p>NHW Association</p>	<p>H&F Neighbourhood Watch Association: Funding sought to expand the number of streets that the watch scheme operates and develop an interactive online crime prevention resource. To also hold a series of public ward events to raise awareness of crime prevention and how to stay</p>	<p>The application did not pass stage 1 assessment because over 50% of supporting documentation was not submitted.</p>	<p>Not recommended for funding</p>

Appendix 4b: assessment summary, Safer Communities

	safe. 100% of service costs being sought		
Outside Chance	<p>It's YOUR Choice: Intervention into secondary and primary schools to raise awareness of crime and the reality of consequences of crime, including prison, to divert children from offending. 80% of service costs being sought</p>	<p>Assessors concluded this was a well considered application and excellent value for money. An innovative approach to youth crime engagement and considered highly likely to deliver the specification outcomes.</p> <p>The service is currently funded through the grants programme. This service continues a recent successful development of expanding the service into primary schools, with good feedback from schools included in the application.</p> <p>Recommend for funding for 24 months, with the possibility of extending for a further 2 periods of 12 months each, subject to a review of outcomes, priorities and performance.</p>	<p>Funding recommendation: Oct 11 – Sept 12: £18,000 Oct 12 – Sept 13: £18,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £18,000 per year</p>
The Princes Trust	<p>Community Cash Awards: funding sought to enable the applicant to allocate cash to groups to create and implement community projects, which aim to lead to reduction of crime 100% of service costs being sought.</p>	<p>A rather unclear application, no guidelines on how the service would measure the projects or whether projects would deliver relevant outcomes. Expensive and low numbers of users. High cost administration element of the budget. Grant funding allocated to an organisation in order for them to re-allocate as grants to other groups is not the objective of this funding, and duplicates the councils Small Grants programme.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	Not prioritised for funding.
Sporting Education	<p>Youth Engagement Service: 3 pronged approach to support young people at risk of ASB:</p>	<p>Assessors concluded that the service would be unlikely to deliver the specification outcomes. Activities were not clear explained.</p>	Not prioritised for funding.

Appendix 4b: assessment summary, Safer Communities

	<p>young offenders, ASB concerns and mentoring. 100% of service costs being sought</p>	<p>Due to the high competition for funding, this service is not prioritised at this time.</p>	
<p>Standing Together Against Domestic Violence</p>	<p>Domestic Violence Justice Project: Funding sought for Criminal Justice and Data coordinator. Provides a coordinated response to domestic violence cases following a police call out, at Court and by 3rd sector advice agencies.</p> <p>100% of service costs being sought</p>	<p>A comprehensive service proposal which would deliver outcomes for both victims and perpetrators of crime. Considered a strategic priority for the council and a key service for the borough.</p> <p>Recommended for funding for two years, with the possibility of extending for a further 2 periods of 12 months, dependent on a review of outcomes, priorities and performance</p>	<p>Funding recommended:</p> <p>Oct 11 – Sept 12: £45,000 Oct 12 – Sept 13: £45,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £45,000 per year</p>
<p>Thames Reach</p>	<p>H&F Support: outreach to vulnerable street based users and move into relevant referral pathways.</p> <p>67% of service costs being sought</p>	<p>Currently fund through homelessness directorate funding. Assessors concluded that the unit cost for the service was very high.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding.</p>
<p>Tolerance UK</p>	<p>Embracing Tolerance Youth Programme: Workshops aimed at promoting mutual understanding and community cohesion by bringing together young people of backgrounds</p> <p>2% of service costs being sought</p>	<p>Did not meet minimum level of funding sought.</p>	<p>Not recommended for funding</p>

Appendix 4b: assessment summary, Safer Communities

<p>Urban Partnership Group</p>	<p>Dad’s Army – Support and Peer Mentoring Programme: improve parenting skills of ex offenders, including peer mentoring programme. 40 users overall. 86% of service costs being sought</p>	<p>An interesting service proposal, although assessors were unclear whether the service would directly contribute to delivering the specification outcomes. Assessors also concluded the service did not offer good enough value for money.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding.</p>
<p>Wormwood Scrubs Chaplaincy</p>	<p>Wormwood Scrubs Community Chaplaincy: Through the Gates Befriending. Up to 1 year support for residents who have services short custodial sentences. 51% of service costs being sought</p>	<p>Assessors concluded this is a well considered application which is likely to deliver the specified outcomes. An interesting service proposal which is likely to engage well with target users and provide incentive and support to achieve long lasting benefits.</p> <p>Recommended for funding for two years, with the possibility of extending for a further 2 periods of 12 months, dependent on a review of outcomes, priorities and performance:</p>	<p>Funding recommended:</p> <p>Oct 11- Sept 12: £14,000 Oct 12 – Sept 13: £14,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £14,000 per year</p>

**3SIF assessment summary
Arts, Culture & Sports**

Organisation	Service description	Assessors comments	recommendation
Albert & Friends	<p>Physical Arts Alive: Combined circus with drama and costume making and performance. Scheme will deliver during school holiday programmes.</p> <p>65% of full service cost being sought.</p>	<p>Although majority of beneficiaries are children and families, the application demonstrates that the specification outcomes are highly likely to be achieved. Circus skills presented as an art form, which assessors concluded was creative and likely to offer positive benefits for participants. Added value benefits include contributing towards health and wellbeing, employment training and education outcomes.</p> <p>Recommend funding for a two year term, with the option of extending for two further periods of 12 months each, subject to a review of outcomes, priorities and performance of the organisation.</p>	<p>Funding recommended:</p> <p>Oct 11 – Sept 12: £15,000 Oct 12 – Sept 13: £15,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £14,000 per year</p>
Fulham FC Foundation	<p>Fulham FC Foundation Aspire 2 Move: Funding sort to provide weekly sports activities targeted towards young women aged 12-25. This will be divided into three areas; street dance, football, and healthy living.</p> <p>100% of full service cost being sought</p>	<p>Application did not pass stage 1 because they did not submit the required supporting documentation.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not recommended for funding.</p>
Lyric Theatre	<p>Lyric Hammersmith: Funding sought for contribution</p>	<p>A well considered application and a relatively low proportion of total service</p>	<p>Funding recommended:</p>

Appendix 4c: assessment summary Arts, Culture & Sport

	<p>towards full running costs, staffing costs and overall activity costs. Yearly programme of theatre, comedy and music, creative activities particularly targeted at disadvantaged young people.</p> <p>7% of full service cost being sought.</p>	<p>costs sought, although assessors were not fully clear how the organisation would demonstrate the outcomes have been achieved for local residents.</p> <p>The Lyric has recently awarded funding from Arts Council to be regional lead for young people, and the council has also agreed to invest an additional £2.8m in the Lyric Theatre's capital programme.</p> <p>The service is recommend funding for a two year term, with the option of extending for two further periods of 12 months each, subject to a review of outcomes, priorities and performance of the organisation.</p>	<p>Oct 11 – Sept 12: £240,000 Oct 12 – Sept 13: £240,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £220,000 per year</p>
Open Age	<p>Age Positive: Sports & Arts Activities for 50+</p> <p>91% of full service cost being sought.</p>	<p>Majority of service users are older people, and the proposed service would appear to duplicate a number of alternative local services available to residents over 50.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding</p>
The Princes Trust	<p>Get Started and Get Into Training programme for NEETS, employability</p> <p>100% of full service cost being sought.</p>	<p>Duplicates Resurgo service, funded under Economic Wellbeing & Opportunity service area. Low numbers of service users, and relatively high unit costs.</p> <p>Due to the high competition for funding, this service is not prioritised at this time.</p>	<p>Not prioritised for funding</p>
QPR in the Community	<p>Community Sports & Wellbeing</p>	<p>Assessors considered this an expensive service, plus there are several other</p>	<p>Not prioritised for funding</p>

Appendix 4c: assessment summary Arts, Culture & Sport

	<p>free football programme at local primary schools</p> <p>99% of full service cost being sought.</p>	<p>opportunities for local residents to play football – including a thriving 5-a-side league. QPR already funded in 2010 to deliver sports activities to children, young people and families.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	
Staying Put	<p>H&F Bike project (transfer from Environment) Funding sought to establish a cycling club in the borough. Service includes entry into leagues, and events, and stimulates a degree of local competitive in the sport.</p> <p>99% of full service cost being sought.</p>	<p>Likely to fill a know local gap in establishing a cycling club. Service will offer training and development in the sport to young people and assessors welcomed the competition and events aspects of the service proposal.</p> <p>Recommend funding for a two year term, with the option of extending for two further periods of 12 months each, subject to a review of outcomes, priorities and performance of the organisation.</p>	<p>Funding recommended:</p> <p>Oct 11- Sept 12 £25,000</p> <p>Oct 12 – Sept 13: £25,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £21,000 per year</p>
Sporting Education (Let Me Play)	<p>Sport Hub Cards – Funding sought to launch a Sports Hub Card that will directly target certain groups of young people within the community to increase their participation levels in sports and activity. Card holders will give users access to the sports and dance sessions available in the</p>	<p>Assessors considered this an expensive service, and a range of sporting opportunities are available to young local residents.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding</p>

Appendix 4c: assessment summary Arts, Culture & Sport

	community and also activity trips.		
The Riverside Studios	Kids Movie Club Funding sought to deliver a 'Kids Movie club at the Riverside' offering regular subsidized Children and Family film screenings on Saturday mornings. Funding also sought for an outreach worker to manage this programme and stimulate local interest in participating. 61% of full service cost being sought.	Cineworld in King Street is likely to close at some point and there is likely to be a lack of subsidised film screenings available to children and families in the Hammersmith area. The need for an outreach worker to promote this service was not considered necessary, but assessors did consider that a contribution towards film screening costs and ticket subsidies could be recommended for a two year term.	Recommended for funding – funding to be used for film screening and ticket subsidy costs only: Oct 11 – Sept 12 £15,000 Oct 12 – Sept 13 £15,000 Total funding: £30,000
Roma Support Group	Roma Gypsy Cultural Workshops: funding sought for a range of activities to celebrate and promote Roma Gypsy culture. 97% of full service cost being sought.	Assessors concluded that the applicant had not given sufficient consideration to how a throughput of users would be managed, nor given sufficient consideration to robust targets and deliverable outcomes. Due to the high competition for funding, this service is not prioritised at this time	Not prioritised for funding.
Russian Circle	Znaniye: Funding sought to deliver a supplementary school, Russian culture and dance activities. 42% of full service cost being sought.	Considered an expensive service with low numbers of beneficiaries. Due to the high competition for funding, this service is not prioritised at this time	Not prioritised for funding
Urban Partnership Group	Masbro Events incorporated Funding sought for community events, which would prioritise low income families who	Assessors considered there is likely to be some duplication with other services already available to local residents. The service may have been a more appropriate fit with	Not prioritised for funding

Appendix 4c: assessment summary Arts, Culture & Sport

	cannot access sports and arts facilities due to cost. Focus on younger age groups, sports, dance and co-ordinated fun days. The service aims to be self funding by year 4. 56% of full service cost being sought.	the Children, Young People & Families or Infrastructure service areas. An interesting service proposal, but due to the high competition for funding, this service is not prioritised at this time	
West and North West London Vietnamese Association	Sound of Orient Project: Funding sort to provide Oriental music learning opportunities for residents from the Vietnamese and Chinese community. 93% of full service cost being sought.	Application did not pass stage 1 because the application was incomplete.	Not recommended for funding
William Morris Society	The William Morris Society Funding sought towards running costs for this local museum with strong local history and heritage connections, plus offer craft classes. 25% of full service cost being sought.	A very cost effective and reasonable application which will deliver outreach and site based activities. Assessors felt that the organisation should establish stronger partnerships with Fulham Palace Museum, Emery Walker Museum and TFL Museum. A delightful, discrete service that is likely to deliver measureable benefits for the community. Recommend funding for a two year term, with the option of extending for two further periods of 12 months each, subject to a review of outcomes, priorities and performance of the organisation.	Funding recommended Oct 11 – Sept 12: £15,000 Oct 12 – Sept 13: £15,000 Future years (subject to review of outcomes, priorities and performance): £15,000 per year

**3SIF assessment summary
Environment & Community Transport**

Organisation	Service	Assessors comments	Recommendation
Groundwork	<p>Environmental Community Enterprise: Funding sought to provide an overarching service that will encourage and empower residents living within LBHF to:</p> <ul style="list-style-type: none"> • participate in improving their local environments; • engage in volunteering, training and employment activities ; • actively engage with nature and the natural world • promote greener and healthier lifestyles; <p>16% of full service cost being sought.</p>	<p>Broad range of activities, including environmental volunteering, working on recycling. Aim to reach a good range of communities and locations in the borough. Assessors concluded the service is likely to deliver the specification outcomes, and will deliver activities and benefits that residents will value and enjoy.</p> <p>Recommended for funding for two years, with the possibility of extending for a further 2 periods of 12 months, dependent on a review of outcomes, priorities and performance</p>	<p>Funding recommended:</p> <p>Oct 11 – Sept 12: £30,000 Oct 12 – Sept 13: £30,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £30,000 per year</p>
Hammersmith Community Gardens Association	<p>Hammersmith Community Gardens Association: Funding sought to maintain and develop 4 community gardens and greenhouse sites currently managed in the north of the borough and to deliver a range of community volunteering, environment focused events and training opportunities throughout</p>	<p>Assessors concluded that the service proposal offered good measure of success and a good range of activities. High number of residents likely to benefit from the service, though level of active participation in gardening activities as opposed to people enjoying the gardens would need to be determined. Service likely to complement LBHF parks service.</p> <p>Assessors recommended for funding on</p>	<p>Funding recommended on condition of match funding sought from Oct 12 onwards:</p> <p>Oct 11 – Sept 12: £40,000 Oct 12 – Sept 13:</p>

Appendix 4d: assessment summary Environment & Community Transport

Organisation	Service	Assessors comments	Recommendation
	<p>the borough. In addition, the service proposes to develop hubs of activity in the south of the borough and to provide support and advice to new emerging and other organisations that want to use the community gardening model to improve their neighborhoods.</p> <p>80% of full service cost being sought.</p>	<p>condition of securing match funding during initial 12 months.</p> <p>Recommended for funding for two years, with the possibility of extending for a further 2 periods of 12 months, dependent on a review of outcomes, priorities and performance</p>	<p>£40,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £40,000 per year</p>
<p>Sporting Education (also trade as Let Me Play)</p>	<p>iVolunteer : Funding sought for a volunteer programme, supporting volunteers into a range of local activities and opportunities, including environmental projects. .</p> <p>100% of full service cost being sought.</p>	<p>Assessors concluded that the service proposal was an infrastructure service – supporting volunteering activities. A well presented application, but insufficient correlation with the service specification. No reference to existing infrastructure volunteering organisations, nor to existing services which provide activities for environmental volunteering.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding.</p>
<p>HF Community Transport Project</p>	<p>Development worker: Funding sought to research and develop the changes needed to ensure the service is sustainable.</p> <p>100% of full service cost being sought</p>	<p>Well regarded and well used local accessible transport service. Some lack of clarity regarding the functions that the development worker will undertake, and measures of success would need strengthening. However, assessors are keen to support the organisation to develop as a successful, self financing social enterprise that local residents can continue to access.</p> <p>Recommended for part funding for 24 months.</p>	<p>Recommended for funding:</p> <p>Oct 11- Sept 12: £30,000 Oct 12 – Sept 13: £30,000</p> <p>Total funding: £60,000</p>

Appendix 4d: assessment summary Environment & Community Transport

Organisation	Service	Assessors comments	Recommendation
<p>H&F Community Transport Project</p>	<p>Coach Voucher scheme: Funding sought to deliver the current LBHF in-house Coach Voucher scheme which offers free or low cost coach outings to local older people’s groups.</p> <p>100% of full service cost being sought.</p>	<p>Previously delivered by the council, this is a reasonable application to continue to deliver the service. Assessors were confident that the scheme would be delivered well, and within the available budget.</p> <p>Recommended for funding for two years, with the possibility of extending for a further 2 periods of 12 months, dependent on a review of outcomes, priorities and performance.</p>	<p>Funding recommended:</p> <p>Oct 11 – Sept 12: £15,000 Oct 12 – Sept 13: £15,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £15,000 per year</p>
<p>Staying Put</p>	<p>H&F Bike Project: Funding sought to establish a local cycling club. Include entry into leagues, and events, competitive nature.</p> <p>99% of full service cost being sought.</p>	<p>Reallocated to Arts, Culture & Sport</p>	<p>Not applicable</p>
<p>Staying Put</p>	<p>Phoenix City Farm and learning Zone: Funding sought to develop an existing programme to attract a greater number of visitors and offer multiple health and wellbeing programmes.</p> <p>94% of full service cost being</p>	<p>From the application, it would appear that the service would continue without this investment. A number of the activities were considered to duplicate existing activities available in the borough.</p> <p>Due to the high competition for funding, this service is not prioritised at this time.</p>	<p>Not prioritised for funding.</p>

Appendix 4d: assessment summary Environment & Community Transport

Organisation	Service	Assessors comments	Recommendation
Staying Put	<p>sought.</p> <p>Furnish Funding sought to continue an existing service, which offers a furniture recycling service to borough residents.</p> <p>31% of full service cost being sought.</p>	<p>Assessors concluded that the service offers a valuable recycling/reuse service in the borough, which contributes towards a broader recycling/environment agenda and priorities.</p> <p>Funding recommended for one project worker for two years, with the possibility of extending for a further 2 periods of 12 months, dependent on a review of outcomes, priorities and performance.</p>	<p>Funding recommended: Oct 11-Sept 12: £35,000 Oct 12 – Sept 13: £35,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £30,000 per year</p>
Urban Studies Centre	<p>Urban Studies Green Service: Funding sought for a range of activities: <u>Green Events</u> for local schools, encouraging children to take responsibility for sustainable practices in school and at home. <u>Green School</u> supporting sustainable practices and achieving Eco schools awards. <u>Young Friends of Parks</u> 4 groups set up and run with volunteer support involving environmental and gardening activities <u>Green Walks:</u> monthly walks - wildlife walks- bird-watching along the river, canals, cemeteries and in parks for volunteers.</p>	<p>A creative, exciting and innovative range of activities that are highly likely to deliver the specification outcomes. A well considered application, including good use of volunteers and offering excellent value for money. Users will predominantly be younger people, but as the service is predominantly education focus, this was not regarded as inappropriate.</p> <p>Recommended for funding for two years, with the possibility of extending for a further 2 periods of 12 months, dependent on a review of outcomes, priorities and performance.</p>	<p>Funding recommended:</p> <p>Oct 11-Sept 12: £10,000 Oct 12 – Sept 13: £10,000</p> <p>Future years (subject to review of outcomes, priorities and performance): £10,000 per year</p>

Appendix 4d: assessment summary Environment & Community Transport

Organisation	Service	Assessors comments	Recommendation
	82% of full service cost being sought.		
WasteWatch	Our Common Place: seeking to take holistic look at barriers to recycling. Improve local environment in hope it will gain improved support and respect for the area. Ultimate aim is to promote recycling. 97% of full service cost being sought.	Assessors considered this an interesting service proposal – however, the approach is untested and unproven and the application did not sufficiently demonstrate that the outcomes would be delivered and evidenced. Due to the high competition for funding, this service is not prioritised at this time.	Not prioritised for funding.

**3SIF Assessment summary
Homelessness Prevention and Home Safety**

Organisation	Service	Assessors comments	Recommendation
Advance	<p>Minerva Service to support female ex offenders who have served custodial sentences of less than 12 months and are at risk of homelessness. Also applied for funding of this service under H&WB Adults.</p> <p>15% of full service cost being sought.</p>	<p>Assessors were not clear what the demand is for female ex offenders who would need this service and felt the case had not been sufficiently made to convince officers that there are sufficient women ex offenders who served less than 12 month sentence and who are at risk of homelessness. A well considered application, but the case for the need for the service is not clearly evidenced. Assessors do not recommend prioritisation in this round, but would recommend that Advance undertake further investigation of this issue in order to work up a stronger business case for future rounds of this service area.</p> <p>Due to the high competition for funding, this service is not prioritised at this time.</p>	<p>Not prioritised for funding.</p>
Bishop Creighton House	<p>Safer Homes and Home Improvement (Care & Repair) Services:</p> <p>Home Safety offers a safety, security and fire safety assessments, followed by small jobs to address issues identified.</p> <p>Home Improvement Service offers a Care & Repair service which includes project</p>	<p>The proposed Home Safety Service offers a positive assessment and small jobs service, which is likely to support local residents and prevent accidents in the home. Although the service is higher cost than other service proposals, the application offered a robust business case for a service that would likely deliver the outcomes sought and form part of a broader service currently offered by the organisation. Funding is recommended at a lower level than requested, to fund a full time handyman/lock fitter, part time administrative support and a contribution towards management and running costs. Assessors recommend funding on the basis of small jobs being</p>	<p>Recommended for funding:</p> <p>Oct 11 – Sept 12: £58,750 Oct 12 – Sept 13: £58,750</p> <p>Future years (subject to review of outcomes, priorities and performance): Oct 13 – Sept 14:</p>

Appendix 4e: assessment summary Homelessness Prevention & Home Safety

	<p>management of building works, information advice and guidance on building and adaptations works.</p> <p>Requesting £488,700 over 4 years plus £390,700 from Safer Communities.</p> <p>59% sought for full funding costs (including Safer Communities funding request)</p>	<p>provided to a minimum 300 individual residents per year.</p> <p>The Home Improvement Service would offer a higher level of support, including managing and arranging home improvement works for approximately 20 residents a year. Assessors concluded that this service may duplicate the work offered under Home Improvement Agency Services, and this element of the service is therefore not prioritised for funding</p> <p>This application was submitted under both this service area, and Safer Communities.</p> <p>Safer Homes is recommended for funding for two years, with the possibility of extending for a further 2 periods of 12 months, dependent on a review of outcomes, priorities and performance</p>	<p>£58,750 Oct 14 – Sept 15: £55,000</p>
Broadway Homelessness Support	<p>Homelessness Prevention Project Funding sought for a worker to support 75 users a year to avoid housing crisis.</p> <p>100% of service costs being sought</p>	<p>Insufficient consideration given to other advice services in the borough and a low number of users. Assessors concluded that a number of these activities are likely to also be covered by Broadway’s existing support service and that the service may duplicate existing floating support services.</p> <p>Due to the high competition for funding, this service is not prioritised at this time.</p>	<p>Not prioritised for funding</p>
H&F Citizens Advice Bureau	<p>ROOF: Renters, Owner Occupiers and Families: legal advice on housing issues for individuals and families at risk of</p>	<p>A well presented application, that includes good promotion of and access to the service. Assessors considered that the service would deliver the specification outcomes, plus would complement the other services commissioned under Economic</p>	<p>Recommended for funding Oct 11 – Sept 12: £70,000 Oct 12 – Sept 13:</p>

Appendix 4e: assessment summary Homelessness Prevention & Home Safety

	<p>homelessness. Includes IAG, Education and 1-2-1 support.</p> <p>59% of service costs being sought</p>	<p>Wellbeing & Opportunity, also provided by this organisation.</p> <p>Recommend for funding, on condition that the organisation includes in their monitoring which users do not meet the statutory criteria for homelessness.</p>	<p>£70,000</p> <p>Further years (subject to review of outcomes, priorities and performance) Oct 13-Sept 14: £68,000 Oct 14 – Sept 15: £65,000</p>
H&F Law Centre	<p>Homelessness Prevention Service Legal advice for those at risk of housing crisis to help maintain or retain tenancy. Face to face and telephone advice plus casework, available 3 days a week. Volunteers supervised by a solicitor to deliver the service. 9 hours client contact time and 16 hours follow up. Representation at court by existing court duty services or legal aid</p> <p>60% of service costs being sought</p>	<p>The application did not include sufficient detail for assessors to gain a reasonable insight into how the service will be delivered, managed and how the outcomes achieved will be evidenced. Although the service proposes to reach high numbers of disabled residents, the application did not support this by detailing how the service would be promoted and accessible to the widest possible range of local residents.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	<p>Not prioritised for funding</p>
Staying Put Services	<p>Home Safety Project: Home safety, small jobs and repairs for vulnerable</p>	<p>A well considered application, which offered a home safety and small jobs service for local residents. The service is comparable to other applications</p>	<p>Not prioritised for funding</p>

Appendix 4e: assessment summary Homelessness Prevention & Home Safety

	<p>or older residents.</p> <p>86% of service costs being sought</p>	<p>received under this service area, but is requesting a higher proportion of overall service.</p> <p>Due to the high competition for funding, this service is not prioritised at this time</p>	
<p>Staying Put Services</p>	<p>Homelessness Prevention Service Funding sought for a range of activities aimed to prevent homelessness, including specialist housing, debt and welfare rights advice, mediation, maximizing Discretionary Housing Payments. Will also work with landlords to maximise housing options. Casework and advice service approach.</p> <p>100% of service costs being sought</p>	<p>Assessors concluded this was a fundable application, but insufficient consideration had been given in number of areas, including evidencing outcomes and how the service would link with and complement existing provision. Assessors concluded that a number of the activities proposed may duplicate existing services.</p> <p>Given the high competition for funding, this service is not prioritised at this time.</p>	<p>Not prioritised for funding</p>

**London Borough of Hammersmith and Fulham
3rd Sector Investment Fund**

**Service Specification
Health and Wellbeing: Services for Adults**

1. Introduction: Setting the Framework for a Healthy Borough

The Community Strategy sets out the Council's priorities in terms of setting the framework for a healthy borough. Residents want to live longer, healthier lives, and to enjoy a good quality of life throughout adulthood. We intend to promote healthy lifestyles across all sections of the community, and to:

- enable and support good health, independence and well-being;
- give people more control over the care and support that they receive;
- offer timely and convenient access to quality, cost effective support;
- proactively tackle health inequalities.

The Council utilises a number of data sources to identify the needs of residents and their carers across the borough. These include (but are not limited to) prevalence rates, health inequalities, census and deprivation statistics, Housing Needs Survey, Place Survey, service reviews and the Joint Strategic Needs Assessment (JSNA).

Census data informs us that Hammersmith & Fulham has the third lowest percentage of its population that provides any level of informal care. This means that a lot of the informal support mechanisms that may exist in other London boroughs and other parts of the country are missing in the borough. This correlates closely with the percentage of households that consist of just one person.

2. Preventative Services

The term "preventative services" covers a broad spectrum of services, as the aim is to prevent the health and social care needs of borough residents escalating or deteriorating. Prevention includes a broad spectrum of services, including those services that prevent the initial need for adult social care services, to services that prevent hospital admission or an increase in packages of care.

Locally, Community Services Department has further clarified the definition of Prevention and Early Intervention into three categories:

Category	Detail	Provided through
<p><u>Primary Prevention/ Promoting Wellbeing</u> Aimed at people who have low or no particular social care needs or symptoms of illness.</p> <p>The focus is on maintaining independence, good health and promoting wellbeing.</p>	<p>Interventions might include:</p> <ul style="list-style-type: none"> ▪ Combating discrimination and promoting independence ▪ Social networking opportunities ▪ Providing universal access to good quality information ▪ Supporting safer neighbourhoods ▪ Promoting health and active lifestyles ▪ Delivering practical advice and support 	<p>3rd sector organisations</p>

<p><u>Secondary Prevention/ Early Intervention</u> Aim to identify people at risk and to halt or slow down any deterioration, and actively seek to improve their situation</p>	<p>Interventions might include:</p> <ul style="list-style-type: none"> ▪ Screening and case finding to identify individuals at risk of specific health conditions or events (such as strokes, or falls) or those with low level social care needs 	<p>Competitively tendered or in-house adult social care/health service provision.</p>
<p><u>Tertiary Prevention</u> Aim to minimise disability or deterioration from established health conditions or complex social needs. The focus is on maximising people's functioning and independence</p>	<p>Interventions might include:</p> <ul style="list-style-type: none"> • Rehabilitation/enablement services • Joint management of people with complex needs 	<p>Competitively tendered or in-house adult social care/health service provision</p>

4. What we wish to fund

For the purpose of this service specification: Health & Wellbeing: Adults, the Council is seeking funding applications that will address primary prevention/promoting wellbeing objectives. A broader Health & Wellbeing Strategy will identify how statutory health and adult social care services can be reshaped to meet Secondary and Tertiary Prevention outcomes. This will include reviewing statutory provision in light of the introduction of Self Directed Support.

We anticipate that services, funded through the 3rd Sector Investment Fund will target residents (age 18-65) or their carers who:

- Live alone
- Have particular social, substance misuse, disability related, physical health or mental health needs that prevent them accessing mainstream services
- Live in isolated conditions and have no or few social networks to provide them with support
- Are not eligible for adult social care services (though not exclusively)

6. What we will not fund

- Services that duplicate existing provision (whether statutory, commissioned, ongoing/existing 3rd sector provision, or funded under other service areas of the 3rd Sector Investment Fund)
- Services that do not specifically deliver the outcomes as set out in this service specification
- Multiple niche organisations delivering services to single communities

7. Outcomes sought

Outcomes refer to the impacts or end results of services on a person's life. Services should be person-centred and aim to achieve the goals and aspirations identified by service users. The council anticipates that the services funded will contribute to the delivery of a number of local priorities, including:

- Reduction in alcohol related admissions to hospital
- Improvement in residents' self reported measure of health and wellbeing
- Improvement in all age mortality rates
- Increase smoking cessation of borough residents
- Increase in the number of residents with long term conditions supported
- Reduction in the number of emergency bed days per weighted population
- Increase in H&F carers receiving services, advice and information

The Council does not expect organisations necessarily to be able to measure all of these performance indicators in relation to their service users. However, the council will seek to use local prevalence rate data to establish whether the service appears to be contributing to performance indicators.

The outcomes for Health & Wellbeing: Services for Adults are:

A. Improve/maintain physical health and wellbeing	
Outcomes	
hw1.	Residents will be better able to manage their long term health conditions
hw2.	Residents will improve/maintain their mobility and levels of physical activity
hw3.	Residents will reduce their risk of poor health
hw4.	Residents will avoid needing an increase in statutory health and care services
hw5.	Residents will benefit from improved physical health with reduced prevalence rates of A&E admissions due to falls or avoidable health crisis than the borough statistics identify would usually be the case
hw6.	Residents will benefit from a reduction in the risks/outcomes associated with illicit drug use and alcohol misuse
B. Maintain/improve mental health and wellbeing	
Outcomes	
hw7.	Residents will have measurable improvements in their motivation and confidence
hw8.	Residents will benefit from reduced anxiety regarding aspects of everyday life that they find difficult to manage
hw9.	Residents will be encouraged and supported to access appropriate support and treatment
hw10.	Residents will have measureable improvements in terms of achieving healthy lifestyles
hw11.	Residents will avoid risks to healthy lifestyles and choices through being better informed about the risks
C. Preventing isolation	
Outcomes	
hw12.	Residents will report increased satisfaction with living in the borough and with their community from improved networks of support
hw13.	Residents will be more socially active – particularly those who previously had barriers or difficulties accessing social activities and social networks
hw14.	Residents will have improved access to mainstream services – particularly those who previously had barriers or difficulties accessing mainstream services or activities
hw15.	Carers will feel better able to continue in their caring role
D. Make a positive contribution	
Outcomes	
hw16.	Residents will increase their participation in education, training, volunteering or work-like activities
hw17.	Residents will increase their participation in local community activities, including service development and decision making
hw18.	Residents will be enabled to support each other to assist their delivery of the outcomes above

- **All service providers will need to evidence partnership working including the number of users referred to other agencies.**
- **All outcomes will need to be evidenced and quantified**

6. Charges to users

- In recognition of the Personalisation agenda and the programme of Self Directed Support in Hammersmith & Fulham, the council is keen for organisations to consider how their services will be positioned to respond to residents with a Personal or Individual Budget or recipients of Direct Payments.
- Coupled with the current difficult economic position nationwide, the council would like to encourage organisations to consider a service model that could evolve as a full or partial social enterprise through levying a charge to service users.
- For services that propose to include meals and transport, the full costs are expected to be charged to service users – however, there may be exceptions to this where public transport is not available, or is not accessible to service users.

7. Organisational outcomes

The council expects all funded groups to ensure that broader organisational outcomes are also achieved in order for the sector to increase its sustainability, independence and contribute to a flourishing 3rd sector community. The outcomes we expect organisations to deliver are:

Sustainability	Organisations will have demonstrably improved long-term sustainability having adopted realistic and comprehensive business plans and fundraising strategies and maximised income from existing resources.
Leverage	Demonstrated increased ability to use 3 rd Sector Investment Fund investment to lever in further funding to the borough to further support local residents.
Strategic working	Evidenced ability to influence, engage and work in partnership with other 3 rd Sector organisations, the council and its partners, on a wide range of activities which support the delivery of H&F priorities
Good practice models	Organisations will implement, highlight and evidence good practice models on a range of issues including quality assurance and service models which could be promoted and shared across the sector.
Good environmental practice	Organisations will evidence adoption of environmental policies which ensure that their organisations and the community facilities/premises they use have improved financial viability, use less energy, pollute less, create less waste and have a reduced contribution to climate change.

8. Service model and principles

The following guiding principles must be followed by all providers:

Principle	Meaning
Individuality, choice and control	Service users will be treated as unique individuals and have access to flexible services which offer choice and support independence and autonomy.
Increased motivation and confidence	Service users will be empowered to increase their independence and increase their take up of opportunities for participating in community life.
Community Cohesion	Bringing neighbourhoods/groups together and enhancing integration, sharing expectations, improving understanding and knowledge.

Equality and Diversity	Organisations will demonstrate a high level of commitment to equalities and diversity in their role as an employer and a service provider.
Empowerment and involvement	Services are informed and shaped by users and residents – beyond representation on the Board or Management Committee.
Benefits to carers	Carers are identified and provided with the support needed to enable them to continue in their caring role.
Whole life approach	Service approaches that support users through different stages of their life, and support them through life events.
Safeguarding	All services will have appropriate safeguarding policies and procedures if working with young or vulnerable residents, including CRB checks, Quality Assurance processes, clear supervision and training of staff and volunteers, accreditation, qualifications, monitoring etc.
Maximised service capacity	Maximised capacity of the service through delivering a throughput of users, and a range of interventions that support self-help, improved individual responsibility and targeted support to the more vulnerable.
Partnership and collaboration	Service users will benefit from referrals to other services and organisations that could offer support and advice.
Value for Money	Organisations will demonstrate that value for money considerations have been considered in the design and delivery of services, and demonstrate a commitment to working alongside the council to deliver efficiencies in the future.

London Borough of Hammersmith & Fulham
3rd Sector Investment Fund

**Service Specification for:
Safer Communities**

1. Introduction:

The LBHF Crime & Disorder Reduction Partnership Plan 2008-2011 underpins the Council's objective "to improve the quality of life and keep residents, visitors and employees in the Borough of Hammersmith and Fulham safe."

The last community safety plan (April 2005 to March 2008) set as its target to 'achieve a 20.1% reduction in ten key crime areas through the three year duration of the strategy.' In order to meet this challenging target a wide range of actions were put in place including targeting offenders, supporting victims and reassuring neighbourhoods. As a result, during the duration of the strategy, levels of crime in the borough reduced significantly. The borough exceeded its targets and by March 2008, crime was 22% lower than in April 2005.

Despite these achievements, crime, disorder and drugs remain an important concern for the residents of Hammersmith & Fulham and it is recognised that further work is needed to continue reducing levels of crime and antisocial behaviour. It is also recognised that in order to achieve the current administration's vision of a 'big society,' we must also strengthen neighbourhoods through increasing public reassurance so that neighbourhoods are not only safe, but feel safe.

2. Hammersmith & Fulham's vision for Community Safety

Tackling crime and anti-social behaviour is one of our three key external priorities, with 3,000 fewer crimes committed (with a victim per year), than there were three years ago, whilst the percentage of residents who feel safe in their area during the day, has increased by 5% to 92% in 09/10.

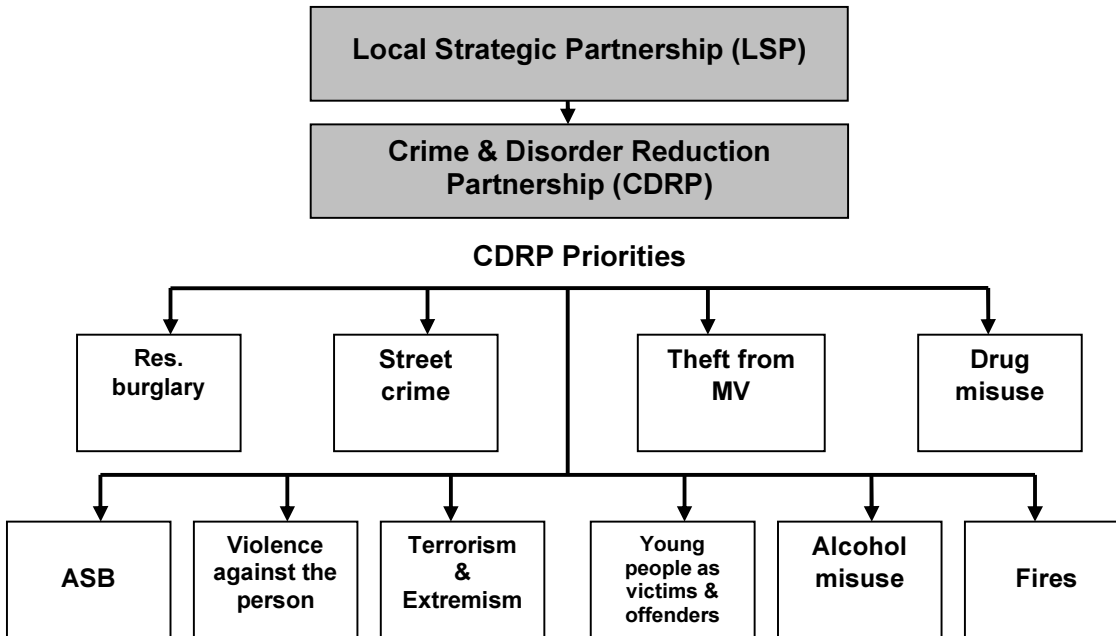
The Crime & Disorder Reduction Partnership (CDRP)

The Hammersmith & Fulham Crime and Disorder Reduction Partnership (CDRP) brings together statutory agencies to tackle crime and disorder, anti-social behaviour and drugs in the borough. The CDRP is the lead body for the development of the Hammersmith & Fulham Crime & Disorder Reduction Partnership Plan. In this plan we have set out the main issues and priorities to tackle crime, disorder and drugs in the borough during the next three years. The CDRP includes the following agencies:

- Local Authority
 - Safer Neighbourhoods Division
 - Community Services
 - Adult Social Care
 - Environmental Services
 - Drug & Alcohol Action Team
 - Children's Services
- Youth Offending Services (multi agency)
- H&F Police
- Metropolitan Police Authority
- Probation Services
- Fire Brigade
- Primary Care Trust
- Community Safety Board
- H&F Homes and other Registered Social Landlords

Appendix 5b

The Crime & Disorder Reduction Partnership Plan 2008-2011 provides the basis on which the Crime and Disorder Reduction Partnership (CDRP) sets its objectives and plans its activities:



The Strategic Assessment 2010/11:

The Police and Justice Act 2006 placed a statutory duty on Crime & Disorder Reduction Partnerships to prepare an annual partnership strategic assessment of crime and disorder, based on their local authority boundaries. In turn this assessment feeds into a three year partnership plan which is refreshed on an annual basis in light of the priorities.

The strategic assessment adopts more of an intelligence led, than a simple audit approach. Through detailed analysis and interpretation of large amounts of data relating to crime, disorder and anti-social behaviour, as well as prevention and rehabilitation issues, the assessment provides a method of identifying key priorities for the partnership to focus on. The strategic assessment provides an assessment of all potential crime and disorder issues that affect the borough, looking at the current and future situation by identifying new and emerging threats.

3. What we wish to fund

It is our aim to build upon the already strong tradition of collaboration firmly established through the CDRP within the borough, furthering our working relationships with the voluntary and community sector by encouraging the development of exciting and innovative provisions that will; reduce crime, support victims, reduce re-offending and provide reassurance to those affected by crime and anti-social behaviour.

Organisations are invited to submit funding applications for services which will address the needs of the wider population as well as those who would benefit from more specific support.

Appendix 5b

Services funded under the 3rd Sector Investment Fund: Safer Communities must deliver outcomes for the most vulnerable in our borough and aim to improve the overall quality of life for our residents by cracking down on crime and anti-social behaviour.

Services should be aligned with the priorities of both the CDRP and Strategic Assessment, for example:

- Vulnerable older people
- Disabled people
- Black, Minority Ethnic and refugee communities who are at particular risk of being victims or perpetrators of crime (including hate crime)
- Women & girls at risk of crime including domestic violence
- People from disadvantaged backgrounds/areas who are at particular risk of being victims or perpetrators of crime

4. What we do not wish to fund

- Services that duplicate existing provision (whether statutory, commissioned, ongoing/existing 3rd sector provision, or funded under other service areas of the 3rd Sector Investment Fund)
- Services that do not specifically deliver the outcomes as set out in this service specification
- Multiple organisations who deliver services predominantly to single communities.

5. Outcomes Sought

Funding will be available where organisations can demonstrate that they address the following Community Safety outcomes. However, we recognise that not all outcomes can be easily captured and evidenced, and for contract monitoring purposes, a combination of outcomes for residents (qualitative information) and service outputs (quantitative information) can be negotiated. The main outcomes that the Council is seeking the 3rd Sector to deliver under Safer Communities include:

- Residents will be safer through the provision of services that support them and/or their families,
- Reduce the police and local authority's need to intervene statutorily and make their environment more friendly
- Residents will feel safer and more likely to engage in community life.
- Services will divert people away from offending behaviour
- Organisations will develop a shared objective of working towards a 'Safer Neighbourhood.'

Services are also expected to contribute to the delivery of a number of key priorities, including:

- Serious Acquisitive Crime
- Perceptions of Anti Social Behaviour
- Perceptions of parents taking responsibility for their children
- Perceptions that people treat each other with respect
- Satisfaction with the way ASB is dealt with by the Council and police
- Understanding of the role of Police and the Council in relation to ASB
- Perceptions of drunk or rowdy behaviour

Appendix 5b

- Satisfaction of people 65+ with home and neighbourhood
- Fair treatment by local services

The Council does not expect organisations necessarily to be able to measure all of these in relation to their service users. However, the council will seek to use local prevalence rate data to establish whether the service appears to be contributing to performance indicators.

Safer Communities Services outcomes:

A. Improved personal safety		
Outcomes for individuals	Outcomes for perpetrators	Outcomes for the community
<p>sc1. Individuals identified as at risk, or who have been a victim of crime will report increased feeling of safety and a reduced fear of crime.</p> <p>sc2. Victims of and/or residents at risk of crime or ASB will have improved personal safety measures/plans in place.</p>	<p>sc3. Measureable increases in residents accessing local crime diversion activities.</p> <p>sc4. Incentives for individuals to commit crime/ASB will be lessened through increased responsibility measures and referrals to employment, education and training opportunities.</p>	<p>sc5. Residents will feel safer within their neighbourhood</p> <p>sc6. Residents will report increased satisfaction with local facilities and amenities that were previously inaccessible due to fear of crime.</p> <p>sc7. Increased instances of communities responding to crime/ASB issues, including identifying measures to address the issues identified.</p>

B. Crimes that affect particular groups and/or individuals		
Outcomes for individuals	Outcomes for perpetrators	Outcomes for the community
<p>sc8. Victims of hate crime will feel safer, well supported and empowered to report incidents of hate crime.</p> <p>sc9. Individuals will report improved ability to influence and affect the services available to them.</p> <p>sc10. There will be reductions in specific crime types.</p> <p>sc11. Particularly vulnerable residents – at risk of crime or ASB benefit from better support mechanisms.</p>	<p>sc12. Perpetrators or potential perpetrators of hate crime will have an increased understanding of diversity through targeted interventions.</p>	<p>sc13. Specific neighbourhoods/groups will report increased confidence and reduced fear of crime and safety issues.</p> <p>sc14. Groups report an improved ability and opportunity to influence community cohesion issues in the borough.</p> <p>sc15. Increased reporting of issues affecting local neighbourhoods.</p> <p>sc16. Improved relations between different neighbourhoods and groups in the borough.</p>

All outcomes will need to be evidenced and quantified and all service providers will need to evidence partnership working including the number of users referred to other agencies.

6. Organisational outcomes

The Council expects all funded groups to ensure that broader organisational outcomes are also achieved in order for the sector to increase its sustainability, independence and contribute to a flourishing 3rd sector community. The outcomes we expect organisations to deliver are:

Sustainability	Organisations will have demonstrably improved long-term sustainability having adopted realistic and comprehensive business plans and fundraising strategies and maximised income from existing resources.
Leverage	Demonstrated increased ability to use 3 rd Sector Investment Fund investment to lever in further funding to the borough to further support local residents.
Strategic working	Evidenced ability to influence, engage and work in partnership with other 3 rd Sector organisations, the Council and its partners, on a wide range of activities which support the delivery of H&F priorities
Good practice models	Organisations will implement, highlight and evidence good practice models on a range of issues including quality assurance and service models which could be promoted and shared across the sector.
Good environmental practice	Organisations will evidence adoption of environmental policies which ensure that their organisations and the facilities/premises they use have improved financial viability, use less energy, pollute less and create less waste.

7. Service model and principles

Specific to the Safer Communities service area:

Due to the particular nature of services funded under this service specification, organisations will need to evidence a track record of delivering similar services, either within LBHF or across other boroughs.

All applicants must show:

- An understanding of and commitment to reducing crime and anti-social behaviour.
- A strong commitment to collaborative working which means participating in the LBHF forums, training and networking events such as the Annual Crime Summit, CDRP and Local Community Safety Board.
- A clear identity and vision for their service, which directly correlates to the overarching strategic aims of the CDRP (section 2).

A range of principles apply to all service areas of the 3rd Sector Investment Fund:

Principle	Meaning
Individuality, choice and control	Service users will be treated as unique individuals and have access to flexible services which offer choice and support independence and autonomy.
Increased	Service users will be empowered to increase their independence and

Appendix 5b

motivation and confidence	increase their take up of opportunities for participating in community life.
Community Cohesion	Bringing neighbourhoods/groups together and enhancing integration, sharing expectations, improving understanding and knowledge.
Equality and Diversity	Organisations will demonstrate a high level of commitment to equalities and diversity in their role as an employer and a service provider.
Empowerment and involvement	Services are informed and shaped by users and residents – beyond representation on the Board or Management Committee.
Benefits to carers	Carers are identified and provided with the support needed to enable them to continue in their caring role.
Whole life approach	Service approaches that support users through different stages of their life, and support them through life events.
Safeguarding	All services will have appropriate safeguarding policies and procedures if working with young or vulnerable residents, including CRB checks, Quality Assurance processes, clear supervision and training of staff and volunteers, accreditation, qualifications, monitoring etc.
Maximised service capacity	Maximised capacity of the service through delivering a throughput of users, and a range of interventions that support self-help, improved individual responsibility and targeted support to the more vulnerable.
Partnership and collaboration	Service users will benefit from referrals to other services and organisations that could offer support and advice.
Value for Money	Organisations will demonstrate that value for money considerations have been considered in the design and delivery of services, and demonstrate a commitment to working alongside the council to deliver efficiencies in the future.

London Borough of Hammersmith & Fulham
3rd Sector Investment Fund

**Service Specification:
Arts, Culture & Sport**

1. Introduction

LBHF services that encompass libraries, parks and open spaces, sport and leisure activities are managed by the Council's Resident Services Department. This specification is intended to set out the nature, scope and coverage of services for the provision of arts, culture and sports services that the council intends to commission, that will complement and add value to the existing range of local provision.

The key driver is delivery on the Community Culture & Leisure agenda of the Council's Corporate Plan 2006-2010 available on the internet at www.lbhf.gov.uk

The Council intends to fund services under the Arts, Culture & Sport service area that address the following core objectives:

- To increase access to and participation in arts and culture for residents of H&F and address the barriers to participation in the arts.
- Help residents to improve their physical and emotional health & wellbeing and adopt health lifestyles through increased participation in sports and physical activity
- To encourage excellence and innovation in artistic quality and to promote and foster good practice
- Contribute to improving the vitality of the borough and community cohesion through sport, leisure and culture activities.

2. 3SIF: Arts, Culture & Sport - Funding Objectives

It is our aim to build upon the already strong tradition of partnership working firmly established within the borough, furthering our relationships with the voluntary and community sector by encouraging the development of exciting and innovative provisions that will help to increase the take-up of sport, arts and leisure activities in the borough, thereby impacting on crime and anti-social behaviour, health and residents' satisfaction with regard to living in the borough.

Research has shown that participation in cultural, sports and leisure activities can lead to improved physical and mental health, and also lead to improvements in the healthcare system. For example a lack of physical activity is one of the leading causes of preventable health conditions, and a sedentary lifestyle and lack of physical activity can contribute to or be a risk factor for:

- Anxiety
- Cardiovascular disease
- Depression
- Diabetes
- Colon cancer
- Mortality (in elderly men by 30% and double the risk in elderly women)
- High blood pressure
- Obesity
- Osteoporosis
- Lipid disorders
- Kidney stones

Although the borough compares well across London in terms of the proportion of residents who report that they participate in sports/leisure activities, the prevalence of a number of health conditions for particular communities and areas would suggest that take-up is not consistent across different demographics.

3. What we wish to fund

Services funded under the 3rd Sector Investment Fund: Arts, Culture & Sports must deliver outcomes for the most vulnerable in our community and aim to improve the overall quality of life for our residents by increasing participation in sports, arts and cultural activities, particularly by those people previously unengaged or with limited opportunities to participate in mainstream sports, culture or arts activities. Funding will be available for the following types of services:

- Cultural and arts based activities
- Sports and leisure based activities

We expect organisations to target services to particular communities and priority groups for example:

- Areas of the borough where the opportunity to participate in sports, leisure or arts is lower than elsewhere in the borough
- Communities which have a disproportionately low take up of sports, leisure or arts activities (disabled people, single parent families, people from low income households, etc.)
- Health inequalities groups that would particularly benefit from taking up sports, leisure or cultural activities:
 - People with long term health conditions, who do not participate in sports/health activities
 - Children from deprived households
 - Residents at risk of developing health conditions (e.g. low level mental health needs, sedentary lifestyles, specific communities at risk of particular health conditions etc.) which could be averted through the take up of sports, leisure or cultural activities, and who are also unable to access (or are not motivated to access) mainstream provision

4. What we do not wish to fund

- Services that duplicate existing provision (whether private, statutory, commissioned, ongoing/existing 3rd sector provision, or funded under other service areas of the 3rd Sector Investment Fund)
- Services that do not specifically deliver the outcomes as set out in this service specification
- Multiple niche organisations delivering services to single communities
- Services which are considered should/could be self funding through service charges

5. Outcomes Sought

Funding will be available where organisations can demonstrate that they address the following outcomes. However, we recognise that not all outcomes can be easily captured and evidenced, and for contract monitoring purposes, a combination of outcomes for

residents (qualitative information) and service outputs (quantitative information) can be negotiated. The main outcomes that the Council is seeking the 3rd Sector to deliver under this specification include:

Arts, Culture & Sports Service Outcomes:

A: Participation in arts and cultural activities	
Outcomes	
acs1.	The barriers to residents access to existing/mainstream arts/culture activities are identified and reduced and a subsequent increase in participation is evidenced
acs2.	Residents develop skills, interests and aspirations for their future through arts and cultural activities that are creative, challenging and supportive.
acs3.	Residents have increased opportunities to participate in arts/cultural activities – particularly in areas, or for communities, where there was previously limited provision
acs4.	Residents enjoy demonstrable improved lifestyles through an enhanced cultural experience – particularly those who have not previously participated in similar activities
acs5.	Residents and communities have improved opportunities to celebrate the cultural diversity of the borough – resulting in improved community cohesion and increased participation in community events.
	<ul style="list-style-type: none"> • Services must evidence how they will contribute to a legacy of arts and culture in the borough. • In addition service providers will need to evidence partnership working including the number of users referred to other agencies. • All outcomes will need to be evidenced and quantified.

B: Increased take up of leisure and sports activities	
Outcomes	
acs6.	The barriers to residents accessing existing/mainstream sports and leisure activities are identified and reduced, and a subsequent increase in participation is evidenced
acs7.	Residents develop skills, interests and aspirations for their future through sports and leisure activities that are creative, challenging and supportive
acs8.	Residents are motivated, encouraged and supported to take up sports and leisure activities (particularly those who had not participated previously)
acs9.	Residents have increased opportunities to participate in sports/leisure activities – particularly in areas, or for communities, where there was previously limited provision.
Acs10.	Residents enjoy demonstrable improved lifestyles through active sport and leisure activities and reduced exposure to unhealthy activities
	<ul style="list-style-type: none"> • Services must evidence how they will contribute to the legacy of sports in the borough. • In addition service providers will need to evidence partnership working including the number of users referred to other agencies. • All outcomes will need to be evidenced and quantified

6. Charges to users

- The council is keen for organisations to consider how their services can be self sustaining, and actively encourages organisations to consider a service model that can evolve as a social enterprise through levying a charge to service users.
- For services that propose to include refreshments and transport, the full costs of these may be expected to be charged to service users.

7. Organisational outcomes

The council expects all funded groups to ensure that broader organisational outcomes are also achieved in order for the sector to increase its sustainability, independence and contribute to a flourishing 3rd sector community. The outcomes we expect organisations to deliver are:

Sustainability	Organisations will have demonstrably improved long-term sustainability having adopted realistic and comprehensive business plans and fundraising strategies and maximised income from existing resources.
Leverage	Demonstrated increased ability to use 3 rd Sector Investment Fund investment to lever in further funding to the borough to further support local residents.
Strategic working	Evidenced ability to influence, engage and work in partnership with other 3 rd Sector organisations, the council and its partners, on a wide range of activities which support the delivery of H&F priorities
Good practice models	Organisations will implement, highlight and evidence good practice models on a range of issues including quality assurance and service models which could be promoted and shared across the sector.
Good environmental practice	Organisations will evidence adoption of environmental policies which ensure that their organisations and the community facilities/premises they use have improved financial viability, use less energy, pollute less, create less waste and have a reduced impact on climate change.

8. Service model and principles

The following guiding principles must be followed by all providers:

Principle	Meaning
Individuality, choice and control	Service users will be treated as unique individuals and have access to flexible services which offer choice and support independence and autonomy.
Increased motivation and confidence	Service users will be empowered to increase their independence and increase their take up of opportunities for participating in community life.
Community Cohesion	Bringing neighbourhoods/groups together and enhancing integration, sharing expectations, improving understanding and knowledge.
Equality and Diversity	Organisations will demonstrate a high level of commitment to equalities and diversity in their role as an employer and a service provider.
Empowerment and involvement	Services are informed and shaped by users and residents – beyond representation on the Board or Management Committee.
Benefits to carers	Carers are identified and provided with the support needed to enable them

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	to continue in their caring role.
Whole life approach	Service approaches that support users through different stages of their life, and support them through life events.
Safeguarding	All services will have appropriate safeguarding policies and procedures if working with young or vulnerable residents, including CRB checks, Quality Assurance processes, clear supervision and training of staff and volunteers, accreditation, qualifications, monitoring etc.
Maximised service capacity	Maximised capacity of the service through delivering a throughput of users, and a range of interventions that support self-help, improved individual responsibility and targeted support to the more vulnerable.
Partnership and collaboration	Service users will benefit from referrals to other services and organisations that could offer support and advice.
Value for Money	Organisations will demonstrate that value for money considerations have been considered in the design and delivery of services, and demonstrate a commitment to working alongside the council to deliver efficiencies in the future.

**London Borough of Hammersmith & Fulham
3rd Sector Investment Fund**

**Service Specification for:
Environment and Community Transport**

1. Introduction

The Hammersmith & Fulham Community Strategy sets out the Council's commitment to creating a Cleaner Greener Borough. The Council's Resident Services Department manages the delivery of those universal services that affect the majority of our customers and add value to their quality of life experience. This includes responsibility for the waste collection service and street cleaning, parks and open spaces, libraries, leisure centres and community safety.

Improving the environment and residents' access to parks and open spaces is a key priority. Working closely with partner agencies the council will continue to improve the "liveability" of the borough, by improving its open spaces, parks, streets and the public realm, working to achieve an inclusive environment and sustainable communities that value the areas in which they live.

2. What we hope to achieve

By investing in 3rd sector organisations under the Environment & Community Transport service area, the Council is seeking to ensure that local residents and communities are encouraged and enabled to contribute to improving the local environment and the borough as a fantastic place to live, learn, work and play. Through this funding we want to encourage the development of exciting and innovative provision that local people can access and contribute to.

Other service specifications for the 3rd Sector Investment Fund are very much about prevention – however, this service area has a focus of "encouragement", in that residents will be encouraged to:

- contribute to improving their neighbourhood/community environment
- take pride and responsibility in keeping the borough's open spaces clean, green, and available as pleasant, user friendly spaces
- volunteer in community gardening and other activities such as cleaning up oppressive or neglected spaces
- respect and improve their neighbourhood and community spaces
- increase their use of parks, open spaces and other community amenities
- get out and about and participate more fully in the life of the borough
- promote greater participation in recycling, especially in estates where traditionally the participation rates and tonnage collected is far lower than that achieved from kerbside (street) properties.

3. What we wish to fund

Under the service specification for Environment & Community Transport, the Council is interested in funding services that will:

- lead to environmental improvements in deprived areas that have poor green spaces
- increase the amount of recycling in the borough
- create opportunities for residents of all backgrounds and abilities to participate in practical gardening projects and to learn new skills.
- increase residents' volunteering in community environment and gardening activities
- improve understanding, knowledge and skills about the environment, through participating in gardening/green spaces community activities and learning
- promote greener lifestyles, improve recycling rates, improve knowledge of environmental issues, and the impact of these issues on the community
- design out crime in open spaces and reduce environment for crime and improve spaces to reduce the fear of crime
- develop innovative and ecologically friendly ways of meeting the transport needs of socially disadvantaged and isolated groups of residents
- promote more environmentally-friendly means of transport, such as cycling and walking

The Council's Community Investment Team has for many years organised the local Coach Voucher Scheme, which offers subsidised transport costs for local groups (with little or no funding income) to enjoy day trips during the summer months. We are seeking to fund an organisation to administrate this scheme and enable groups of vulnerable residents (who might not otherwise have the opportunity) to have access to affordable transport on a one-off basis, in order to participate in social activities and outings. The funding cannot be used to purchase vehicles. Applicants will need therefore to show that they either own, or have access to appropriate, safe and accessible vehicles.

In terms of considering possible gaps in local services - potential services that organisations may wish to consider, specifically in relation to improving the council's overall household recycling performance, might include the following types of activities:

- a. An ongoing doorstep textile collection service to supplement the charity operated textile banks already provided within the borough. A pre-requisite of this service would be for the service provider to operate collection rounds exclusively within Hammersmith & Fulham
- b. A service to deliver heavy duty re-useable recycling sacks to residents living in council housing estates. Having a single receptacle in the kitchen into which residents may place all the mixed recyclables accepted in the council's recycling scheme, prior to depositing these into the estate based recycling banks, is viewed as an effective means of encouraging more residents living on estates to recycle a greater proportion of their household waste. As part of the service, the service provider would also be expected to distribute promotional leaflets explaining the purpose of the bags and which materials are acceptable in the dedicated estate recycling banks located on each estate.
- c. A service to attract, incentivise and train estate based "Recycling Champions" capable of promoting greater participation in recycling on estates by engaging with

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residents, answering any concerns they may have about recycling and explaining how to get the most out of the service

- d. A service for suitably qualified volunteers to provide interested residents with information on how to identify and encourage biodiversity both within the borough's municipal parks and open space and also promoting best practice within their own gardens
- e. A service to lead consultation within "friends" and community groups on what features might be most welcomed in our municipal parks and open spaces.

4. What we do not wish to fund:

- Services that duplicate existing provision (whether statutory, commissioned, ongoing/existing 3rd sector provision, or funded under other service areas of the 3rd Sector Investment Fund)
- Services that do not specifically deliver the outcomes as set out in this service specification
- Multiple niche organisations who deliver services to single communities

5. Outcomes sought

Outcomes refer to the impacts or end results of services on a person's life. Services should be person-centred and aim to achieve the goals and aspirations identified by service users under the outcome headings below.

The Council recognises that not all outcomes can be easily captured and evidenced, and for contract monitoring purposes, a combination of outcomes for residents (qualitative information) and service outputs (quantitative information) can be negotiated. The main outcomes that the Council is seeking the 3rd sector to deliver under the Environment and Transport service specification include:

A. Outcomes for residents	
ect1.	Increased numbers of residents will enjoy participating in community gardening and environment activities
ect2.	Residents will report greater satisfaction with, and there will be increased use of, community spaces and gardens
ect3.	Residents will be better informed about their local environment, what it has to offer and how it can be improved
ect4.	Residents will take greater responsibility for their local community and environment and help keep their council tax rates down
ect5.	Residents will feel safer in their neighbourhood through the clearing up of oppressive local environments
ect6.	Residents will have a better understanding of environmental issues and how they impact on the borough
ect7.	Isolated residents will become less isolated and show a demonstrable increase in accessing activities (this is particularly relevant for residents with special transport needs)

B. Outcomes for the community	
ect8.	Community spaces will be improved, feel more accessible and user friendly and be better used
ect9.	There will be more opportunities for residents to participate in community gardening and environmental activities
ect10.	“community spirit” will be improved through residents working together to improve local spaces
ect11.	Residents will report a greater level of satisfaction with their local environment
ect12.	Contribute towards increasing the use of alternative transport modes – cycling and walking
ect13.	Increase in recycling in the borough

All service providers will need to demonstrate evidence and outcomes of partnership working including the number of users referred to other agencies.

All outcomes will need to be evidenced and quantified – though some monitoring is likely to be output rather than outcomes based, with broader data and statistics used to monitor trends and longer term impacts.

6. Charges to users

The council is keen for organisations to consider how their services can be self sustaining, and actively encourages organisations to consider a service model that can evolve as a social enterprise through levying a charge.

The council envisages that services providing low-cost transport to local groups will develop as self funding services.

7. Organisational outcomes

The council expects all funded groups to ensure that broader organisational outcomes are also achieved in order for the sector to increase its sustainability, independence and contribute to a flourishing 3rd sector community. The outcomes we expect organisations to deliver are:

Sustainability	Organisations will have demonstrably improved long-term sustainability having adopted realistic and comprehensive business plans and fundraising strategies and maximised income from existing resources.
Leverage	Demonstrated increased ability to use 3 rd Sector Investment Fund investment to lever in further funding to the borough to further support local residents.
Strategic working	Evidenced ability to influence, engage and work in partnership with other 3 rd Sector organisations, the council and its partners, on a wide range of activities which support the delivery of H&F priorities
Good practice models	Organisations will implement, highlight and evidence good practice models on a range of issues including quality assurance and service models which could be promoted and shared across the sector.
Good	Organisations will evidence adoption of environmental policies which ensure

environmental practice	that their organisations and the community facilities/premises they use have improved financial viability, use less energy, pollute less, create less waste and have a reduced impact on climate change.
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8. Service model and principles

The following guiding principles must be followed by all providers:

Principle	Meaning
Individuality, choice and control	Service users will be treated as unique individuals and have access to flexible services which offer choice and support independence and autonomy.
Increased motivation and confidence	Service users will be empowered to increase their independence and increase their take up of opportunities for participating in community life.
Community Cohesion	Bringing neighbourhoods/groups together and enhancing integration, sharing expectations, improving understanding and knowledge.
Equality and Diversity	Organisations will demonstrate a high level of commitment to equalities and diversity in their role as an employer and a service provider.
Empowerment and involvement	Services are informed and shaped by users and residents – beyond representation on the Board or Management Committee.
Benefits to carers	Carers are identified and provided with the support needed to enable them to continue in their caring role.
Whole life approach	Service approaches that support users through different stages of their life, and support them through life events.
Safeguarding	All services will have appropriate safeguarding policies and procedures if working with young or vulnerable residents, including CRB checks, Quality Assurance processes, clear supervision and training of staff and volunteers, accreditation, qualifications, monitoring etc.
Maximised service capacity	Maximised capacity of the service through delivering a throughput of users, and a range of interventions that support self-help, improved individual responsibility and targeted support to the more vulnerable.
Partnership and collaboration	Service users will benefit from referrals to other services and organisations that could offer support and advice.
Value for Money	Organisations will demonstrate that value for money considerations have been considered in the design and delivery of services, and demonstrate a commitment to working alongside the council to deliver efficiencies in the future.

Service Specification for: Homelessness Prevention & Home Safety services

1. Introduction

The Hammersmith & Fulham Community Strategy sets out the Council's commitment to tackling disadvantage at an early stage, providing support and assistance to promote individual well-being, active citizenship and sustainable communities.

1a. Homelessness prevention

The LBHF Homelessness Strategy 2005-2008 sets out the borough's commitment to tackling and reducing homelessness and the misery it causes. This strategy is a key delivery document to help achieve our strategic aims (as set out in the LBHF Community Strategy); it sets out in some detail how we will tackle the causes of homelessness, prevent homelessness through early intervention and provide a range of support services that will put homeless households on the right track.

As well as aiming to meet the increasing targets set by the government to reduce the use of temporary accommodation, this strategy seeks to address some of the more challenging areas associated with homelessness.

We will seek to improve the life chances of people who are threatened with homelessness through meaningful access to alternative accommodation, to health services, training and employment opportunities.

1b. Home Safety services

The council commissions a range of services which deliver Home Improvement Agency style services. These services are available to all borough residents who meet eligibility criteria, or residents can choose to self fund if they do not wish to be assessed.

These services are means tested, with the Disabled Facilities Grant meeting the cost of works for those who meet the eligibility criteria (which is the same as for Adult Social Care services). Typical works provided by the LBHF Home Improvement Agency to eligible residents include:

- Improving access to the property
- Improving access to essential facilities within the property
- Improving safety within the property
- Draw up specifications, manage the tendering and project manage the works

2. What we wish to fund

For the purpose of this service specification: the Council is seeking to support services that will support vulnerable residents who:

- a. Have particular physical or emotional needs
- b. Live alone, or live in isolated conditions
- c. Have no or few social networks to provide them with support or practical help
- d. Are on low incomes

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- e. Are at risk of becoming homeless or are facing a housing related crisis
- f. May not be eligible for community service or those who do not meet the statutory criteria for homelessness

We anticipate that Homelessness Prevention services will:

- Provide an intervention for clients which prevents housing crisis, maintains/retains housing tenancies.
- Assist vulnerable residents (at risk of housing crisis) to remain in their current accommodation (or relocate to more appropriate/suitable accommodation).
- Secure viable housing options for homeless households not owed a statutory duty of assistance by the council.
- In partnership with Housing Options and other providers in the borough to work towards the prevention of homelessness and number of cases presenting to the council as homeless.
- Contribute to the reduction of the borough's homeless population.

We anticipate that Home Safety services will:

- Give people control of their own conditions and contribute to the reduction of accidents in the home and A&E presentations.
- Ensure that vulnerable residents are able to maintain their independence through improved safety and security measures.
- Provide people-centred, cost effective small jobs assistance, and help to tackle poor or unsuitable housing, enabling clients to remain in their own home - safe, secure, warm and independent.
- Contribute to the reduction in domestic fires, domestic burglaries and artifice burglary.

3. What we do not wish to fund:

- Services that duplicate existing provision (whether statutory, commissioned, ongoing/existing 3rd sector provision, or funded under other service areas of the 3rd Sector Investment Fund)
- Services that do not specifically deliver the outcomes as set out in this service specification
- Multiple niche organisations who deliver services to a single community
- Works that are covered by the Disabled Facilities Grant.
- Works for social housing tenants which are the responsibility of the landlord

4. Outcomes sought

Outcomes refer to the impacts or end results of services on a person's life. Services should be person-centred and aim to achieve the goals and aspirations identified by service users under the outcome headings below. The Council is seeking to fund services that will contribute to a number of local priorities, including:

- Reducing serious acquisitive crime
- Reducing accidental fires in dwellings
- Reducing injuries arising from fires in dwellings
- Improving residents' self reported measure of health and wellbeing
- Increase satisfaction with people 65+ with home and neighbourhood
- Improve the extent to which older people receive support to live independently

Appendix 5e

- Increase the numbers of vulnerable people supported to maintain independent living
- Reduce the number of households living in temporary accommodation

The Council does not expect organisations to necessarily be able to measure all of these indicators in relation to their service users. However, the council will seek to use local prevalence rate data to establish whether the service appears to be contributing to performance indicators.

Homelessness Prevention & Home Safety Outcomes:

A. Homelessness Prevention	
hhs1.	Residents will benefit from housing advice and interventions which leads to sustained tenancies and avoids evictions/homelessness
hhs2.	Residents will benefit from IAG and support which helps to prevent housing related crisis, helps them to identify problems with their home and how these issues may be addressed. This will include a review of all housing options open to the client and other support services which the client may need to enable them to remain in their home
hhs3.	Homeless households not owed a statutory duty of assistance by the council will identify and secure viable housing options.
hhs4.	Residents will benefit from mediation and negotiation that helps to resolve neighbour/tenant disputes that could lead to eviction
hhs5.	Service users will show a demonstrable increase in knowledge on housing tenancy matters and will have been supported and motivated to improve their tenancy circumstances.
hhs6.	Service users will benefit from financial advice which offers a broad overview of the implications of pursuing their chosen housing option.
We anticipate that a maximum of three providers will be commissioned to provide this service.	

B. Home Safety	
Outcomes:	
hhs7.	Residents will report improved feeling of being safe and secure at home
hhs8.	Residents will have improved home safety measures in the home, with reduced prevalence rates of domestic fires and A&E admissions due to falls or accidents in the home than the borough statistics identify would usually be the case
hhs9.	Residents will have improved safety and security measures in the home, with reduced prevalence rates of burglaries (including repeat burglaries) than the borough statistics identify would usually be the case
hhs10.	Residents will benefit from assistance with practical tasks, small jobs and advice (including financial advice for owner-occupiers) that enables them to improve their home and personal safety which in turn delivers the outcomes above
hhs11.	Residents will benefit from reduced anxiety by providing information, advice and guidance on home and personal safety issues
It is anticipated that a single provider will be commissioned to provide this service.	

For both outcomes areas:

- Service providers will need to evidence partnership working including the number of users referred to other agencies.
- All outcomes will need to be evidenced and quantified

5. Organisational outcomes

The council expects all funded groups to ensure that broader organisational outcomes are also achieved in order for the sector to increase its sustainability, independence and contribute to a flourishing 3rd sector community. The outcomes we expect organisations to deliver are:

Sustainability	Organisations will have demonstrably improved long-term sustainability having adopted realistic and comprehensive business plans and fundraising strategies and maximised income from existing resources.
Leverage	Demonstrated increased ability to use 3 rd Sector Investment Fund investment to lever in further funding to the borough to further support local residents.
Strategic working	Evidenced ability to influence, engage and work in partnership with other 3 rd Sector organisations, the council and its partners, on a wide range of activities which support the delivery of H&F priorities
Good practice models	Organisations will implement, highlight and evidence good practice models on a range of issues including quality assurance and service models which could be promoted and shared across the sector.
Good environmental practice	Organisations will evidence adoption of environmental policies which ensure that their organisations and the community facilities/premises they use have improved financial viability, use less energy, pollute less, create less waste and have a reduced contribution to climate change.

6. Service model and principles

- Homelessness prevention providers must demonstrate a commitment to working in genuine partnership with the council's statutory housing advice and homeless assessment services.
- Home Safety service providers must demonstrate a commitment to working in genuine partnership with local Home Improvement Agency services.

The following guiding principles must be followed by all providers:

Principle	Meaning
Individuality, choice and control	Service users will be treated as unique individuals and have access to flexible services which offer choice and support independence and autonomy.
Increased motivation and confidence	Service users will be empowered to increase their independence and increase their take up of opportunities for participating in community life.
Community Cohesion	Bringing neighbourhoods/groups together and enhancing integration, sharing expectations, improving understanding and knowledge.
Equality and	Organisations will demonstrate a high level of commitment to equalities and

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Diversity	Diversity in their role as an employer and a service provider.
Empowerment and involvement	Services are informed and shaped by users and residents – beyond representation on the Board or Management Committee.
Benefits to carers	Carers are identified and provided with the support needed to enable them to continue in their caring role.
Whole life approach	Service approaches that support users through different stages of their life, and support them through life events.
Safeguarding	All services will have appropriate safeguarding policies and procedures if working with young or vulnerable residents, including CRB checks, Quality Assurance processes, clear supervision and training of staff and volunteers, accreditation, qualifications, monitoring etc.
Maximised service capacity	Maximised capacity of the service through delivering a throughput of users, and a range of interventions that support self-help, improved individual responsibility and targeted support to the more vulnerable.
Partnership and collaboration	Service users will benefit from referrals to other services and organisations that could offer support and advice.
Value for Money	Organisations will demonstrate that value for money considerations have been considered in the design and delivery of services, and demonstrate a commitment to working alongside the council to deliver efficiencies in the future.

3rd Sector Investment Fund: Health and Wellbeing Adults

IMPACT ON AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE and CIVIL PARTNERSHIP, PREGNANCY and MATERNITY, RACE, RELIGION/BELIEF, SEX and SEXUAL ORIENTATION

Low/Medium/High: This refers to how relevant decision to fund (or not) the organisation is to the protected characteristic affected
+ or – or / : This refer to whether the decision to fund (or not) the organisation will have a positive, negative, or neutral effect on the protected characteristic

Area: AGE

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from all age groups.

Negative impact: Possibly, the absence of specialist services targeting a particular age group may lead to them not having very specific needs met.

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered reaching residents across all age groups. Monitoring data will identify the proportion of services being taken up by users from different racial backgrounds. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on AGE

organisation		L / M / H	+ or -
Barons Court Project	Target beneficiary data suggests that this service will be accessed by 93% of adults aged between 18 and 64 who have mental health issues. In addition, many users already use this organisation’s services as already operates in the borough.	High	+
Broadway Homelessness Support	Target beneficiary group are residents at risk of homelessness who predominantly aged between 18 and 64, reasonably reflecting the borough’s profile.	High	+
Foundation 66 (ARP Charitable Services)	Target beneficiary data suggests that 34% of users aged between 25 and 40 and 54% of users aged between 50 and 64 will benefit from accessing this service.	High	+

Appendix 6a

H&F MENCAP	80% of users anticipated to access this service are anticipated to be users aged between 18 and 64. In addition, many users already use this organisation's services as already operates in the borough.	High	+
HAFAD	Target beneficiary data suggests that 86% of disabled users; supported via this service; to access mainstream services, will be aged between 18 and 64	High	+
Opportunity for all	Target beneficiary data suggests that 70% of users anticipated to access this HIV advice service; will be aged between 25 and 49.	High	+
West London Centre for Counselling	Target beneficiary data suggests that 96% of users aged between 18 and 64 will benefit from accessing this service. In addition, many users already use this organisation's service as it already operates in the borough. This service anticipates a high volume of users (1387 individuals over 4 years)	High	+

Organisations not recommended for funding – impact on AGE

Organisation

Advance	Service would target women predominantly aged between 18 and 25, however other provision which offers this type of support to women is available and therefore consider this to be negative and of low relevance to Age.	Low	-
Alzheimer's Society	There is existing provision in the LBHF dementia strategy for the borough in place to support younger adults who suffer from Dementia and so officers consider this to be negative and of low relevance to Age.	Low	-
Bishop Creighton House	The majority of anticipated users are all adults with learning disabilities. There is likely to be a negative impact on the users of this service, which is of medium relevance to all age groups over 18.	Medium	+
CITAS	The majority of users anticipated to access this service are aged between 18 to 25. Whilst there is likely to be a negative impact on this age group, there is existing provision for language, interpreting and advocacy services already provided in the borough, therefore this is considered to be negative and of	Low	-

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	medium relevance		
Family Friends	Low number of users anticipated to benefit from this service (51 individual H&F residents). Majority of users anticipated are aged between 25 & 49. Whilst There is no other organisation set up to specifically provide befriending for parents in the home there are alternative parenting support type programmes available in the borough.	Low	-
Foundations UK	The majority of users anticipated are aged between 25 and 64 however there are a number of existing weight management services already available for residents therefore consider this to be negative and of low relevance to Age.	Low	-
Grove Neighbourhood Centre	The users anticipated to access this service are anticipated to be aged between 50 and 74. However 51% of the total number of users are either children or over 65, therefore impact is considered to be negative but the relevance to Age Medium/low in this service area (people under 18 are not covered by the Equality Act 2010 and so do not share Age as a protected characteristic). In addition, services that currently operate at the centre would be able to access alternative premises to provide activities to residents.	Medium/Low	-
H&F Caring for Carers Association	Application incomplete and therefore unable to accurately assess the impact of not funding this organisations service. In addition, a reasonable level of support for carers is already available through Carers Commissioning.	Low	-
H&F Mind	This service will be funded by H&F NHS therefore negative impact on age groups is considered to be minimal, and the relevance to Age low as service will commence without 3SIF funding.	Low	-
Hammersmith Community Gardens Association	The majority of anticipated users are aged between 18 and 64 however this organisation could adjust its existing service in order to accommodate these users enable them to access gardening type activities.	Low	-
Insights For Life	95% of users aged between 25 and 49 are anticipated to access this service; however existing parenting support is already available.	Low	-
Notting Hill Housing	The majority of anticipated beneficiaries are over 65. Also a range of services offering similar activities are already currently funded though 3SIF.	Low	-
Pamodzi	70% of beneficiaries anticipated to access this service are aged between 18 and 49 however this organisation already delivers this type of support as part of their existing service. Alternative provision offering HIV support and sexual health information is also already available.	Low	-

Princes' Trust	69% of anticipated beneficiaries are anticipated to be aged between 18 and 25 however this is an existing programme already provided by this organisation which could be extended to support H&F participants.	Low	-
QPR in the Community Trust	90% of beneficiaries are anticipated to be aged over 65 therefore relevance to age of not funding will be high in this area, however, there is also a range of alternative provision available to older people in the borough.	High	-
Staying Put Services	76% of beneficiaries are anticipated to be aged between 25 and 64; however a reasonable level of support for carers is already available through Carers Commissioning therefore negative impact to be considered low.	Low	-

Area: DISABILITY

Positive impact: All services recommended for funding are expected to be fully accessible. All services are expected to support service users to improve their physical and emotional wellbeing and to encourage healthy lifestyles. Services are expected to help reduce social isolation and increase access to social networks which is expected to have a positive effect on people with disabilities, in particular.

Negative impact: none identified

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need. Service outcomes for people disabilities will be monitored and discrepancies will be addressed as and when necessary. Monitoring data will identify the proportion of services being taken up by disabled residents. Where there appears to be a discrepancy between service take up by disabled people in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on DISABILITY

Organisation		L / M / H	+ or -
Barons Court Project	Figures submitted show that 94% of anticipated beneficiaries are likely to be disabled.	High	+
Broadway Homelessness Support	Figures submitted show that 32% of anticipated beneficiaries are likely to be disabled.	High	+
Foundation 66 (ARP Charitable Services)	Figures submitted show that 31% of anticipated beneficiaries will have mental health needs.	High	+
H&F MENCAP	Figures submitted show that 100% of anticipated beneficiaries will have learning disabilities.	High	+
HAFAD	Figures submitted show that 100% of target beneficiaries are likely to be disabled including 40% who are likely to have a long term condition.	High	+

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Opportunity for all	Figures submitted show that 9% of anticipated users will have a disability. This service is expected to be fully accessible.	Low	+
West London Centre for Counselling	Figures submitted show that 4% of anticipated beneficiaries are likely to be disabled although this service is expected to be to be fully accessible. However, this service offers counselling type services to prevent mental health problems, which can escalate and become more serious, and even become a disability.	Moderate	+

Organisations not recommended for funding – impact on DISABILITY

Organisation		L / M / H	+ or -
Advance	Figures submitted show that 67% of anticipated beneficiaries are likely to have mental health needs.	Medium	-
Alzheimer’s Society	Figures submitted show that 79% of anticipated beneficiaries are likely to have a disability of which 14% are likely to have a long term condition and 29% will have mental health needs. However a very low number of people with dementia under 65 are in the borough so negative impact considered to be low.	Low	-
Bishop Creighton House	Figures show that 100% of this services anticipated beneficiaries are likely to have learning disabilities, however there are services available in the borough for users with Learning disabilities.	Medium	+
CITAS	Figures submitted show that 59% of anticipated beneficiaries are likely to have a disability of which 35% are expected to have a long term condition. Whilst there is likely to be a negative impact on this group, there is existing provision for language, interpreting and advocacy services already provided in the borough, therefore there will be a negative impact but it is considered to be of low relevance to this group since there is alternative provision.	Low	-
Family Friends	A high proportion of users are anticipated to be disabled, but overall number of users to benefit is small (51 individuals over 4 years) in addition, this target group will already be known by similar existing services therefore it is of low relevance to this group but will have a negative impact.	Low	-
Foundations UK	90% of anticipated beneficiaries will have a long term condition however other services offering this type of weight management service including motivation and exercise are already available.	Medium	-
Grove Neighbourhood	A high proportion of users anticipated to access this service are likely to have a	Low	-

Appendix 6a

Centre	disability however 51% of the total users are children or over 65. Impact is considered to be low in this area because services that currently operate at the centre would be able to use alternative premises in order to provide activities to residents.		
H&F Caring for Carers Association	Application incomplete and therefore unable to accurately assess the impact of not funding this organisations service. In addition, a reasonable level of support for carers is already available through Carers Commissioning.	Low	-
H&F Mind	Figure submitted show that 48% of anticipated beneficiaries are expected to have mental health needs however relevance to disability of not funding this service is considered to be low and negative but this service will be alternatively funded by H&F NHS.	Low	-
Hammersmith Community Gardens Association	Figures submitted shows that 30% of anticipated beneficiaries are likely to have a disability however this organisation could adjust its existing service in order to accommodate these users to enable them to access gardening type activities. Therefore not funding will have a negative impact but the relevance of this to disabled people is considered to be low.	Low	-
Insights For Life	Service is not proposing to specifically target disabled users.	Low	-
Notting Hill Housing	Figures submitted anticipates that 54% of users will be disabled however the majority of anticipated beneficiaries are over 65 therefore impact negative but relevance to disabled people of not funding considered low under this service area.	Low	-
Pamodzi	Figures submitted anticipates that 96% of users will be disabled including 64% who are expected to have a long term condition however the overall number of users to benefit is small (50 individuals) over a requested 1 year term of funding only. This organisation already delivers this type of support as part of their existing service. In addition, alternative provision offering HIV support and sexual health information is also already available	Low	-
Princes' Trust	46% of users are anticipated to be disabled however this is an existing programme already provided by this organisation which may be able to be extended to support H&F participants who are disabled.	Low	-
QPR in the Community Trust	Only 14% of beneficiaries are anticipated to be disabled. There is also a range of alternative provision available to older people in the borough.	Low	-
Staying Put Services	44% of anticipated users are likely to have a long term condition however a	Low	-

	reasonable level of support type services for carers is already available through Carers Commissioning impact negative but relevance to disabled people of not funding considered low under this service area.		
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Area: GENDER REASSIGNMENT

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents, including people who are transitioning or who have transitioned. No applicants have applied to provide a service that particularly targets this group, and all applicants operate their own standard Equal Opportunities Policy or have agreed to adhere to the Council's. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding

Negative impact: none identified

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need, including male/female service take up. Monitoring data will identify the proportion of services being taken up by male/female service users. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance, unless the nature of the service means that it is targeting specific needs (i.e. the health and wellbeing needs of trans people).

Organisations recommended for funding – impact on GENDER REASSIGNMENT

Organisation		L / M / H	+ or -
Barons Court Project	N/A (see above)	N/A	
Broadway Homelessness Support	N/A (see above)	N/A	
Foundation 66 (ARP Charitable Services)	N/A (see above)	N/A	
H&F MENCAP	N/A (see above)	N/A	
HAFAD	N/A (see above)	N/A	
Opportunity for all	N/A (see above)	N/A	
West London Centre for Counselling	See comment under Sexual Orientation	N/A	

Organisations not recommended for funding – impact on GENDER REASSIGNMENT

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Organisation		L / M / H	+ or -
Advance	See comment under Sexual Orientation	N/A	
Alzheimer's Society	N/A (see above)	N/A	
Bishop Creighton House	N/A (see above)	N/A	
CITAS	N/A (see above)	N/A	
Family Friends	N/A (see above)	N/A	
Foundations UK	N/A (see above)	N/A	
Grove Neighbourhood Centre	N/A (see above)	N/A	
H&F Caring for Carers Association	N/A (see above)	N/A	
H&F Mind	N/A (see above)	N/A	
Hammersmith Community Gardens Association	N/A (see above)	N/A	
Insights For Life	N/A (see above)	N/A	

Notting Hill Housing	N/A (see above)	N/A	
Pamodzi	N/A (see above)	N/A	
Princes' Trust	N/A (see above)	N/A	
QPR in the Community Trust	N/A (see above)	N/A	
Staying Put Services	N/A (see above)	N/A	

Area: MARRIAGE AND CIVIL PARTNERSHIP

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of local residents. No applications were received that proposed a service targeting specifically people who are married or living in civil partnerships. All applicants operate their own standard Equal Opportunities Policy or have agreed to adhere to the Council's. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding

Negative impact: n/a

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered language and cultural barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by users from different racial backgrounds. Where there appears to be a discrepancy between service take up in comparison

with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on MARRIAGE and CIVIL PARTNERSHIP

Organisation	Positive Impact	Negative Impact L /M / H	+ or -
Barons Court Project	N/A (see above)	N/A	
Broadway Homelessness Support	N/A (see above)	N/A	
Foundation 66 (ARP Charitable Services)	N/A (see above)	N/A	
H&F MENCAP	N/A (see above)	N/A	
HAFAD	N/A (see above)	N/A	
Opportunity for all	N/A (see above)	N/A	
West London Centre for Counselling	N/A (see above)	N/A	

Organisations not recommended for funding – impact on MARRIAGE and CIVIL PARTNERSHIP

Organisation	Positive Impact	Negative Impact L /M / H	+ or -
Advance	N/A (see above)	N/A	
Alzheimer’s Society	N/A (see above)	N/A	

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Bishop Creighton House	N/A (see above)		
CITAS	N/A (see above)	N/A	
Family Friends	N/A (see above)	N/A	
Foundations UK	N/A (see above)	N/A	
Grove Neighbourhood Centre	N/A (see above)	N/A	
H&F Caring for Carers Association	N/A (see above)	N/A	
H&F Mind	N/A (see above)	N/A	
Hammersmith Community Gardens Association	N/A (see above)	N/A	
Insights For Life	N/A (see above)	N/A	
Notting Hill Housing	N/A (see above)	N/A	
Pamodzi	N/A (see above)	N/A	
Princes' Trust	N/A (see above)	N/A	
QPR in the Community Trust	N/A (see above)	N/A	
Staying Put Services	N/A (see above)	N/A	

Area: PREGNANCY AND MATERNITY

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of local residents. No applications were received that proposed a service targeting specifically the needs of women who are pregnant or on maternity leave. All applicants operate their own standard Equal Opportunities Policy or have agreed to adhere to the Council's. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding

Negative impact: none identified

How negative impact will be addressed: n/a

Organisations recommended for funding – impact on PREGNANCY and MATERNITY

Organisation		L / M / H	+ or -
Barons Court Project	N/A (see above)	N/A	
Broadway Homelessness Support	N/A (see above)	N/A	
Foundation 66 (ARP Charitable Services)	N/A (see above)	N/A	
H&F MENCAP	N/A (see above)	N/A	
HAFAD	N/A (see above)	N/A	
Opportunity for all	N/A (see above)	N/A	
West London Centre for Counselling	N/A (see above)	N/A	

Organisations not recommended for funding – impact on PREGNANCY and MATERNITY			
Organisation		L /M / H	+ or -
Advance	N/A (see above)	N/A	
Alzheimer's Society	N/A (see above)	N/A	
Bishop Creighton House	N/A (see above)	N/A	
CITAS	N/A (see above)	N/A	
Family Friends	N/A (see above)	N/A	
Foundations UK	N/A (see above)	N/A	
Grove Neighbourhood Centre	N/A (see above)	N/A	
H&F Caring for Carers Association	N/A (see above)	N/A	
H&F Mind	N/A (see above)	N/A	
Hammersmith Community Gardens Association	N/A (see above)	N/A	
Insights For Life	N/A (see above)	N/A	
Notting Hill Housing	N/A (see above)	N/A	
Pamodzi	N/A (see above)	N/A	
Princes' Trust	N/A (see above)	N/A	
QPR in the Community Trust	N/A (see above)	N/A	
Staying Put Services	N/A (see above)	N/A	

Area: RACE

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from BME groups.

Negative impact: Possibly, the absence of specialist services targeting a particular ethnic community may lead to them not having very specific needs met (e.g. language, cultural customs)

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered language and cultural barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by users from different racial backgrounds. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on RACE

Organisation		L/M/H	+ or -
Barons Court Project	Figures submitted show that 37% of target beneficiaries are anticipated to be from BME communities across all wards. In addition, users from BME communities are already accessing this service.	High	+
Broadway Homelessness Support	Figures submitted show that 58% of target beneficiaries are likely to be from BME communities and 44% are likely to be from White communities reasonably reflecting the borough's profile.	High	+
Foundation 66 (ARP Charitable Services)	Figures submitted show that 26% of target beneficiaries are anticipated to be from BME communities reasonably reflecting the borough's profile.	Medium	+
H&F MENCAP	Figures submitted show that 55% of target beneficiaries are likely to be from BME communities and 45% are likely to be from White communities reasonably reflecting the borough's profile.	High	+
HAFAD	Figures submitted show that many of the users who are anticipated to access this service will be from BME communities. In addition, users from BME communities already access this service.	Medium	+
Opportunity for all	Figures submitted anticipate that 100% of target beneficiaries will be from BME communities.	High	+
West London Centre for	Figures show that 25% of anticipated users will be from BME communities across all wards.	Medium	+

Counselling			
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Organisations not recommended for funding – impact on RACE

Organisation		L / M / H	+ or -
Advance	Figures submitted show that 48% of anticipated beneficiaries are likely to be from BME communities. There is likely to be a negative impact on this group however impact considered to be low as other provision which offers this type of support to women is available through the PATHS Team.	Low	-
Alzheimer's Society	Figures submitted show that 3% of anticipated beneficiaries will be from BME communities. There is also a very low number of people with dementia under 65 are in the borough so negative impact considered to be low.	Low	-
Bishop Creighton House	A high proportion of anticipated beneficiaries are anticipated to be from BME communities however impact considered to be medium as other learning disability support type services are available.	Medium	-
CITAS	Figures submitted show that 89% of anticipated users will be from BME communities. Whilst there is likely to be a negative impact on this group, there is existing provision for language, interpreting and advocacy services already provided in the borough, therefore there will be a negative impact and the relevance to Race is considered to be Medium.	Medium	-
Family Friends	Figures submitted anticipate that 82% of users will be disabled, but overall number of users to benefit is small (51 individuals over 4 years) therefore there will be a negative impact and the relevance to Race is considered to be low.	Low	-
Foundations UK	Figures submitted anticipate that 42% of users will be from BME communities however other services offering this type of weight management service including motivation and exercise is already available via local and national organisations	Low	+
Grove Neighbourhood Centre	Figures submitted anticipate that 42% of users will be from BME communities. However 51% of the total users are children or over 65 therefore relevance to Race is considered to be low in this area. In addition, services that currently operate at the centre would be able to access alternative premises to provide activities to residents.	Low	-

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H&F Caring for Carers Association	Application incomplete – unable to assess impact on Race. In addition, a reasonable level of support for carers is already available through Carers Commissioning.	N/A	
H&F Mind	Figures submitted anticipate that 42% of users will be from BME communities however the relevance to Race of not funding this service is considered to be low and this service will be alternatively funded by H&F NHS.	Low	-
Hammersmith Community Gardens Association	Figures submitted anticipate that 46% of users will be from BME communities however this organisation could integrate these users into their existing service of supporting users to access gardening type activities, therefore there will be a negative impact and the relevance to Race is considered to be low.	Low	-
Insights For Life	Figures submitted anticipate that 34% of users will be from BME communities however negative impact considered to be minimal and the relevance to Race low, due to the extensive alternative sources of parent type support available.	Low	-
Notting Hill Housing	Figures submitted anticipate that 42% of users will be from BME communities. However a high proportion of the total users who expected to benefit from this service are over 65 therefore impact is considered to be low in this area.	Low	-
Pamodzi	Figures submitted anticipate that 100% of target beneficiaries will be African however overall number of users to benefit is small (50 individuals) over a requested 1 year term of funding only. This organisation already delivers this type of support as part of their existing service. In addition, alternative provision offering HIV support and sexual health information is also already available.	Low	-
Princes' Trust	Figures submitted anticipate that 61% of target beneficiaries will be from BME communities the majority of which will be Black Other, however this is an existing programme already provided by this organisation which may be able to be extended to support these participants.	Low	-
QPR in the Community Trust	The majority of anticipated users are White British. Minimal impact on BME communities. In addition, all users will be over 65 so negative impact considered to be low in this area. There is also a range of alternative provision available to older people in the borough	Low	-
Staying Put Services	Figures submitted anticipate that 61% of target beneficiaries will be from BME communities however a reasonable level of support type services for carers is already available through Carers Commissioning therefore there will be a negative	Low	-

	impact and the relevance to Race is considered to be low.		
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Area: RELIGION/BELIEF (including non-belief)

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from different faith/non faith groups. No applications were received that proposed a service targeting specifically users of a specific religion, belief, or non-belief and all applicants operate their own standard Equal Opportunities Policy or have agreed to adhere to the Council's.

Negative impact: Possibly, the absence of specialist services targeting a particular ethnic community may lead to them not having very specific needs met (e.g. language, cultural customs)

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered language and cultural barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by users from different racial backgrounds. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on RELIGION/BELIEF (including non-belief)

Organisation		L / M / H	+ or -
Barons Court Project	None of these organisations proposed to specifically target users of a specific religion, belief, or non-belief. All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from different faith/non faith groups	N/A	
		N/A	
Broadway Homelessness Support		N/A	
Foundation 66 (ARP Charitable Services)			
H&F MENCAP			
HAFAD		N/A	

Opportunity for all			
West London Centre for Counselling		N/A	

Organisations not recommended for funding – impact on RELIGION/BELIEF (including non-belief)

Organisation		L / M / H	+ or -
Advance	N/A (See Above)	N/A	
Alzheimer's Society	N/A (See Above)	N/A	
Bishop Creighton House	N/A (See Above)	N/A	
CITAS	N/A (See Above)	N/A	
Family Friends	N/A (See Above)	N/A	
Foundations UK	N/A (See Above)	N/A	
Grove Neighbourhood Centre	N/A (See Above)	N/A	
H&F Caring for Carers Association	N/A (See Above)	N/A	
H&F Mind	N/A (See Above)	N/A	
Hammersmith Community Gardens Association	N/A (See Above)	N/A	
Insights For Life	N/A (See Above)	N/A	
Notting Hill Housing	N/A (See Above)	N/A	
Pamodzi	Figures submitted anticipate that 30 targeted individuals will be from faith group Pentecostal Born-again Christians. Negative impact considered low because overall number of users to benefit is small (50 individuals) over a requested 1 year term of funding only. This organisation already delivers this type of support as part of their existing service.	Low	
Princes' Trust	N/A (See Above)	N/A	
QPR in the Community Trust	N/A (See Above)	N/A	

Staying Put Services	N/A (See Above)	N/A	
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Area: SEX

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents, including men and women

Negative impact: none identified

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need, including male/female service take up. Monitoring data will identify the proportion of services being taken up by male/female service users. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance, unless the nature of the service means that it is targeting specific needs (i.e. more women than men survive into old age, so services targeting over 75s are more likely to have a high number of female).

Organisations recommended for funding – impact on SEX

Organisation		L / M / H	+ or -
Barons Court Project	Figures submitted show significantly more male than female anticipated users to access this existing drop in service for users with mental health needs and for those who are homeless. This service also runs support groups specifically targeted at women.	Medium	+
Broadway Homelessness Support	Figures submitted show significantly more male than female users (85% male). This is for a continuation of an already existing service to support residents who are in poor physical or mental health and/or have a history of substance misuse or are at risk of homelessness. The higher percentage of male users who are anticipated to access this service is expected given the nature of the service.	Medium	+
Foundation 66 (ARP Charitable Services)	Figures submitted show significantly more male than female anticipated users; however this is expected given the nature of the service.	High	+
H&F MENCAP	Figures provided to support this application reasonably reflect the borough's profile (55% female, 45% male service users expected).	High	+
HAFAD	Figures provided to support this application reasonably reflect the borough's profile (55% male, 45% female service users expected).	High	+
Opportunity for all	Figures submitted show beneficiaries anticipated to access this service will be 50% male and 50% female; reasonably reflect the borough's profile	High	+
West London Centre for Counselling	Figures provided to support this application anticipate that users will be 31% male and 69% female. This is for a continuation of an already existing	High	+

	service to support residents.		
Organisations not recommended for funding – impact on SEX			
Organisation		L / M / H	+ or -
Advance	Whilst this service is anticipated to target 100% female users, impact is considered to be Medium as other provision which offers this type of support to women is available through the PATHS Team.	Medium	-
Alzheimer's Society	Figures submitted show beneficiaries anticipated to access this service will be 50% male and 50% female.	Low	-
Bishop Creighton House	Figures submitted show beneficiaries anticipated to access this service will be 60% male and 40% female.	Low	-
CITAS	Figures submitted show beneficiaries anticipated to access this service will be 25% male and 75% female.	Medium	-
Family Friends	Figures submitted show significantly more female than male anticipated users however overall number of users to benefit is small (51 individuals over 4 years) therefore there will be a negative impact on female users but the relevance to Sex is considered to be low.	Low	-
Foundations UK	Figures submitted show significantly more female than male anticipated users however there are other weight management type services available therefore there will be a negative impact but the relevance to Sex is considered to be Medium.	Medium	-
Grove Neighbourhood Centre	Figures submitted show beneficiaries anticipated to benefit from this service is 67% female and 33% male, and 51% of the total users are children or over 65 It is therefore considered that there will be a negative impact and that the relevance to Sex is low. In addition, services that currently operate at the centre would be able to access alternative premises to provide activities to residents.	Low	-
H&F Caring for Carers Association	Application incomplete – unable to assess impact on Race.	N/A	

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H&F Mind	This service is not proposing to specifically target either men or women.	Low	-
Hammersmith Community Gardens Association	Figures submitted show beneficiaries anticipated to access this service will be 49% male and 51% female. This organisation could integrate these users into their existing service of supporting users to access gardening type activities	Low	-
Insights For Life	Figures submitted show beneficiaries anticipated to access this service will be 72% male and 28% female. The relevance to Sex is considered low due to the extensive alternative sources of parent type support available (particularly for men), though there will be a negative impact in not funding.	Low	-
Notting Hill Housing	Figures submitted show beneficiaries anticipated to access this service will be 45% male and 55% female.	Low	-
Pamodzi	Figures submitted show beneficiaries anticipated to access this service will be 20% male and 80% female. There is likely to be a negative impact on female users however overall number of users to benefit is small (50 individuals) over a requested 1 year term of funding only. This organisation already delivers this type of support as part of their existing service therefore relevance to Sex is considered to be low.	Low	-
Princes' Trust	Figures submitted show significantly more male than female anticipated users. This is an existing programme already provided by this organisation which may be able to be extended to support these participants. There are also similar type services offering football type activities available.	Low	-
QPR in the Community Trust	Figures submitted show significantly more male than female anticipated users. Impact considered to be low because 100% of targeted beneficiaries will be over 65. There is a range of other similar provision that can be accessed by older males in the borough.	Low	-
Staying Put Services	Figures submitted show beneficiaries anticipated to access this service will be 50% male and 50% female, however a reasonable level of support type services for carers is already available through Carers Commissioning	Low	-

Area: SEXUAL ORIENTATION

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents, including people who are heterosexual, lesbian, gay, or bisexual.

Negative impact: none identified

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need, including male/female service take up. Monitoring data will identify the proportion of services being taken up by male/female service users. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance, unless the nature of the service means that it is targeting specific needs (i.e. services targeted at LGB people's health and wellbeing needs).

Organisations recommended for funding – impact on SEXUAL ORIENTATION

Organisation		L / M / H	+ or -
Barons Court Project	N/A	N/A	
Broadway Homelessness Support	N/A	N/A	
Foundation 66 (ARP Charitable Services)	N/A	N/A	
H&F MENCAP	N/A	N/A	
HAFAD	N/A	N/A	
Opportunity for all	N/A	N/A	
West London Centre for Counselling	Figures submitted to support this application anticipates that 12% of users will be from the LGBT community.	Medium	

Organisations not recommended for funding – impact on SEXUAL ORIENTATION

Organisation		L / M / H	+ or -
Advance	Figures submitted to support this application anticipates that 13% of users will be from the LGBT community.	low	
Alzheimer's Society	N/A	N/A	

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CITAS	N/A	N/A	
Family Friends	N/A	N/A	
Foundations UK	N/A	N/A	
Grove Neighbourhood Centre	N/A	N/A	
H&F Caring for Carers Association	N/A	N/A	
H&F Mind	N/A	N/A	
Hammersmith Community Gardens Association	N/A	N/A	
Insights For Life	N/A	N/A	
Notting Hill Housing	N/A	N/A	
Pamodzi	N/A	N/A	

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Princes' Trust	N/A	N/A	
QPR in the Community Trust	N/A	N/A	
Staying Put Services	N/A	N/A	

3rd Sector Investment Fund: Safer Communities

IMPACT ON AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE and CIVIL PARTNERSHIP, PREGNANCY and MATERNITY, RACE, RELIGION/BELIEF, SEX and SEXUAL ORIENTATION

Low/Medium/High: This refers to how relevant a decision to fund (or not) the organisation is to the protected characteristic affected
+ or – or / : This refer to whether the decision to fund (or not) the organisation will have a positive, negative, or neutral effect on the protected characteristic

Area: AGE

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from all age groups.

Negative impact: Possibly, the absence of specialist services targeting a particular age group may lead to them not having very specific needs met.

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered reaching residents across all age groups. Monitoring data will identify the proportion of services being taken up by users of different age ranges. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on AGE

organisation		L / M / H	+ or -
Advance	Figures submitted with the application show that many women aged between 18 and 49 will benefit from accessing this service. In addition, many service users in this age range already use this organisation's services.	High	+
Broadway Homelessness Support	Target beneficiary data suggests that this service will offer support to Central and Eastern European Citizens between the ages of 18 and 64, reasonably reflecting the borough's profile. In addition this organisation already operates in the borough.	High	+
CALM	Figures submitted show that the majority of beneficiaries will be aged between 18 and 49 but also the uptake of services by users over the age of 50.	High	+
H&F Victim Support	Data provided suggests that this service will offer support to victims of crime of all ages. Many services users already access the organisation's services.	High	+

Outside Chance	Target beneficiary group are young people predominantly 14 to 19 year olds. 18% of children aged between 5 and 13 will also access the service. Those under 18 are not protected under the Equality Act in terms of Age	High	+
Standing Together Against Domestic Violence	Figures submitted with the application show that many women aged between 18 and 49 will benefit from accessing this service. In addition, many service users already use this organisation's services.	High	+
Wormwood Scrubs Community Chaplaincy	Support provided to ex offenders anticipating that users aged between 14 and 74 will access the service.	High	+

Organisations not recommended for funding – impact on AGE

Organisation		L / M / H	+ or -
Bishop Creighton House	This application was submitted under both this service area, and Homelessness & Home Safety. This service is expected to target users of all ages. Negative impact on age is considered to be low as the Home Safety service is recommended for funding under the Homelessness and Home Safety specification. There are also Home Improvement type services offered under other Home Improvement Agency Services.	Low	-
Community Advocacy Services	Service will target predominantly young Somali youths aged between 14 and 19, however range of alternative provision for this type crime prevention and education service is available.	Medium	-
DVIP	Relatively low number of users between the ages of 25 and 49 anticipated to benefit from this service.	Low	-
Met Police	Not funding this existing service possible negative impact in that the service may not be able to expand to accommodate the anticipated increase in uptake of 14 to 19 year olds.	Medium	-
Princes' Trust	Relatively low number of users anticipated to benefit from this service. Majority of users aged between 25 and 49. Currently not funded by 3SIF	Medium	-
Sporting Education	Number of users projected to access this service are predominantly aged between 14 to 19. Other local provision is available. Those under 18 are not protected under the Equality Act in terms of Age	Low	-

Thames Reach	Service will continue without 3SIF investment. Service is currently funded through homelessness directorate funding.	Low	-
Urban Partnership Group	low number of users anticipated to benefit from this service. Majority of users are male and aged between 25 and 49.	Low	+

Area: DISABILITY

Positive impact: All services recommended for funding are expected to be fully accessible. All services are expected to support service users to improve their physical and emotional wellbeing and to encourage healthy lifestyles. Services are expected to help reduce social isolation and increase access to social networks which is expected to have a positive effect on people with disabilities, in particular.

Negative impact: none identified

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their needs. Service outcomes for people disabilities will be monitored and discrepancies will be addressed as and when necessary. Monitoring data will identify the proportion of services being taken up by disabled residents. Where there appears to be a discrepancy between service take up by disabled people in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on DISABILITY

Organisation		L / M / H	+ or -
Advance	High - Figures submitted show that 100% of beneficiaries will be users with mental health needs.	High	+
Broadway Homelessness Support	High – 27% of potential beneficiaries are likely to be disabled people.	High	+
CALM	Medium –13% of potential beneficiaries are likely to be disabled people	Medium	+
H&F Victim Support	Medium – 16% of potential beneficiaries are likely to be disabled people.	Medium	+
Outside Chance	Low – Service is not proposing to specifically target disabled children and young people.	Low	+
Standing Together Against Domestic Violence	Medium – 7% of potential beneficiaries are likely to be disabled people.	Medium	+
Wormwood Scrubs Community Chaplaincy	High – Figures show that a high number of beneficiaries will be disabled people. 26% will have a mental health need and 25% will have a physical disability.	High	+

Organisations not recommended for funding – impact on DISABILITY			
Organisation		L / M / H	+ or -
Bishop Creighton House	This application was submitted under both this service area, and Homelessness & Home Safety. Negative impact on Disability is considered to be low as the Home Safety service is recommended for funding under the Homelessness and Home Safety specification. There are also Home Improvement type services offered under other Home Improvement Agency Services.	Low	/
Community Advocacy Services	Service not proposing to specifically target disabled users	Low	/
DVIP	25% of potential beneficiaries are likely to be disabled.	Medium	-
Fulham FC Foundation	10% of potential beneficiaries are likely to be disabled people	Low	-
Met Police	7% of potential beneficiaries are likely to disabled people	Low	-
Princes' Trust	Service not proposing to specifically target disabled users	Low	/
Sporting Education	20% of potential beneficiaries are likely to be disabled users	Medium	-
Thames Reach	55% of potential beneficiaries are likely to be disabled users. However, the service will continue without 3SIF investment and so the decision not to fund will be of low relevance to disabled people. Service is currently funded through homelessness directorate funding.	Low	/
Urban Partnership Group	26% of potential beneficiaries are likely to be disabled users	Medium	-

Area: GENDER REASSIGNMENT

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents, including people who are transitioning or have transitioned. No applicants have applied to provide a service that particularly targets this group, and all applicants operate their own standard Equal Opportunities Policy or have agreed to adhere to the Council's. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring

data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding

Negative impact: none identified

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need, including trans people's take up, and gender identity

Organisations recommended for funding – impact on GENDER REASSIGNMENT

Organisation		L / M / H	+ or -
Advance	N/A (see above)	N/A	N/A
Broadway Homelessness Support	N/A (see above)	N/A	N/A
CALM	N/A (see above)	N/A	N/A
H&F Victim Support	N/A (see above)	N/A	N/A
Outside Chance	N/A (see above)	N/A	N/A
Standing Together Against Domestic Violence	N/A (see above)	N/A	N/A
Wormwood Scrubs Community Chaplaincy	N/A (see above)	N/A	N/A

Organisations not recommended for funding – impact on GENDER REASSIGNMENT

Organisation	Positive Impact	L / M / H	+ or -
Bishop Creighton House	N/A (see above)	N/A	N/A
Community Advocacy Services	N/A (see above)	N/A	N/A
DVIP	N/A (see above)	N/A	N/A
Met Police	N/A (see above)	N/A	N/A

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Princes' Trust	N/A (see above)	N/A	N/A
Sporting Education	N/A (see above)	N/A	N/A
Thames Reach	N/A (see above)	N/A	N/A
Urban Partnership Group	N/A (see above)	N/A	N/A

Area: MARRIAGE AND CIVIL PARTNERSHIP

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of local residents. No applications were received that proposed a service targeting specifically people who are married or in civil partnerships. All applicants operate their own standard Equal Opportunities Policy or have agreed to adhere to the Council's. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding.

Negative impact: n/a

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered language and cultural barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by users from different racial backgrounds. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on MARRIAGE and CIVIL PARTNERSHIP

Organisation		L / M / H	+ or -
Advance	N/A (see above)	N/A	/

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Broadway Homelessness Support	N/A (see above)	N/A	/
CALM	N/A (see above)	N/A	/
H&F Victim Support	N/A (see above)	N/A	/
Outside Chance	N/A (see above)	N/A	/
Standing Together Against Domestic Violence	N/A (see above)	N/A	/
Wormwood Scrubs Community Chaplaincy	N/A (see above)	N/A	/

Organisations not recommended for funding – impact on MARRIAGE and CIVIL PARTNERSHIP

Organisation		L / M / H	+ or -
Bishop Creighton House	N/A (see above)	N/A	/
Community Advocacy Services	N/A (see above)	N/A	/
DVIP	N/A (see above)	N/A	/
Met Police	N/A (see above)	N/A	/
Princes' Trust	N/A (see above)	N/A	/
Sporting Education	N/A (see above)	N/A	/
Thames Reach	N/A (see above)	N/A	/
Urban Partnership Group	N/A (see above)	N/A	/

Area: PREGNANCY AND MATERNITY

Positive impact: : All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of local residents. No applications were received that proposed a service targeting specifically the needs of women who are pregnant or on maternity leave. All applicants operate their own standard Equal Opportunities Policy or have agreed to adhere to the Council's. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding.

Negative impact: none identified

How negative impact will be addressed: n/a

Organisations recommended for funding – impact on PREGNANCY and MATERNITY

Organisation	Impact	L / M / H	+ or -
Advance	N/A (see above)	N/A	/
Broadway Homelessness Support	N/A (see above)	N/A	/
CALM	N/A (see above)	N/A	/
H&F Victim Support	N/A (see above)	N/A	/
Outside Chance	N/A (see above)	N/A	/
Standing Together Against Domestic Violence	N/A (see above)	N/A	/
Wormwood Scrubs Community Chaplaincy	N/A (see above)	N/A	/

Organisations not recommended for funding – impact on PREGNANCY and MATERNITY

Organisation		L / M / H	+ or -
Bishop Creighton House	N/A (see above)	N/A	/
Community Advocacy Services	N/A (see above)	N/A	/
DVIP	N/A (see above)	N/A	/
Met Police	N/A (see above)	N/A	/
Princes' Trust	N/A (see above)	N/A	/
Sporting Education	N/A (see above)	N/A	/
Thames Reach	N/A (see above)	N/A	/
Urban Partnership Group	N/A (see above)	N/A	/

Area: RACE

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from BME groups.

Negative impact: Possibly, the absence of specialist services targeting a particular ethnic community may lead to them not having very specific needs met (e.g. language, cultural customs)

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered language and cultural barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by users from different racial backgrounds. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on RACE			
Organisation	Impact	L/M/H	+ or -
Advance	Domestic violence advocacy service offering immediate and crisis support for women at risk of or survivors of DV. Figures submitted shows 46% of users are anticipated to be from BME communities, which is disproportionate in comparison to the Borough profile, and will benefit from this service across all wards and reflects the borough profile. In addition, many BME service users already access this organisation's services.	High	+
Broadway Homelessness Support	This specialised BME service, which is an expansion of the existing service, will provide specialist support to service users from Central and Eastern Europe.	High	+
CALM	Figures submitted shows many anticipated BME services will benefit from this service across all wards and reflects the borough profile. In addition, many BME service users already access this organisation's services	High	+
H&F Victim Support	Target beneficiary data suggests that this service will offer support to BME users across all wards; reasonably reflecting the borough's profile. In addition, many BME service users already access this organisation's services	High	+
Outside Chance	Many BME children and young people already access this organisation's services operating in schools across the borough.	High	+
Standing Together Against Domestic Violence	Target beneficiary data suggests that 67% of its anticipated users will be from BME communities users across all wards; reasonably reflecting the borough's profile. In addition, many BME service users already access this organisations services	High	+
Wormwood Scrubs Community Chaplaincy	Target beneficiary data suggests that this service will offer support to many BME users across all wards.	High	+

Organisations not recommended for funding – impact on RACE			
Organisation	Impact	L / M / H	+ or -
Bishop Creighton House	This application was submitted under both this service area, and Homelessness & Home Safety. Negative impact on race is considered to be low as the Home Safety service is	Low	-

	recommended for funding under the Homelessness and Home Safety specification. There are also Home Improvement type services offered under other Home Improvement Agency Services.		
Community Advocacy Services	80% of potential beneficiaries are likely to be Black African communities. However range of alternative provision for this type crime prevention and education service is available	Medium	-
DVIP	May to have a negative impact on the 47% of potential beneficiaries who are likely to be from BME Communities however, there is alternative provision available in specialist local and national services.	Medium	-
Fulham FC Foundation	Whilst 72% of potential beneficiaries are likely to be from BME Communities, other organisations are already funded to provide similar football type activities, therefore consider impact to be neutral and the relevance to be low.	Low	-
Met Police	By not funding this existing service there may be a possible negative impact in that the service may not be able to expand to accommodate the 63% of anticipated beneficiaries from BME communities.	Medium	-
Princes' Trust	service not proposing to specifically target users from BME communities	Low	/
Sporting Education	Whilst 81% of potential beneficiaries are likely to be from BME communities, other organisations are already funded under Safer Communities and the Children Young people and families service specification to provide similar youth engagement type services, therefore consider impact to be neutral and the relevance to be low.	Low	/
Thames Reach	38% of potential beneficiaries are likely to be from BME communities However, the service will continue without 3SIF investment. Service is currently funded through homelessness directorate funding therefore consider impact to be neutral and the relevance to be low.	Low	/
Urban Partnership Group	63% of potential beneficiaries are likely to be from BME communities however overall number of users is small (40 users over 4 years) so impact is considered negative but of low relevance	Low	-

Area: RELIGION/BELIEF (including non-belief)

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from different faith/non faith groups. No applications were received that proposed a service targeting specifically users of a specific religion, belief, or non-belief and all applicants operate their own standard Equal Opportunities Policy or have agreed to

adhere to the Council's.

Negative impact: Possibly, the absence of specialist services targeting a particular ethnic community may lead to them not having very specific needs met (e.g. language, cultural customs)

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered language and cultural barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by users from different racial backgrounds. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on RELIGION/BELIEF (including non-belief)

Organisation	Impact	L / M / H	+ or -
Advance	None of these organisations proposed to specifically target users of a specific religion, belief, or non-belief. All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from different faith/non faith groups. Therefore it is considered that the relevance to religion or belief, including non-belief, is low and the impact is neutral	Low	/
Broadway Homelessness Support		Low	/
CALM		Low	/
H&F Victim Support		Low	/
Outside Chance		Low	/
Standing Together Against Domestic Violence		Low	/
Wormwood Scrubs Community Chaplaincy		Low	/

Organisations not recommended for funding – impact on RELIGION/BELIEF (including non-belief)

Organisation	L / M / H	+ or -
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Bishop Creighton House	None of these organisations proposed to specifically target users of a specific religion, belief, or non-belief. All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from different faith/non faith groups. Therefore it is considered that the relevance to religion or belief, including non-belief, is low and the impact is neutral.	Low	/
Community Advocacy Services		Low	/
DVIP		Low	/
Met Police		Low	/
Princes' Trust		Low	/
Sporting Education		Low	/
Thames Reach		Low	/
Urban Partnership Group		Low	/

Area: SEX

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents, including people who are transitioning or have transitioned.

Negative impact: none identified

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need, including male/female service take up. Monitoring data will identify the proportion of services being taken up by male/female service users. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance, unless the nature of the service means that it is targeting specific needs (i.e. more women than men survive into old age, so services targeting over 75s are more likely to have a high number of female service users).

Organisations recommended for funding – impact on SEX

Organisation	Impact	L / M / H	+ or -
Advance	Domestic violence advocacy service offering immediate and crisis support to an anticipated 100% of women at risk of or survivors of DV. No beneficiaries are expected to be male however this is expected given the nature of the service.	High	+

Broadway Homelessness Support	This specialised service, which is an expansion of the existing service, will provide specialist support to service users from Central and Eastern Europe. Figures provided show that 90% male and 10% female are expected to benefit from this service. Only 10% of beneficiaries are anticipated to be female, which is to be expected as this service will be targeting specific type of users in an area of need predominantly associated with males.	High	+
CALM	This service not proposing to specifically target either gender. Service is open to all users.	High	+
H&F Victim Support	Target beneficiary data suggests an equal representation of male and female users, reasonably reflecting the borough's profile. In addition this organisation already operates in the borough.	High	+
Outside Chance	Target beneficiary data suggests an equal representation of male and female users, reasonably reflecting the borough's profile. In addition this organisation already operates in the borough.	High	+
Standing Together Against Domestic Violence	Data submitted suggests that beneficiaries will be 98% female and 2% Male. Only 2% of beneficiaries are anticipated to be male however this is expected given the nature of the service so negative impact on male users is minimal.	High	+
Wormwood Scrubs Community Chaplaincy	Data submitted suggests that beneficiaries will be 100% male. This is expected given the nature of the service so negative impact on female users is considered minimal.	High	+
Organisations not recommended for funding – impact on SEX			
Organisation		L / M / H	+ or -
Bishop Creighton House	This application was submitted under both this service area, and Homelessness & Home Safety. Negative impact on sex is considered to be low as the Home Safety service is recommended for funding under the Homelessness and Home Safety specification. There are also Home Improvement type services offered under other Home Improvement Agency Services.	Low	-
Community Advocacy Services	This service targets predominantly young Somali youths and suggests an equal representation of male and female users. Negative impact expected on both genders, however range of alternative provision for this type of crime prevention and education	Medium	-

	service is available therefore consider impact to be Medium.		
DVIP	By not funding this existing service there may be a possible negative impact on both male and female anticipated users. However there is alternative provision available in specialist local and national services therefore, consider impact to be neutral and the relevance to Sex to be Low.	Low	
Fulham FC Foundation	Whilst 90% of potential beneficiaries are likely to be male, other organisations who provide similar football type activities are available, therefore consider impact to be neutral and the relevance to Sex to be Medium.	Medium	/
Met Police	By not funding this existing service there may be a possible negative impact in that the service may not be able to expand to accommodate the 60% of female and 40% of males anticipated	Medium	-
Princes' Trust	Service not proposing to specifically target men or women.	Low	/
Sporting Education	Whilst the potential beneficiaries are likely to be male, other organisations are already funded under Safer Communities and the Children Young people and families service specification to provide similar youth engagement type services, therefore consider impact to be neutral and the relevance to sex to be low.	Low	/
Thames Reach	81% of potential beneficiaries are likely to be male. There may be a negative impact on male users. However, the service will continue without 3SIF investment. Service is currently funded through homelessness directorate funding therefore consider impact to be neutral and the relevance to sex to be low.	Low	/
Urban Partnership Group	Service anticipated to specifically target all male users. Likely negative impact on male users however overall number of users is small (40 users over 4 years) so there will be a negative impact and this is of Low relevance to Sex.	Low	-

Area: SEXUAL ORIENTATION

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents, including people who are transitioning or have transitioned.

Negative impact: none identified

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need, including male/female service take up. Monitoring data will identify the proportion of services being taken up by male/female service users. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance, unless the nature of the service means that it is targeting specific needs (ie more women than men survive into old age, so services targeting over 75s are more likely to have a high number of female).

Organisations recommended for funding – impact on SEXUAL ORIENTATION

Organisation		L / M / H	+ or -
Advance	This service is not proposing to specifically target users of a particular sexual orientation however the data submitted suggests that 6% of anticipated users will be from the LGBT community, which makes funding this organisation also relevant to Gender Reassignment.	High	+
Broadway Homelessness Support	This service is not proposing to specifically target users of a particular sexual orientation however the data submitted suggests that 10% of anticipated users will be from the LGBT community, which makes funding this organisation also relevant to Gender Reassignment.	High	+
CALM	This service is not proposing to specifically target users of a particular sexual orientation however the data submitted suggests that 1% of anticipated users will be from the LGBT community, which makes funding this organisation also relevant to Gender Reassignment.	High	+
H&F Victim Support	This service is not proposing to specifically target users of a particular sexual orientation however the data submitted suggests that 3% of anticipated users will be from the LGBT community, which makes funding this organisation also relevant to Gender Reassignment.	High	+
Outside Chance	This service provided support to children and young people in local schools is not proposing to specifically target users of a particular sexual orientation	Medium	+
Standing Together Against Domestic Violence	This service is not proposing to specifically target users of a particular sexual orientation however the data submitted suggests that 1% of anticipated users will be from the LGBT community, which makes funding this organisation also relevant to Gender Reassignment.	High	+
Wormwood Scrubs Community Chaplaincy	This service is not proposing to specifically target users of a particular sexual orientation	High	+

Organisations not recommended for funding – impact on SEXUAL ORIENTATION

Organisation	Impact	L / M / H	+ or -
Bishop Creighton	This application was submitted under both this service area, and Homelessness & Home	Low	/

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House	Safety. This service is not proposing to specifically target users of a particular sexual orientation. Negative impact is considered to be low as the Home Safety service is recommended for funding under the Homelessness and Home Safety specification. There are also Home Improvement type services offered under other Home Improvement Agency Services.		
Community Advocacy Services	This service is not proposing to specifically target users of a particular sexual orientation	Low	/
DVIP	This service is not proposing to specifically target users of a particular sexual preference however the data submitted suggests that 5% of anticipated users will be from the LGBT community, which makes not funding this organisation also relevant to Gender Reassignment, and of Medium relevance, as well as negative.	Medium	-
Fulham FC Foundation	This service is not proposing to specifically target users of a particular sexual orientation	Low	/
Met Police	This service is not proposing to specifically target users of a particular sexual preference however the data submitted suggests that 2% of anticipated users will orientation from the LGBT community, which makes not funding this organisation also relevant to Gender Reassignment, and of Medium relevance, as well as negative.	Medium	-
Princes' Trust	This service is not proposing to specifically target users of a particular sexual orientation	Low	/
Sporting Education	This service is not proposing to specifically target users of a particular sexual orientation	Low	/
Thames Reach	This service is not proposing to specifically target users of a particular sexual orientation	Low	/

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Urban Partnership Group	This service is not proposing to specifically target users of a particular sexual orientation	Low	/
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3rd Sector Investment Fund: Arts, Culture & Sports & Wellbeing Adults

IMPACT ON AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE and CIVIL PARTNERSHIP, PREGNANCY and MATERNITY, RACE, RELIGION/BELIEF, SEX and SEXUAL ORIENTATION

Low/Medium/High: This refers to how relevant decision to fund (or not) the organisation is to the protected characteristic affected
+ or – or / : This refer to whether the decision to fund (or not) the organisation will have a positive, negative, or neutral effect on the protected characteristic

Area: AGE

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from all age groups.

Negative impact: Possibly, the absence of specialist services targeting a particular age group may lead to them not having very specific needs met.

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered reaching residents across all age groups. Monitoring data will identify the proportion of services being taken up by users from all age groups, unless it is an age specific service. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on AGE

organisation		L / M / H	+ or -
Albert and Friends Instant Circus	Target beneficiary group are young people and their families; data suggests that this service will offer support to these users, reasonably reflecting the borough's profile, except over 65s.	Medium	+
Lyric Hammersmith	Figures submitted with the application show that many children and young people will benefit from accessing this service. In addition many service users across all age groups already use the organisation's services. Evidence for good service uptake in all age groups in the past, similar predicted for future.	High	+
Riverside Studios	Service is mostly targeting children and young people. Appropriate for this type of service.	High	+
Staying Put (Bike Project)	Targeting young people who want to take up bicycling as a sport, beneficiary data suggests that this service will offer good support to users, particularly young people, meeting an identified gap in services.	High	+

William Morris Society	Target beneficiary data suggests that this service will offer support to users from different age groups, with special programmes for children and young people, and a good reflection the borough's profile, even including 8% of over 85s	High	+
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Organisations not recommended for funding – impact on AGE

Organisation		L / M / H	+ or -
Fulham FC Foundation (Aspire to move)	Small total of users (180 over 4 years). Only targeting 14-25 age group, which is well covered by services recommended for funding. Football related activities for young people are also funded under the 3SIF Children and Young People specification, and under the Fast Track Small Grants scheme. The submitted application was incomplete.	Low	-
Open Age	This service is exclusively for people over 50, (but no other age groups), so the negative impact of not recommending it will affect older people in the community, who will not have an increase in the level of specialist support available to them. There is, however, a range of (funded) activities provided under the Health & Wellbeing (Older People) specification.	Medium	-
Prince's Trust	Only 24 users p/a, so a small number of young people will not have an increase in the level of specialist support available to them. Very similar activities are, however, funded under the Economic Wellbeing specification (Resurgo).	Low	-
QPR in the community trust	Service is targeting school children, so a number of young people will not have the opportunity to access a range of football/sports related after school activities. The council's 3 rd Sector Investment Fund does, however, fund a range of football and sports activities for young people under the Children's and Young People specification, as well as part of the Fast Track Small Grants scheme. The Bike Project recommended for funding under this specification is another sporting activity for school children and young people.	Low	-
Roma Support Group	Service is targeting members of the Roma community, particularly young people (51% in 14-25 age range). A good range of other services for this age group is recommended in this funding round.	Low	-
Russian Circle	Service is targeting children and young people of the Russian speaking community and their families. The council's 3 rd Sector Investment Fund does, however, fund an extensive range of activities and supplementary schools under the Children's and Young People specification, as well as part of the Fast Track Small Grants scheme. User numbers are small (75 users over 4 years).	Low	-

Sporting Education (Sports Hub Card)	Service exclusively targets 14-19 year olds group, so no impact on any other age group expected. Several services recommended for funding target the young people age group.	Low	-
UPG (Masbro Events Inc)	Service mostly targets children, young people and their families. No significant impact on older age groups (over 50). Several other services are recommended for funding target the young people age group.	Low	-
West & North West London Vietnamese Association	Application was incomplete, no anticipated beneficiary figures were submitted. Info therefore not available.	N/A	N/A

Area: DISABILITY

Positive impact: All services recommended for funding are expected to be fully accessible. All services are expected to support service users to improve their physical and emotional wellbeing and to encourage healthy lifestyles. Services are expected to help reduce social isolation and increase access to social activities which is expected to have a positive effect on people with disabilities, in particular.

Negative impact: Not likely, but not all services expecting to provide services to disabled could be recommended for funding.

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need. Service outcomes for people disabilities will be monitored and discrepancies will be addressed as and when necessary. Monitoring data will identify the proportion of services being taken up by disabled residents. Where there appears to be a discrepancy between service take up by disabled people in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on DISABILITY

Organisation	Positive Impact	L / M / H	+ or -
Albert and Friends Instant Circus	Figures submitted show that a 8% of beneficiaries are expected to have a learning disability, and another 10% a range of other disabilities, which is higher than the borough average (14-15% for both combined). A number of disabled service users use the organisation's services already.	High	+
Lyric Hammersmith	14% of this specialist service's beneficiaries will have a mental health problem, 15% a long term health problem; considerably higher than borough average	High	+
Riverside Studios	Service is expecting about 16% of the users to be disabled.	Medium	+

Staying Put (Bike Project)	Figures submitted show that a 26% beneficiaries are expected to be people with disabilities or long term health condition.	High	+
William Morris Society	Figures submitted show that 8% of beneficiaries will be disabled people, the number reported for users with a long term health condition (1%) seems unusually low, given that 56% of service users are reported to be over 50 years old. It seems very likely that the organisation has underestimated this figure.	Low to Medium	+

Organisations not recommended for funding – impact on DISABILITY

Organisation		L / M / H	+ or -
Fulham FC Foundation (Aspire to move)	Small total of users (180 over 4 years). 11 or 12% over users are expected to have a learning disability or mental health need. Inclusive football related activities for young people are also funded under the 3SiF Children and Young People specification, and under the Fast Track Small Grants scheme.	Low	-
Open Age	Although potential beneficiaries include a high proportion with physical disabilities, long term health conditions or mental health needs (42%), other organisations are already funded to provide similar activities for this user group, including outreach to potential new users, therefore consider impact to be negative and relevance to Disability moderate.	Medium	-
Prince's Trust	Over 40% of disabled service users anticipated, but overall numbers are small (only 24 service users p.a.) and a similar service is already being funded under the Economic Wellbeing service specification.	Low	-
QPR in the community trust	Figures provided by organisation inconclusive, but the council's 3 rd Sector Investment Fund does already funds a range of inclusive football and sports activities for young people under the Children's and Young People specification, as well as part of the Fast Track Small Grants scheme.	Low	-
Roma Support Group	Figures provided are partially inconclusive, but service expects to provide for about 20% of people with long term health conditions and 5% of users are expected to have learning difficulties. A good range of other services benefitting disabled people is recommended, though.	Low	-
Russian Circle	From the information provided it seems that none of the expected service users is disabled. This is surprising, but may be related to overall numbers being small.	Low	-
Sporting Education	Service is expecting about 22% of the users to be disabled, this seems high for that age group. A good range of other services benefitting disabled people is recommended, though.	Medium	-

UPG (Masbro Events Inc)	20% of service users are expected to be disabled or have long term health condition. A good range of other services benefitting disabled people is recommended, though.	Low to Medium	-
West & North West London Vietnamese Association	Application was incomplete, no anticipated beneficiary figures were submitted. Info therefore not available.	N/A	N/A

Area: GENDER REASSIGNMENT

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents, including people who are transitioning or who have transitioned. No applicants have applied to provide a service that particularly targets this group. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding.

Negative impact: none identified

How negative impact will be addressed: n/a

Organisations recommended for funding – impact on GENDER REASSIGNMENT

Organisation		L / M / H	+ or -
Albert and Friends Instant Circus	N/A	N/A	N/A
Lyric Hammersmith	N/A	N/A	N/A
Riverside Studios	N/A	N/A	N/A
Staying Put (Bike Project)	N/A	N/A	N/A
William Morris Society	N/A	N/A	N/A

Organisations not recommended for funding – impact on GENDER REASSIGNMENT

Organisation		L / M / H	+ or -
Fulham FC Foundation (Aspire)	N/A	N/A	N/A

to move)			
Open Age	N/A	N/A	N/A
Prince's Trust	N/A	N/A	N/A
QPR in the community trust	N/A	N/A	N/A
Roma Support Group	N/A	N/A	N/A
Russian Circle	N/A	N/A	N/A
Sporting Education	N/A	N/A	N/A
UPG (Masbro Events Inc)	N/A	N/A	N/A
West & North West London Vietnamese Association	N/A	N/A	N/A

Area: MARRIAGE AND CIVIL PARTNERSHIP

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of local residents. No applications were received that proposed a service targeting specifically people who are married or living in civil partnerships. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding.

Negative impact: none identified

How negative impact will be addressed: n/a.

Organisations recommended for funding – impact on MARRIAGE and CIVIL PARTNERSHIP			
Organisation		L / M / H	+ or -
Albert and Friends Instant Circus	N/A	N/A	N/A
Lyric Hammersmith	N/A	N/A	N/A
Riverside Studios	N/A	N/A	N/A
Staying Put (Bike Project)	N/A	N/A	N/A
William Morris Society	N/A	N/A	N/A

Organisations not recommended for funding – impact on MARRIAGE and CIVIL PARTNERSHIP			
Organisation		L / M / H	+ or -
Fulham FC Foundation (Aspire to move)	N/A	N/A	N/A
Open Age	N/A	N/A	N/A
Prince's Trust	N/A	N/A	N/A
QPR in the community trust	N/A	N/A	N/A
Roma Support Group	N/A	N/A	N/A
Russian Circle	N/A	N/A	N/A
Sporting Education	N/A	N/A	N/A
UPG (Masbro Events Inc)	N/A	N/A	N/A
West & North West London Vietnamese Association	N/A	N/A	N/A

Area: PREGNANCY AND MATERNITY

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of local residents. No applications were received that proposed a service targeting specifically the needs of women who are pregnant or on maternity leave. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding.

Negative impact: none identified

How negative impact will be addressed: n/a

Organisations recommended for funding – impact on PREGNANCY and MATERNITY

Organisation		L / M / H	+ or -
Albert and Friends Instant Circus	N/A	N/A	N/A
Lyric Hammersmith	N/A	N/A	N/A
Riverside Studios	N/A	N/A	N/A
Staying Put (Bike Project)	N/A	N/A	N/A
William Morris Society	N/A	N/A	N/A

Organisations not recommended for funding – impact on PREGNANCY and MATERNITY

Organisation		L / M / H	+ or -
Fulham FC Foundation (Aspire to move)	N/A	N/A	N/A
Open Age	N/A	N/A	N/A

Prince's Trust	N/A	N/A	N/A
QPR in the community trust	N/A	N/A	N/A
Roma Support Group	N/A	N/A	N/A
Russian Circle	N/A	N/A	N/A
Sporting Education	N/A	N/A	N/A
UPG (Masbro Events Inc)	N/A	N/A	N/A
West & North West London Vietnamese Association	N/A	N/A	N/A

Area: RACE

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from BME groups.

Negative impact: Possibly, the absence of specialist services targeting a particular ethnic community may lead to them not having very specific needs met (e.g. language, cultural customs)

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered language and cultural barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by users from different racial backgrounds. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on RACE

Organisation		L / M / H	+ or -
Albert and Friends Instant Circus	Target beneficiary data suggests that this service will offer good support to users, reflecting the borough's ethnic profile.	High	+
Lyric	Figures submitted with the application show that a range of BME service users will benefit	High	+

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Hammersmith	from accessing this service. Reasonable spread reflecting borough profile.		
Riverside Studios	Target beneficiary data suggests that 21% of users will be from BME backgrounds. Service is expected to be accessible to all.	Medium	+
Staying Put (Bike Project)	Target beneficiary data suggests that 44% of users will be from BME backgrounds.	High	+
William Morris Society	Target beneficiary data suggests that this service will benefit about 50% users from ethnic minority backgrounds.	High	+

Organisations not recommended for funding – impact on RACE

Organisation		L / M / H	+ or -
Fulham FC Foundation (Aspire to move)	The submitted application was incomplete, though stated that 64% of users are predicted to be from BME groups, and anticipated user numbers are relatively small (180 spread over 4 years). Football related activities for young people are also funded under the 3SiF Children and Young People specification, and under the Fast Track Small Grants scheme.	Medium	-
Open Age	High rate of white service users predicted (79%), probably reasonable reflection of age group.	Low	-
Prince's Trust	Over 50% of service users from BME groups are anticipated, but overall numbers are small (only 24 service users p.a.) and a similar service is already being funded under the Economic Wellbeing service specification.	Low	-
QPR in the community trust	Figures provided by organisation inconclusive, but the council's 3 rd Sector Investment Fund does already fund a range of inclusive football and sports activities for young people under the Children's and Young People specification, as well as part of the Fast Track Small Grants scheme.	Low	-
Roma Support Group	People from Roma community, who are the main beneficiaries, will not have a specialist cultural support available to them. However, 62% of service users are expected to be from a white ethnic background (British or other). A range of mainstream accessible service is recommended for funding, and all organisations recommended for funding are expected to reach out across language and cultural barriers.	Medium	-

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Russian Circle	People from Russian speaking community will not have an increase in the level of culturally specialist support available to them. A range of mainstream accessible service is recommended for funding, and all organisations recommended for funding are expected to reach out across language barriers.	Low	-
Sporting Education	Figures provided by organisation state that 39% of the service users will from an Asian BME background (600 people). Considering the borough profile, it is doubtful that this is achievable. The council's 3 rd Sector Investment Fund does already fund a range of inclusive football and sports activities for young people under the Children's and Young People specification, as well as part of the Fast Track Small Grants scheme.	Low	-
UPG (Masbro Events Inc)	42% of BME service users expected. A good range of other services benefitting BME users is recommended, though.	Medium	-
West & North West London Vietnamese Association	Application was incomplete, no anticipated beneficiary figures were submitted. Information is therefore not available to make a more informed assessment of the impact of not funding. It is, however, highly likely that most beneficiaries would be from a BME background (Vietnamese/Chinese). User numbers are likely to be small (based on general info given in application), less than 100.	Medium, possibly high	-

Area: RELIGION/BELIEF (including non-belief)

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from different faith/non faith groups. No applications targeting service users from a particular faith community or non-belief group were received. Community Investment will try to ensure that as many as possible of these groups are informed about future funding opportunities, in case they feel that these funding opportunities are not relevant to them.

Negative impact: none identified

How negative impact will be addressed: n/a

Organisations recommended for funding – impact on RELIGION/BELIEF (including non-belief)

Organisation		L / M / H	+ or -
Albert and Friends Instant Circus	N/A	N/A	N/A
Lyric Hammersmith	N/A	N/A	N/A
Riverside Studios	N/A	N/A	N/A
Staying Put (Bike Project)	N/A	N/A	N/A
William Morris Society	N/A	N/A	N/A

Organisations not recommended for funding – impact on RELIGION/BELIEF (including non-belief)

Organisation		L / M / H	+ or -
Fulham FC Foundation (Aspire to move)	N/A	N/A	N/A
Open Age	N/A	N/A	N/A
Prince's Trust	N/A	N/A	N/A
QPR in the	N/A	N/A	N/A

community trust			
Roma Support Group	N/A	N/A	N/A
Russian Circle	N/A	N/A	N/A
Sporting Education	N/A	N/A	N/A
UPG (Masbro Events Inc)	N/A	N/A	N/A
West & North West London Vietnamese Association	N/A	N/A	N/A

Area: SEX

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents, 3 out of 4 recommended organisations anticipate a higher take up of female service users (over 50%).

Negative impact: some of the services not recommended for funding have a high percentage of female potential service users

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need, including male/female service take up. Monitoring data will identify the proportion of services being taken up by male/female service users. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance, unless the nature of the service means that it is targeting specific needs (i.e. more women than men survive into old age, so services targeting over 75s are more likely to have a higher number of female service users).

Organisations recommended for funding – impact on SEX

Organisation	Positive impact	L / M / H	+ or -
Albert and Friends Instant Circus	Figures provided to support this application that reasonably reflect the borough's profile (43% male, 57% female service users expected)	High	+
Lyric Hammersmith	Figures provided to support this application that reasonably reflect the borough's profile (48% male, 52% female service users expected).	High	+
Riverside Studios	49% of beneficiaries will be female and 51% male, reasonably reflecting the borough's profile	High	+
Staying Put (Bike	42% of beneficiaries will be female and 58% male, but 42% female uptake can be considered	Medium	+

Project)	a good rate for competitive bike sport.		
William Morris Society	55% of beneficiaries will be female and 45% male.	High	+

Organisations not recommended for funding – impact on SEX

Organisation		L / M / H	+ or -
Fulham FC Foundation (Aspire to move)	The submitted application was incomplete and so information is therefore not available to make a more informed assessment of the impact of not funding. All beneficiaries are predicted to be female, but anticipated user numbers relatively small (180 over 4 years). Football related activities for young people are also funded under the 3SiF Children and Young People specification, and under the Fast Track Small Grants scheme.	Medium	-
Open Age	Although potential beneficiaries include a high proportion of women (82%, due to the targeted age group), other 3Sif funded organisations are already funded to provide similar activities for this user group, including outreach to potential new users, therefore consider impact to be moderate.	Medium	-
Prince's Trust	Over 42% male and 58% female service users anticipated, but overall numbers are small (only 24 service users pa) and a similar service for this user group is already being funded under the Economic Wellbeing service specification.	Low	-
QPR in the community trust	Significantly more male than female service users anticipated. The council's 3 rd Sector Investment Fund does already fund a range of inclusive football and sports activities for young people under the Children's and Young People specification, as well as part of the Fast Track Small Grants scheme.	Low	-
Roma Support Group	67% of beneficiaries will be female and 33% male. A range of accessible and inclusive services is recommended for funding, or funded through the Fast Track Small Grants scheme.	Medium	-
Russian Circle	53% of beneficiaries will be female and 47% male; total service user numbers are small (75 over 4 years). A range of supplementary schools are funded through the Fast Track Small Grants scheme.	Low	-

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Sporting Education	64% of beneficiaries will be female and 50% male. Several services recommended for funding target this user group.	Low	-
UPG (Masbro Events Inc)	64% of beneficiaries will be female and 36% male. A good range of other services potentially benefitting this user group is recommended.	Medium	-
West & North West London Vietnamese Association	Application was incomplete, no anticipated beneficiary figures were submitted. Information is therefore not available to make a more informed assessment of the impact of not funding.	N/A	N/A

Area: SEXUAL ORIENTATION

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents. No applications were received that proposed a service targeting a user group who were heterosexual, lesbian, gay, or bisexual. No applications targeting service users from a particular faith community or non-belief group were received. Community Investment will try to ensure that as many as possible of these groups are informed about future funding opportunities, in case they feel that these funding opportunities are not relevant to them.

Negative impact: none identified

How negative impact will be addressed: n/a

Organisations recommended for funding – impact on SEXUAL ORIENTATION

Organisation		L / M / H	+ or -
Albert and Friends Instant Circus	N/A	N/A	N/A
Lyric Hammersmith	N/A	N/A	N/A
Riverside Studios	N/A	N/A	N/A
Staying Put (Bike	N/A	N/A	N/A

Project)			
William Morris Society	N/A	N/A	N/A

Organisations not recommended for funding – impact on SEXUAL ORIENTATION

Organisation		L / M / H	+ or -
Fulham FC Foundation (Aspire to move)	N/A	N/A	N/A
Open Age	N/A	N/A	N/A
Prince's Trust	N/A	N/A	N/A
QPR in the community trust	N/A	N/A	N/A
Roma Support Group	N/A	N/A	N/A
Russian Circle	N/A	N/A	N/A
Sporting Education	N/A	N/A	N/A
UPG (Masbro Events Inc)	N/A	N/A	N/A
West & North West London Vietnamese Association	N/A	N/A	N/A

3rd Sector Investment Fund: Environment and Community Transport

IMPACT ON AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE and CIVIL PARTNERSHIP, PREGNANCY and MATERNITY, RACE, RELIGION/BELIEF, SEX and SEXUAL ORIENTATION

Low/Medium/High: This refers to how relevant a decision to fund (or not) the organisation is to the protected characteristic affected
+ or – or / : This refer to whether the decision to fund (or not) the organisation will have a positive, negative, or neutral effect on the protected characteristic

Area: AGE

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from all age groups.

Negative impact: Possibly, the absence of specialist services targeting a particular age group may lead to them not having very specific needs met.

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered reaching residents across all age groups. Monitoring data will identify the proportion of services being taken up by users from all age groups, unless it is an age specific service. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on AGE

organisation		L / M / H	+ or -
Groundwork London	High volume of users (7300 over 4 years), reasonably reflecting the borough’s profile	High	+
H&F Community Gardens Association	High volume of users (5250 over 4 years), reasonably reflecting the borough’s profile	High	+
H&F Community Transport (coach vouchers, developmental worker)	Figures submitted with both applications show that many children and young people will benefit from accessing this service (37%), as well as many over 65s (31%) . In addition many service users already use the organisation’s services. Evidence for good service uptake in all age groups in the past, similar predicted for future. Large number of service users expected (3287 over 4 years for coach voucher scheme, 2320 for developmental worker application).	High	+

H&F Urban Studies Centre	Targeting age group 5-13, but also reflecting the borough's profile.	High	+
Staying Put (Furnish)	High volume of users (4227 over 4 years), reasonably reflecting the borough's profile	High	+

Organisations not recommended for funding – impact on AGE

Organisation		L / M / H	+ or -
Sporting Education (i-Volunteer)	Mostly targeting young people and adults. Potential users of this service can access structured volunteering activities to alternative 3rd Sector Investment Fund funded services, such as the H&F Volunteer's Centre.	Low	-
Staying Put (Bike Project, Phoenix Farm)	Phoenix Farm application is targeting school children, but service would be more appropriately funded through the school. HCGA are already funded to contribute. Staying Put bike project recommended for funding under the Arts, Culture and Sports specification.	Low	-
Waste Watch	50% expected service users in 18-49 age group, some spread over other age groups. The service is considered to be a pilot project, it is therefore difficult to refer with any potential alternatives.	Medium	-

Area: DISABILITY

Positive impact: All services recommended for funding are expected to be fully accessible. All services are expected to support service users to improve their physical and emotional wellbeing and to encourage healthy lifestyles. Services are expected to help reduce social isolation and increase access to social activities which is expected to have a positive effect on people with disabilities, in particular.

Negative impact: Not likely, but not all services expecting to provide services to disabled could be recommended for funding.

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need. Service outcomes for people with disabilities will be monitored and discrepancies will be addressed as and when necessary. Monitoring data will identify the proportion of services being taken up by disabled residents. Where there appears to be a discrepancy between service take

up by disabled people in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on DISABILITY			
Organisation	Positive Impact	L / M / H	+ or -
Groundwork London	Figures submitted show that about 24% of beneficiaries will be disabled people, including 12% people with learning disabilities.	Medium	+
H&F Community Gardens Association	Figures submitted show that about 16% of beneficiaries will be disabled people, including 12% people with learning disabilities. This is a good result for a mainstream service; the borough profile suggests that 14-15% of H&F residents live with a disability or long term health condition.	High	+
H&F Community Transport (coach vouchers, developmental worker)	Figures submitted under the Coach Voucher service show that about 65% of beneficiaries are likely to be disabled people, or living with a long term health condition. Similar figures submitted for developmental worker application. Many disabled service users are frequenting this service already.	High	+
H&F Urban Studies Centre	Figures submitted show that about 12% of beneficiaries are likely to be disabled people, or living with a long term health condition.	Medium	+
Staying Put (Furnish)	Figures submitted show that about 75% of beneficiaries are likely to be disabled people, or living with a long term health condition.	High	+

Organisations not recommended for funding – impact on DISABILITY			
Organisation		L / M / H	+ or -
Sporting Education (i-Volunteer)	Figures submitted show that about 12% of beneficiaries will be disabled people, including 12% people with learning disabilities. This would indicate a moderate/medium relevance to disabled people, but potential users of this service can access structured volunteering activities to alternative 3rd Sector Investment Fund funded services, such as the H&F Volunteer's Centre and HaFAD.	Low	-
Staying Put (Bike Project, Phoenix Farm)	Phoenix Farm application is targeting school children, but service would be more appropriately funded through the school. HCGA are already funded to contribute. Staying Put bike project recommended for funding under the Arts, Culture and Sports specification.	Low	-
Waste Watch	Figures submitted show that about 23% of potential service users could be disabled or living with a long term health condition. The service is considered to be a pilot project, it is	Medium	-

	therefore difficult to refer with any potential alternatives		
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Area: GENDER REASSIGNMENT

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents, including people who are transitioning or who have transitioned. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding.

Negative impact: none identified

How negative impact will be addressed:

Organisations recommended for funding – impact on GENDER REASSIGNMENT

Organisation		L / M / H	+ or -
Groundwork London	N/A	N/A	N/A
H&F Community Gardens Association	N/A	N/A	N/A
H&F Community Transport (coach vouchers, developmental worker)	N/A	N/A	N/A
H&F Urban Studies Centre	N/A	N/A	N/A
Staying Put (Furnish)	N/A	N/A	N/A

Organisations not recommended for funding – impact on GENDER REASSIGNMENT

Organisation		L / M / H	+ or -
Sporting Education (i-Volunteer)	N/A	N/A	N/A
Staying Put (Bike)	N/A	N/A	N/A

Project, Phoenix Farm)			
Waste Watch	N/A	N/A	N/A

Area: MARRIAGE AND CIVIL PARTNERSHIP

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of local residents. No applications were received that proposed a service targeting specifically people who are married or living in civil partnerships. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding.

Negative impact: none

How negative impact will be addressed: n/a.

Organisations recommended for funding – impact on MARRIAGE and CIVIL PARTNERSHIP

Organisation		L / M / H	+ or -
Groundwork London	N/A	N/A	N/A
H&F Community Gardens Association	N/A	N/A	N/A
H&F Community Transport (coach vouchers, developmental worker)	N/A	N/A	N/A
H&F Urban Studies Centre	N/A	N/A	N/A
Staying Put (Furnish)	N/A	N/A	N/A

Organisations not recommended for funding – impact on MARRIAGE and CIVIL PARTNERSHIP

Organisation		L / M / H	+ or -
Sporting Education (i-Volunteer)	N/A	N/A	N/A
Staying Put (Bike Project, Phoenix Farm)	N/A	N/A	N/A
Waste Watch	N/A	N/A	N/A

Area: PREGNANCY AND MATERNITY

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of local residents. No applications were received that proposed a service targeting specifically the needs of women who are pregnant or on maternity leave. All applicants operate their own standard Equal Opportunities Policy or have agreed to adhere to the Council's. Specific information on this opportunities area was not requested as part of the application, because it was not a requirement at the time. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding.

Negative impact: none identified

How negative impact will be addressed: n/a

Organisations recommended for funding – impact on PREGNANCY and MATERNITY

Organisation		L / M / H	+ or -
Groundwork London	N/A	N/A	N/A
H&F Community Gardens Association	N/A	N/A	N/A
H&F Community Transport (coach vouchers,	N/A	N/A	N/A

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developmental worker)			
H&F Urban Studies Centre	N/A	N/A	N/A
Staying Put (Furnish)	N/A	N/A	N/A

Organisations not recommended for funding – impact on PREGNANCY and MATERNITY

Organisation		L / M / H	+ or -
Sporting Education (i-Volunteer)	N/A	N/A	N/A
Staying Put (Bike Project, Phoenix Farm)	N/A	N/A	N/A
Waste Watch	N/A	N/A	N/A

Area: RACE

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from BME groups.

Negative impact: Possibly, the absence of specialist services targeting a particular ethnic community may lead to them not having very specific needs met in their preferred way, as they will have to access mainstream services. This could mean having to access a mainstream service with an interpreter instead of having a specialist service available where support can be provided directly by someone who speaks the service users' language.

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered language and cultural barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by users from different racial backgrounds. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on RACE			
Organisation		L /M / H	+ or -
Groundwork London	Target beneficiary data suggests that this service expects about 50% BME users.	High	+
H&F Community Gardens Association	Figures submitted with the application show that many BME service users will benefit from accessing this service, about 45% BME users are expected.	High	+
H&F Community Transport (coach vouchers, developmental worker)	Target beneficiary data for the coach voucher service suggests that this service expects about 70% BME users. Similar figures for the developmental worker application.	High	+
H&F Urban Studies Centre	Target beneficiary data suggests that this service expects about 40% BME users.	High	+
Staying Put (Furnish)	Target beneficiary data suggests that this service expects 67% BME users.	High	+

Organisations not recommended for funding – impact on RACE			
Organisation		L /M / H	+ or -
Sporting Education (i-Volunteer)	39% users expected to be white British, 10% white Irish, about 51% from BME communities. While not funding is of medium relevance to these groups, potential users of this service can access structured volunteering activities to alternative 3rd Sector Investment Fund funded services, such as the H&F Volunteer's Centre.	Medium	-
Staying Put (Bike Project, Phoenix Farm)	Phoenix Farm application is targeting school children, but service would be more appropriately funded through the school. HCGA are already funded to contribute. Staying Put bike project recommended for funding under the Arts, Culture and Sports specification.	Low	-
Waste Watch	Target beneficiary data suggests that this service expects 37% BME users. The service is considered to be a pilot project, it is therefore difficult to refer with any potential alternatives	Medium	-

Area: RELIGION/BELIEF (including non-belief)

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from different faith/non faith groups. No applications targeting service users from a particular faith community or non-belief group were received. Community Investment will try to ensure that as many as possible of these groups are informed about future funding opportunities, in case they feel that these funding opportunities are not relevant for them .

Negative impact: none identified

How negative impact will be addressed: n/a

Organisations recommended for funding – impact on RELIGION/BELIEF (including non-belief)

Organisation		L /M / H	+ or -
Groundwork London	N/A	N/A	N/A
H&F Community Gardens Association	N/A	N/A	N/A
H&F Community Transport (coach vouchers, developmental worker)	N/A	N/A	N/A
H&F Urban Studies Centre	N/A	N/A	N/A
Staying Put (Furnish)	N/A	N/A	N/A

Organisations not recommended for funding – impact on RELIGION/BELIEF (including non-belief)

Organisation		L /M / H	+ or -
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Sporting Education (i-Volunteer)	N/A	N/A	N/A
Staying Put (Bike Project, Phoenix Farm)	N/A	N/A	N/A
Waste Watch	N/A	N/A	N/A

Area: SEX

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents, all of the recommended services anticipate an equal or higher take up of female service users.

Negative impact: some of the services not recommended for funding have a high percentage of female potential service users

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need, including male/female service take up. Monitoring data will identify the proportion of services being taken up by male/female service users. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance, unless the nature of the service means that it is targeting specific needs (i.e. more women than men survive into old age, so services targeting over 75s are more likely to have a higher number of female service users).

Organisations recommended for funding – impact on SEX

Organisation	Positive impact	L / M / H	+ or -
Groundwork London	51% of beneficiaries will be female and 49% male; large numbers of service users expected.	Medium	+
H&F Community Gardens Association	About 60% of beneficiaries will be female and 40% male; large numbers of service users expected.	High	+
H&F Community Transport (coach vouchers, developmental worker)	For the coach both services, about 60% of beneficiaries will be female and 40% male; large numbers of service users expected.	High	+
H&F Urban Studies Centre	50% of beneficiaries will be female and 50% male; large numbers of service users expected.	Medium	+

Staying Put (Furnish)	50% of beneficiaries will be female and 50% male; large numbers of service users expected.	Medium	+
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Organisations not recommended for funding – impact on SEX

Organisation		L / M / H	+ or -
Sporting Education (i-Volunteer)	50% of beneficiaries will be female and 50% male, but potential users of this service can access structured volunteering activities to alternative 3rd Sector Investment Fund funded services, such as the H&F Volunteer's Centre.	Low	-
Staying Put (Bike Project, Phoenix Farm)	Phoenix Farm application is targeting school children, but service would be more appropriately funded through the school. HCGA are already funded to contribute. Staying Put bike project recommended for funding under the Arts, Culture and Sports specification.	Low	-
Waste Watch	51% of beneficiaries will be female and 49% male. The service is considered to be a pilot project, it is therefore difficult to refer with any potential alternatives	Low	-

Area: SEXUAL ORIENTATION

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents. No applications were received that proposed a service targeting a user group with a specific sexual orientation. All applicants operate their own standard Equal Opportunities Policy or have agreed to adhere to the Council's. Community Investment will try to ensure that as many as possible of these groups are informed about future funding opportunities, in case they feel that these funding opportunities are not relevant for them .

Negative impact: none identified

How negative impact will be addressed: n/a

Organisations recommended for funding – impact on SEXUAL ORIENTATION

Organisation		L / M / H	+ or -
Groundwork London	N/A	N/A	N/A
H&F Community Gardens Association	N/A	N/A	N/A

Appendix 6d

H&F Community Transport (coach vouchers, developmental worker))	N/A	N/A	N/A
H&F Urban Studies Centre	N/A	N/A	N/A
Staying Put (Furnish)	N/A	N/A	N/A

Organisations not recommended for funding – impact on SEXUAL ORIENTATION

Organisation		L / M / H	+ or -
Sporting Education (i-Volunteer)	N/A	N/A	N/A
Staying Put (Bike Project, Phoenix Farm)	N/A	N/A	N/A
Waste Watch	N/A	N/A	N/A

3rd Sector Investment Fund: Homelessness and Home Safety

IMPACT ON AGE, DISABILITY, GENDER REASSIGNMENT, MARRIAGE and CIVIL PARTNERSHIP, PREGNANCY and MATERNITY, RACE, RELIGION/BELIEF, SEX and SEXUAL ORIENTATION

Low/Medium/High: This refers to how relevant decision to fund (or not) the organisation is to the protected characteristic affected
+ or – or / : This refer to whether the decision to fund (or not) the organisation will have a positive, negative, or neutral effect on the protected characteristic

Area: AGE

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from all age groups.

Negative impact: not all applications could be recommended for funding

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered reaching residents across all age groups. Monitoring data will identify the proportion of services being taken up by users from all age groups, unless it is an age specific service. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on AGE

organisation	Commentary/Impact	L / M / H	+ or -
H&F Citizens Advice Bureau (The ROOF project)	High volume of users (8000 over 4 years), reasonably reflecting the borough’s profile, with some focus on young and working age people.	High	+
Bishop Creighton House (Homelessness Prevention)	3% of users are expected to be from 5-25 age groups, otherwise reasonable spread of anticipated users of all ages; reasonably reflected the borough profile.	Medium	+

Organisations not recommended for funding – impact on AGE			
Organisation		L / M / H	+ or -
Advance (Minerva Project)	Mostly targeting young people and adults (87% of service users between 18 and 49). Does not significantly affect other age groups. Overall user numbers quite small (300 over 4 years).	Low	-
Broadway (Homelessness Prevention)	50% of expected service users in 18-49 age groups, some spread over other age groups. Advice on housing issues for individuals and families at risk of homelessness will also be provided by the Roof/CAB service that is recommended for funding, as well as H&F Advice and Housing Advice & Assessment Teams.	Medium	-
H&F Law Centre (Homelessness Prevention Service)	60% of expected service users in 25-49 age group, some spread over other age groups. Legal advice on housing issues for individuals and families at risk of homelessness will also be provided by the Roof/CAB service that is recommended for funding, advice is also available through H&F Advice and Housing Advice & Assessment Teams.	Medium	-
Staying Put (Homelessness Prevention Service)	Nearly half of all service users are expected to be from the 25-49 age group, some spread over other age groups. Some accessible alternative services are available.	Low to Medium	-
Staying Put (Home Safety project)	This service specifically targets the needs of older people, 100% of users are expected to be over 50 years old, 36% of them over 85. Some accessible alternative services are available and a similar service is already being funded through 3SIF under the Homelessness and Home Safety specification.	Medium	-

Area: DISABILITY

Positive impact: All services recommended for funding are expected to be fully accessible. All services are expected to support service users to improve their physical and emotional wellbeing and to encourage healthy lifestyles. Services are expected to help reduce social isolation and increase quality of life which is expected to have a positive effect on people with disabilities.

Negative impact: Not all services expecting to provide services to disabled could be recommended for funding.

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need. Service outcomes for people with disabilities will be monitored and discrepancies will be addressed as and when necessary. Monitoring data

will identify the proportion of services being taken up by disabled residents. Where there appears to be a discrepancy between service take up by disabled people in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on DISABILITY

Organisation	Impact	L / M / H	+ or -
H&F Citizens Advice Bureau (The ROOF project)	Figures submitted show that about 37% of beneficiaries will be disabled people, including 21% people with long term health conditions.	High	+
Bishop Creighton House (Homelessness Prevention)	Figures submitted indicate that 32% of beneficiaries are expected to be disabled people or living with a long term health condition, and overall user numbers are quite high (1855 over 4 years).	High	+

Organisations not recommended for funding – impact on DISABILITY

Organisation		L / M / H	+ or -
Advance (Minerva Project)	Figures submitted show that about 67% of beneficiaries are expected to have mental health needs (other disabilities or long-term conditions not disclosed), but overall service user numbers are quite small (300 over 4 years). Advice on housing issues for individuals and families at risk of homelessness will also be provided by the Roof/CAB service that is recommended for funding, as well as H&F Advice and Housing Advice & Assessment Teams.	Medium	-
Broadway (Homelessness Prevention)	Figures submitted indicate that about 32% of beneficiaries are expected to be disabled people or living with a long term health condition, but overall user numbers are quite small (400 over 4 years), and other advice services are available.	Medium	-
H&F Law Centre (Homelessness Prevention Service)	Figures submitted indicate that <u>all</u> potential service users are expected to be disabled or living with a long term health condition. The body of the application, however, did not contain sufficient evidence as to how such an exceptionally high level (828 over 4 years) would be achieved. The application did not detail how the service would be promoted and made accessible to the widest possible range of local residents. The negative impact of not recommending this service could potentially be quite high, but the application does not evidence how such a high number of users could be made to benefit, therefore the relevance to disabled people was classified as medium, although it might also reasonably be assessed as low given the lack of sufficient data supplied by the applicant.	Medium	-
Staying Put	Figures submitted indicate that about 45% of beneficiaries are expected to be disabled	Medium	-

(Homelessness Prevention Service)	people or living with a long term health condition. Some accessible alternative services are available.		
Staying Put (Home Safety project)	Figures submitted show that about 84% of potential service users are expected to be disabled or living with a long term health condition. Some accessible alternative services are available and a similar service is already being funded through 3SIF under the Homelessness and Home Safety specification.	Medium	+

Area: GENDER REASSIGNMENT

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents, including people who are transitioning or who have transitioned. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding.

Negative impact: none identified

How negative impact will be addressed: n/a

Organisations recommended for funding – impact on GENDER REASSIGNMENT

Organisation		L / M / H	+ or -
H&F Citizens Advice Bureau (The ROOF project)	N/A	N/A	N/A
Bishop Creighton House (Homelessness Prevention)	N/A	N/A	N/A

Organisations not recommended for funding – impact on GENDER REASSIGNMENT

Organisation		L / M / H	+ or -
Advance (Minerva)	N/A	N/A	N/A

Project)			
Broadway (Homelessness Prevention)	N/A	N/A	N/A
H&F Law Centre (Homelessness Prevention Service)	N/A	N/A	N/A
Staying Put (Homelessness Prevention Service)	N/A	N/A	N/A
Staying Put (Home Safety project)	N/A	N/A	N/A

Area: MARRIAGE AND CIVIL PARTNERSHIP

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of local residents. No applications were received that proposed a service targeting specifically people who are married or living in civil partnerships. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding. Marriage and civil partnership could be an issue in some cases of homelessness, ie where people need to be housed together, and we will address this with the successful applicants where necessary as part of the monitoring process.

Negative impact: none

How negative impact will be addressed: n/a.

Organisations recommended for funding – impact on MARRIAGE and CIVIL PARTNERSHIP

Organisation		L / M / H	+ or -
H&F Citizens Advice Bureau (The ROOF project)	N/A	N/A	N/A
Bishop Creighton House	N/A	N/A	N/A

(Homelessness Prevention)			
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Organisations not recommended for funding – impact on MARRIAGE and CIVIL PARTNERSHIP

Organisation		L / M / H	+ or -
Advance (Minerva Project)	N/A	N/A	N/A
Broadway (Homelessness Prevention)	N/A	N/A	N/A
H&F Law Centre (Homelessness Prevention Service)	N/A	N/A	N/A
Staying Put (Homelessness Prevention Service)	N/A	N/A	N/A
Staying Put (Home Safety project)	N/A	N/A	N/A

Area: PREGNANCY AND MATERNITY

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of local residents. No applications were received that proposed a service targeting specifically the needs of women who are pregnant or on maternity leave. No applications were received that proposed a service targeting specifically people who are married or living in civil partnerships. Specific information on this area was not requested as part of the application process, because the application process started in October 2010 and this information was not a requirement at the time. This area will be closely monitored as part of beneficiary monitoring data that will be submitted under each service level agreement. We will also ensure that this area is included in the Equal Opportunities Policies of all organisations recommended for funding. Pregnancy and Maternity could be an issue in some cases of homelessness, ie where people need to be housed urgently, and we will address this with the successful applicants where necessary as part of the monitoring process.

Negative impact: none identified

How negative impact will be addressed: n/a			
Organisations recommended for funding – impact on PREGNANCY and MATERNITY			
Organisation		L / M / H	+ or -
H&F Citizens Advice Bureau (The ROOF project)	N/A	N/A	N/A
Bishop Creighton House (Homelessness Prevention)	N/A	N/A	N/A

Organisations not recommended for funding – impact on PREGNANCY and MATERNITY			
Organisation		L / M / H	+ or -
Advance (Minerva Project)	N/A	N/A	N/A
Broadway (Homelessness Prevention)	N/A	N/A	N/A
H&F Law Centre (Homelessness Prevention Service)	N/A	N/A	N/A
Staying Put (Homelessness Prevention Service)	N/A	N/A	N/A
Staying Put (Home Safety project)	N/A	N/A	N/A

Area: RACE

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from BME groups.

Negative impact: Possibly, the absence of specialist services targeting a particular ethnic community may lead to them not having very specific needs met in their preferred way, as they will have to access mainstream services. This could mean having to access a mainstream service with an interpreter instead of having a specialist service available where support can be provided directly by someone who speaks the service users' language.

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered language and cultural barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by users from different racial backgrounds. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on RACE

Organisation		L / M / H	+ or -
H&F Citizens Advice Bureau (The ROOF project)	Figures submitted with the application show that many BME service users will benefit from accessing this service, about 30% BME users are expected, plus 10% users from an Irish background.	High	+
Bishop Creighton House (Homelessness Prevention)	Figures submitted indicate that 41% of beneficiaries are expected to be from BME communities, plus 14% users from an Irish background.	High	+

Organisations not recommended for funding – impact on RACE

Organisation		L / M / H	+ or -
Advance (Minerva Project)	Figures submitted indicate that about 50% of beneficiaries are expected to be from BME communities, plus 9% users from an Irish background, but overall user numbers are quite small (300 over 4 years). Advice on housing issues for individuals and families at risk of	Medium	-

	homelessness will also be provided by the Roof/CAB service that is recommended for funding, as well as H&F Advice and Housing Advice & Assessment Teams.		
Broadway (Homelessness Prevention)	Figures submitted indicate that about 58% of beneficiaries are expected to be from BME communities, plus 9% users from an Irish background, but overall user numbers are quite small (400 over 4 years), and a range of alternative inclusive advice services is available.	Medium	-
H&F Law Centre (Homelessness Prevention Service)	Figures submitted indicate that about 60% of beneficiaries are expected to be from BME communities, plus 5% users from an Irish background, provided these figures are achievable (see comments in disability section). Legal advice on housing issues for individuals and families at risk of homelessness will also be provided by the Roof/CAB service that is recommended for funding, as well as H&F Advice and Housing Advice & Assessment Teams.	Medium to High	-
Staying Put (Homelessness Prevention Service)	Figures submitted indicate that about 52% of beneficiaries are expected to be from BME communities, plus 3% users from an Irish background. Some accessible alternative services are available.	Medium	-
Staying Put (Home Safety project)	Figures submitted with the application show that about 14% BME users are expected, plus 9% users from an Irish background. This is reasonable reflection of the borough profile in that particular age group. Some accessible alternative services are available and a similar service is already being funded through 3SIF under the Homelessness and Home Safety specification.	Medium	-

Area: RELIGION/BELIEF (including non-belief)			
Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents from different faith/non faith groups. No applications targeting service users from a particular faith community were received. Community Investment will try to ensure that as many as possible of these groups are informed about future funding opportunities, in case they feel that these funding opportunities are not relevant for them .			
Negative impact: none identified			
How negative impact will be addressed: n/a			
Organisations recommended for funding – impact on RELIGION/BELIEF (including non-belief)			
Organisation		L / M / H	+ or -

Appendix 6e

H&F Citizens Advice Bureau (The ROOF project)	N/A	N/A	N/A
Bishop Creighton House (Homelessness Prevention)	N/A	N/A	N/A

Organisations not recommended for funding – impact on RELIGION/BELIEF (including non-belief)

Organisation		L / M / H	+ or -
Advance (Minerva Project)	N/A	N/A	N/A
Broadway (Homelessness Prevention)	N/A	N/A	N/A
H&F Law Centre (Homelessness Prevention Service)	N/A	N/A	N/A
Staying Put (Homelessness Prevention Service)	N/A	N/A	N/A
Staying Put (Home Safety project)	N/A	N/A	N/A

Area: SEX

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents, all of the recommended services anticipate an very high take up of female service users.

Negative impact: some of the services not recommended for funding have a high percentage of female potential service users

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need, including male/female service take up. Monitoring data will identify the proportion of services being taken up by male/female service users. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance, unless the nature of the service means that it is targeting specific needs (ie more women than men survive into old age, so services targeting over 75s are more likely to have a higher number of female service users).

Organisations recommended for funding – impact on SEX

Organisation	Positive impact	L / M / H	+ or -
H&F Citizens Advice Bureau (The ROOF project)	62% of beneficiaries are expected to be female.	High	+
Bishop Creighton House (Homelessness Prevention)	70% of service users are expected to be female, 30% male.	High	+

Organisations not recommended for funding – impact on SEX

Organisation		L / M / H	+ or -
Advance (Minerva Project)	100% of beneficiaries are expected to be female. Overall service user numbers quite small (300 over 3 years). Advice on housing issues for individuals and families at risk of homelessness will also be provided by the Roof/CAB service that is recommended for funding, as well as H&F Advice and Housing Advice & Assessment Teams.	Medium to High	-
Broadway (Homelessness)	15% of beneficiaries are expected to be female. Advice on housing issues for individuals and families at risk of homelessness will also be provided by the Roof/CAB service that is	Low	-

Prevention)	recommended for funding, as well as H&F Advice and Housing Advice & Assessment Teams.		
H&F Law Centre (Homelessness Prevention Service)	48% of service users are anticipated to be male and 52% female. Legal advice on housing issues for individuals and families at risk of homelessness will also be provided by the Roof/CAB service that is recommended for funding, as well as H&F Advice and Housing Advice & Assessment Teams.	Low	-
Staying Put (Homelessness Prevention Service)	50% of service users are anticipated to be male and 50% female. Advice on housing issues for individuals and families at risk of homelessness will also be provided by the Roof/CAB service that is recommended for funding, as well as H&F Advice and Housing Advice & Assessment Teams.	Low	-
Staying Put (Home Safety project)	74% of beneficiaries are expected to be female. Some accessible alternative services are available and a similar service is already being funded through 3SIF under the Homelessness and Home Safety specification.	Medium	-

Area: SEXUAL ORIENTATION

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of residents. No applications were received that proposed a service targeting a user group of a specific sexual orientation. All applicants operate their own standard Equal Opportunities Policy or have agreed to adhere to the Council's. Community Investment will try to ensure that as many as possible of these groups are informed about future funding opportunities, in case they feel that these funding opportunities are not relevant for them .

Negative impact: none identified

How negative impact will be addressed: n/a

Organisations recommended for funding – impact on SEXUAL ORIENTATION

Organisation		L / M / H	+ or -
H&F Citizens Advice Bureau (The ROOF project)	N/A	N/A	N/A
Bishop Creighton House (Homelessness Prevention)	N/A	N/A	N/A

Organisations not recommended for funding – impact on SEXUAL ORIENTATION			
Organisation		L / M / H	+ or -
Advance (Minerva Project)	N/A	N/A	N/A
Broadway (Homelessness Prevention)	N/A	N/A	N/A
H&F Law Centre (Homelessness Prevention Service)	N/A	N/A	N/A
Staying Put (Homelessness Prevention Service)	N/A	N/A	N/A
Staying Put (Home Safety project)	N/A	N/A	N/A



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

LEADER

Councillor Stephen Greenhalgh

EARLS COURT REDEVELOPMENT

This report recommends that an exclusivity agreement be entered into with Capital and Counties in order to continue negotiations towards a potential Land Sale Agreement for the inclusion of the West Kensington and Gibbs Green estates in a comprehensive regeneration scheme.

Wards:

**North End
Fulham
Broadway**

A separate report on the exempt part of the agenda provides information which is confidential.

CONTRIBUTORS

DFCS
ADLDS

Recommendation:

That approval is given to enter into an Exclusivity Agreement with Capital and Counties Properties plc (Capco) to grant an exclusive right for Capco to continue negotiations with the Council around a possible Conditional Land sale Agreement for inclusion of the West Kensington and Gibbs Green Estates in a comprehensive redevelopment scheme.

**HAS AN EIA BEEN COMPLETED?
N/A**

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

1. BACKGROUND

1.1 The Council has been in negotiations with Capco over the inclusion of the West Kensington and Gibbs Green estates in a comprehensive regeneration scheme spanning 77 acres across the London Borough of Hammersmith and Fulham and the Royal Borough of Kensington. The area has three principal land holdings:

- Transport for London (freeholder of the Lillie Bridge Depot and Earls Court)
- Capital & Counties (CapCo) leaseholders of Earls Court 1 and 2 and freehold owners of Seagrave Road Car Park
- LBHF, freehold owners of the West Kensington and Gibbs Green housing estates.

1.2 The comprehensive regeneration of these three land holdings, offers the opportunity for the council to secure major estate renewal across the West Kensington and Gibbs Green estates as well as offering the opportunity to deliver substantial benefits for local residents and the wider community. This includes securing new modern homes for all existing residents of the West Kensington and Gibbs Green estates, new additional affordable homes generating greater housing choice for Borough residents and in particular local families, new efficient schools, leisure and health facilities, new open and play space and a significant increase in job opportunities.

1.3 The benefits of comprehensive regeneration of these three landholdings have been recognised, and the area has been declared the Earl's Court West Kensington Opportunity Area within the Draft Replacement London Plan.

2. COUNCIL LAND

2.1 The West Kensington and Gibbs Green Estates occupy an area of 22 acres along the western length of the Earls Court buildings and the Lillie Bridge depot. The estates comprise the following properties:

	1 Bed Flat	1 Bed House	2 Bed Flat	2 Bed House	3 Bed Flat	3 Bed House	4 Bed Flat	4 Bed House	TOTAL
Council	163	0	212	0	46	75	8	27	531
Leasehold/ Freehold	21	0	85	0	24	28	2	11	171
RSL	4	3	6	13	0	25	0	7	58
Total	188	3	303	13	70	128	10	45	760

3. TERMS OF EXCLUSIVITY

- 3.1 The Council proposes to enter into an Exclusivity and Collaboration Agreement. This will give Capco an exclusive right to negotiate with the Council about the possible inclusion of Council owned land consisting of the West Kensington and Gibbs Green Estates within the proposed Earls Court comprehensive development proposal. Please see a map at Appendix one, highlighting land subject to exclusivity.
- 3.2 The exclusivity is for one year. The next stage of the process will be to try to agree a Conditional Land Sale Agreement between the parties. The Agreement will clarify the information required to enable an application to be made to the Secretary of State for the requisite consent for disposal of the Council's land should the Council decide that it is appropriate to do so.
- 3.3 Any agreement reached on a detailed Conditional Land Sale Agreement will need to ensure the delivery of new homes for existing estate residents and other assurances given to residents outlined in the Tenant and Leaseholder Offer documents.

4. PAYMENTS

- 4.1 Capco will pay a fee of £15m on entering into the exclusivity agreement. £10m of this is refundable should a Conditional Land Sale Agreement not be possible and £5m is not refundable under any circumstances.

5. FEES

- 5.1 These are in the exempt report.

6. RESOURCES AND NEXT STEPS

- 6.1 The Council will continue to work with Capco towards a possible Conditional Land Sale Agreement and related implementation and resources plan.

7. EQUALITIES IMPACT ASSESSMENT

- 7.1 This is addressed in the exempt report.

8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

8.1 These are in the exempt report.

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

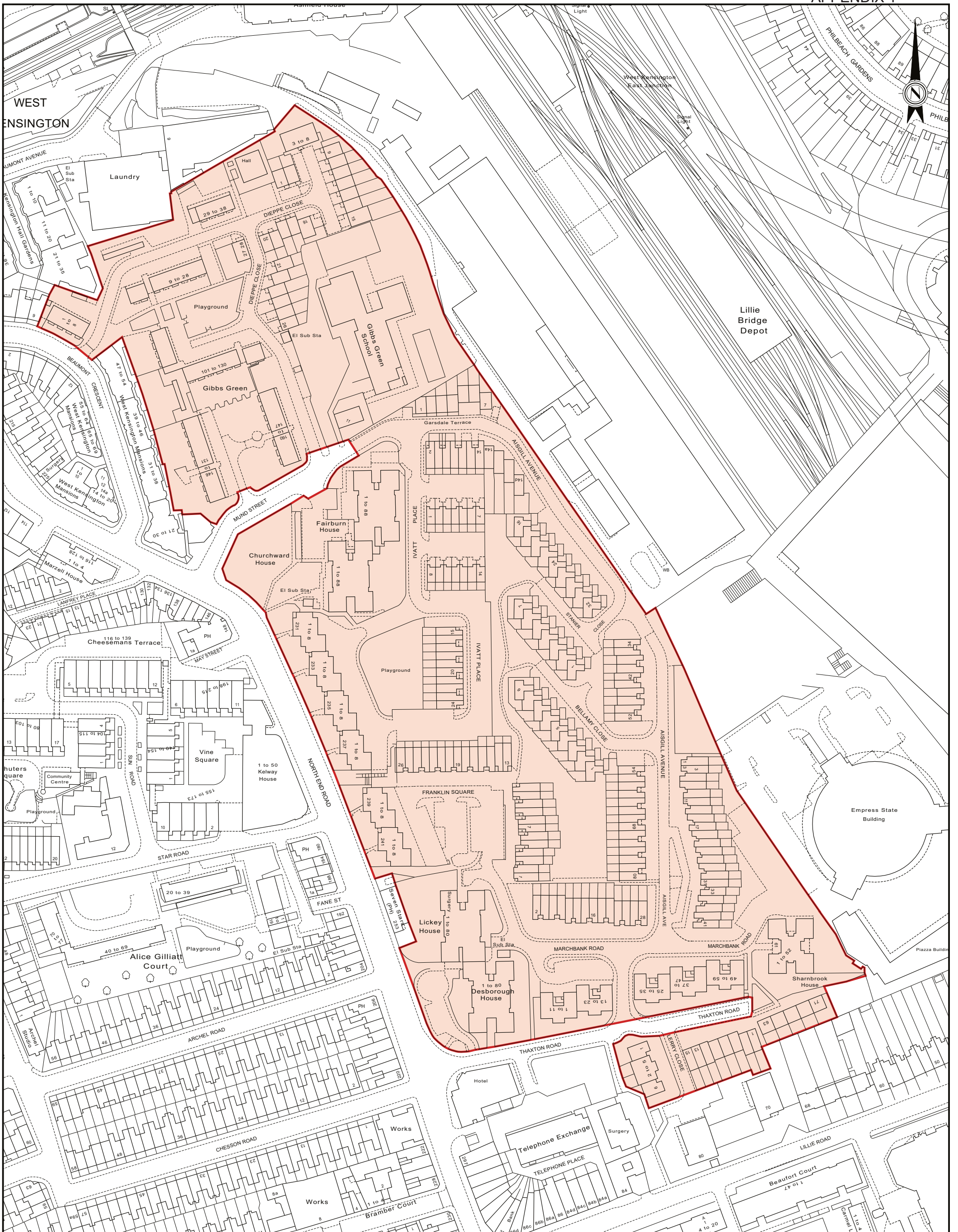
9.1 These are in the exempt report.

10. RISK MANAGEMENT COMMENTS

10.1 The report highlights the benefits of entering into the agreement and the scheme will be included as a new opportunity on the council's Corporate risk and assurance register.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Cabinet report - Earls Court and West Kensington - July 2009	Philip Morris x3334	Housing and Regeneration
2.	Earls Court and West Kensington Opportunity Area Draft Joint Supplementary Planning Document - first draft for public consultation - March 2011	Earls Court Project Team x2059	Environment
3.	Collaboration Agreement between LB Hammersmith and Fulham, Capital and Counties, and Transport for London	Jon Gorst x2750	Legal Services
CONTACT OFFICER: Philip Morris		EXT: 3334	



HAMMERSMITH & FULHAM COUNCIL
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Drawn	Checked	Approved
WAS	CEP	SL
Scale	Original Sheet Size	
Not To Scale	A3	
DWG No.	Revision	Date
43305/22/2		JUL.'11

PROJECT


WEST KENSINGTON & GIBBS GREEN ESTATES

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NOTES

Date	Rev	Init

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FS 32265

Agenda Item 8



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

LEADER

Councillor Stephen Greenhalgh

REQUEST FOR FUNDS FOR SMARTWORKING PROJECT IN FINANCE AND CORPORATE SERVICES

Wards: All

This report provides an update on Stage C of the SmartWorking programme, presents a business case and requests funds for a SmartWorking project in Finance and Corporate Services.

CONTRIBUTORS

DENV
DFCS
Programme Manager
AD H&F Direct
ADLDS

Recommendations:

1. That progress of the programme to date be noted.
2. That approval be given to draw down a sum of £103,000 from the Invest to Save fund, specifically to pay for the SmartWorking FCS project, including the required IT.

HAS A EIA BEEN
COMPLETED?
YES

HAS THE REPORT
CONTENT BEEN
RISK ASSESSED?
YES

1. EXECUTIVE SUMMARY

1.1. In July 2010 Cabinet approved a sum of £2.12m for SmartWorking Stage C and £1.45m was drawn down to help deliver savings of £2.3m annually from 2012/13 through:

- Vacating Barclay House in September 2011, generating savings of £675k per annum.
- Reducing the Corporate ICT budget by £125k per annum through desk sharing (fewer desktop computers).
- Achieving a 30% increase in the utilisation of office space. This will enable the Council to exploit any opportunities across the in-scope buildings to free-up space to generate further potential income and savings equating to £679k per annum.
- Enabling departments and services to exploit flexible working arrangements to increase productivity (equating to £780k). The Programme is working with departments to agree benefits and associated targets to drive changes to ways of working and improve productivity during 2011/12.

These benefits represent cashable benefits beyond the saving of £1.35m already being realised from the vacation of Riverview House in Stage B. See Appendix A for an update on the status of programme benefit realisation.

1.2 The original plan was to implement SmartWorking in Finance and Corporate Services (FCS) and the Town Hall as the next step. However, there is currently no business case to contract office space further in the short term because:

- There are no easy opportunities to make savings through the vacating of buildings due to lease expiries.
- H&F is now at a crossroads with Tri-Borough Working, meaning there is considerable uncertainty as to future accommodation requirements until further decisions are taken on combining services and the location of combined service staff.

1.3 Despite this, it still makes sense to move forward with SmartWorking in FCS due to the following drivers:

- FCS needs the productivity benefits enabled through SmartWorking to be able to efficiently meet the increased demands on its services:
 - Changes from WCFM to a more centralised model mean that Finance staff will need to provide support to managers based across different sites.
 - A smaller Finance function will have to do more with less and therefore needs to maximise opportunities to improve productivity through more flexible working arrangements.

- Fee-earning services such as Legal are faced with excessive workloads and pressure to maximise billable hours. SmartWorking presents an opportunity to improve efficiency and reduce non-productive time, e.g. travel.

- Corporate services may inhibit others from SmartWorking if they do not have the required tools and have not adopted the new ways of working.
- FCS will eventually need to implement SmartWorking anyway, prior to any move to the new Civic building.
- Running a SmartWorking project now would benefit from the experience of the team currently in place.

1.4 It is recommended that accommodation requirements are kept under review. Physical works to the Town Hall enabling more staff to be accommodated within additional open plan areas can be brought forward once we have greater certainty on:

- Tri-Borough and accommodation sharing requirements with partner organisations.
- Lease expiry opportunities.
- Availability of office space in the proposed new civic office building when it comes online.

In order to be able to rapidly implement works to facilitate more open plan space and increased capacity when needed, plans are being prepared now and listed building consent for the potential works will be sought.

1.5 This report now requests £103,000 out of the remaining SmartWorking allocated budget of £666k to deliver the non-accommodation benefits of SmartWorking to Finance & Corporate Services. This will include:

- Change Manager support to help FCS drive new ways of working and maximise the productivity benefits from SmartWorking.
- A review and redesign of paper-based workflow processes in Legal (Child Protection and Childcare) and Finance (Payments and Treasury Management teams) to align to a SmartWorking organisation and paperless office.
- SmartWorking IT – User Personalisation across FCS, delivering an improved user experience in roaming between PCs – e.g. consistent settings and reduced logon times.

1.6 It is recommended that the remaining £563,334 from the total Stage C budget of £666,334 be held in reserve. It could, for example, be used to contribute to the costs of implementing SmartWorking within the Housing and Regeneration department at a later date to the extent that such costs are not chargeable to the HRA. H&F Homes has been out-of-scope for Stage C as it was still an independently managed organisation at that time.

2. BACKGROUND

2.1. SmartWorking is the Council's programme to manage the implementation of new ways of flexible working and to enable significant savings through the improved utilisation of Council office space. The programme started in July 2008 and completed the delivery of Stages A and B at a total cost of £2.2m in July 2010.

- Stage A established the required remote IT and telephony infrastructure, developed the required policies and procedures for a SmartWorking organisation and delivered a series of pilots to validate the original business case assumptions. This stage also included the delivery of a full business case and plan for the corporate rollout in Stage C.
- Stage B involved the implementation of a light level of SmartWorking in the Environment Services department (and Regeneration division) to enable the vacation of Riverview House saving the Council circa £1.35m per annum.

2.2. In July 2010 Cabinet gave in principle approval to Stage C, the corporate rollout of SmartWorking, at an anticipated total cost of £2.12m. Of this total, approval was given to draw down an initial sum of £1.45m for the first phase of Stage C, which included the full SmartWorking of Environment Services and all staff groups impacted by the planned vacation of Barclay House prior to the lease expiry in September 2011.

2.2. Stage C started in July 2010 and has achieved the following to date. See Appendix D for the results of a pan-London survey on mobile and flexible working showing the status of Hammersmith & Fulham in comparison to other authorities.

- SmartWorking Environment project: Increasing the level of home and flexible working have enabled the department to move from three to two floors in the Town Hall Extension. This has in turn made the 4th floor available for the PCT, generating £358k in annual rental income. Highlights of other benefits achieved so far include:
 - 30% reduction in paper storage across department.
 - 40% increase in levels of remote and home working. On average around 20% of staff time is now worked from home and remotely as agreed with their managers.
- SmartWorking Barclay House project: This project includes the implementation of new flexible ways of working to drive efficiencies and increase the utilisation of office space within Residents Services, Community Services, Housing Options and the parts of Children's Services impacted by the Barclay House moves. The project is on track

to enable the vacation of Barclay House in July this year, generating £717k in annual savings.

- SmartWorking (light) H&F Direct project: A light level of SmartWorking on the 2nd floor Town Hall Extension has achieved a 30% saving in space, enabling 40 desks to be made available for flexible use.
- Technology: The following represent the key IT enablers being delivered during Stage C:
 - User Personalisation (Powerfuse) IT roaming solution (required for staff to be able to work effectively from any desk): A “Proof of Concept” pilot was successful and the full rollout is on track to complete in August 2011 to all current in-scope teams.
 - Openscape (telephony and collaboration tool required for staff to be contactable from any location in a managed way): The rollout is underway and on track to complete across all in-scope departments (including FCS) by the end of July 2011.
 - GovConnect compliance for laptops (Manual Y): A wireless laptop security solution has been developed to comply with GovConnect guidelines. Deployment completed in early June 2011.
 - Other technical enablers delivered as part of Stage C are shown in the table in Appendix B

2.4. Funds are being managed to ensure that the first phase of Stage C will complete within the planned budget of £1.45m. See Appendix C for budget status on current Stage C projects.

3. STAGE C – FINANCE & CORPORATE SERVICES (FCS) PROJECT

3.1 If there was a business case to contract office space further in the short term, a recommendation to convert more of the Town Hall to an open plan layout thereby accommodating more staff, based on the proven Stage C project approach, would have been proposed. This would have included more extensive investment in SmartWorking at a cost of £545k plus the cost of physical alterations. This approach would have included:

- FCS project team resources and required IT and telephony.
- Programme management, benefits and communications support until the end of 2011/12.

3.2 A substantial short-term increase in efficiency of office accommodation utilisation is not yet required, given the significant surplus capacity in leased buildings whose leases have yet to expire. But as FCS still need the productivity improvements enabled by SmartWorking, the following is recommended:

- A Change Manager will facilitate and support a FCS SmartWorking Implementation Team to drive new ways of working and the achievement of productivity benefits. This will include:
 - Identification of the SmartWorking benefits that each division wishes to achieve to help meet their business objectives (e.g. increased productivity through reduced travel, Tri-Borough).
 - Development of the required actions that each division will need to deliver to achieve their benefits (e.g. introducing more virtual meetings thereby reducing the need to travel to meetings).
 - Support to enable teams to deliver their actions and adopt new ways of working (e.g. SmartWorking HR and Performance Management briefings, coaching in conference calling and using Fastviewer).
 - Initial reporting of SmartWorking benefits realisation to FCS DMT to track progress, highlight successes and identify areas requiring further support.

- A review and redesign of paper-based workflow processes to align to a SmartWorking organisation and paperless office:
 - This review will be focused on the following areas: Legal (Child Protection and Childcare) and Finance (Payments, Treasury Management teams).
 - This review will identify Quick Wins for early implementation (at minimal cost) and deliver business requirements to inform the Paperless Office programme.

- User Personalisation across FCS, delivering an improved user experience in roaming between PCs in terms of consistent settings and reduced login times.

3.3. SmartWorking FCS project activities will be delivered so as to align to and support the objectives of the Paperless Office programme and also Business Support Review project.

4. FUNDING REQUEST & BUSINESS CASE

4.1 Project costs for the FCS SmartWorking project are estimated to be £103,000 during 2011/12, comprising a total IT cost of £55,000 and project resource costs of £48,000.

4.2 The table below shows the best case return on investment for the project. It is based on the expected increase in productivity enabled through new smarter ways of working. The productivity calculation is based on the same assumptions used in the SmartWorking Stage C business case.

Return on investment (£'000s)

	11/12	12/13	13/14	14/15	Total
Cashable element of increased productivity (home & mobile working)	58	90	90	90	328
Total cost for FCS project	103	0	0	0	103
Net cashable benefit	-45	45	135	225	

NOTE: Productivity benefits based on SmartWorking Stage C business case assumptions

4.3 A total of £103,000 is required to fund the SmartWorking FCS project during 2011/12. This amount comprises the following:

- £48,000 for a Change Manager to lead the following:
 - Support and facilitate a team of local SmartWorking Implementation Team members to drive the realisation of productivity and other desired benefits from SmartWorking.
 - A review and redesign of paper-based workflow processes in Finance (Payments and Treasury Management teams) and Legal (Child Protection and Childcare) to align to a SmartWorking organisation and paperless office.
 - To coordinate with HFBP to ensure a smooth rollout of User Personalisation to FCS teams.

- £55,000 to pay for User Personalisation licences and the costs of implementation across FCS.

7. RISK MANAGEMENT

7.1. Risks are identified and recorded on the programme risk register with mitigating actions and ownership assigned to named individuals to ensure the project is delivering expected financial, efficiency and operational service benefits. This register is managed by the Programme Manager and reviewed on a regular basis by the programme team. Where risks require escalation they are reviewed at Programme Board or where appropriate escalated through PMO to EMT and appropriate mitigating action taken where prudent to do so.

7.2 SmartWorking Stage C risk log – Please see Appendix E

8. EQUALITY IMPLICATIONS

8.1 An Equalities Impact Analysis (EIA) was conducted as part of the original SmartWorking business case and subsequently updated for the full business case in July 2010 for the corporate rollout. The attached EIA (available electronically) has been updated to reflect experience and lessons learnt on the corporate rollout to date (June 2011).

8.2 The attached EIA indicates that flexible working arrangements enabled by SmartWorking are believed to have a largely positive impact or no specific impact on the employee and customer equalities groups considered.

9. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

9.1. Finance agrees with the content of this report and agrees with the figures set out in the Funding Request & Business Case section. The Finance & Corporate services department is committed to delivering the cashable savings enabled by SmartWorking as identified in the body of this report.

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

10.1. There are no direct legal implications.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Cabinet paper – Funding Request for the SmartWorking Programme. 14 th July 2008	Andrew Richards, SmartWorking Programme Manager, Ext 5989	SmartSpace / HTH
2.	Business Case for SmartWorking at H&F	Andrew Richards, SmartWorking Programme Manager, Ext 5989	SmartSpace / HTH
3.	Cabinet paper – Funding drawdown for the SmartWorking programme and removal expenses related to the decant of Riverview House	Andrew Richards, SmartWorking Programme Manager, Ext 5989	SmartSpace / HTH
4.	Business case for SmartWorking Stage C	Andrew Richards, SmartWorking Programme Manager, Ext 5989	SmartSpace / HTH
5.	Cabinet paper – Funding drawdown for the corporate rollout of SmartWorking	Andrew Richards, SmartWorking Programme Manager, Ext 5989	FCS, Organisational Development, HTH
CONTACT OFFICER:		NAME: John Collins EXT. 1544	
CONTACT OFFICER:		NAME: Andrew Richards EXT. 5989	

APPENDIX A: UPDATE ON STAGE C BUSINESS CASE

- A.1 The Stage C business case was approved by Cabinet in July 2010. It was calculated based on the full cost of the programme, including Stages A, B, C and ongoing TCO and support costs to departments. The total cost comes to £5.167m, to deliver £10.7m cumulative net cashable benefit by 2014/15.
- A.2 The table below shows the current status of delivery against the Stage C business case and indicates that the programme is on track to deliver the expected hard accommodation and IT savings within budget. The following other savings require realisation management:
- Further accommodation savings due to a reduced office space requirement. Annual rental income from the PCT of £358k is already being realised but further opportunities need to be identified to make savings or generate rental income from freed-up office space.
 - Cashable element of increased productivity. Productivity benefits from existing SmartWorking projects need to be incorporated in the MTFS Challenge process for gains to be realised as cashable savings.

Return on investment (£'000s)		Stage C business case (to 2014/15)	Benefits realised (current status)	
Hard saving	Property costs saved from Riverview House	6,863	6,863	On track
	Property costs savings from Barclay & Cambridge Houses	2,727	2,727	On track
	IT savings due to reduced number of workstations	500	375	On track to deliver £125k p.a. saving from 2012/13
Requires realisation mgt	Further accommodation savings due to reduced office space requirement	2,718	360k	PCT rent: £360k pa. Further opportunities need to be identified
	Cashable element of increased productivity (home & mobile working)	3,041	TBC	MTFS Challenge required to realise cashable savings
Total cashable saving		15,849	10,325	
Total cost for Stages A & B		2,202	2,202	Stages completed
Forecast Stage C costs – (2010/11 – 2014/15)		2,967	2,000	On track (Current projects. Excludes FCS)
Total cost to organisation		5,167	4,202	
Total net cashable benefit		10,682	6,123	

APPENDIX B: STAGE C PROJECT PROGRESS

B.1 The following table shows progress to date on all Stage C projects, with a note of work still to do (as of May 2011).

#	Project	Completed	Outstanding work
1	SmartWorking Programme team	<ul style="list-style-type: none"> ✓ Core programme team established and SmartWorking Department Leads appointed ✓ Defined, gained agreement to and implemented benefits realisation approach ✓ Defined standard SmartWorking implementation approach for use across projects ✓ Programme-level communication including intranet site 	<ul style="list-style-type: none"> • Support for monitoring of SmartWorking benefits. • Ongoing programme-level communications • Ongoing coordination of programme dependencies across suppliers and supporting business units (HFBP, OD, HR, H&S, SmartFM)
2	SmartWorking Environment Project	<ul style="list-style-type: none"> ✓ Delivered OD activities to support managers in new ways of working ✓ Environment moved from 3 to 2 floors in the Town Hall Extension (THX) ✓ Enabled PCT to move onto 4th floor THX generating £358k in annual rental income ✓ SmartWorking divisional benefits plans and targets agreed with DMT (to drive continuous improvement) ✓ Completed Openscape rollout to Environment 	<ul style="list-style-type: none"> • Monitor progress in delivery of benefit plans and review quarterly at DMT • Rollout User Personalisation roaming profile solution across in-scope divisions
3	SmartWorking Barclay House project	<ul style="list-style-type: none"> ✓ Delivering OD activities to support managers in new ways of working ✓ SmartWorking divisional benefits identified across RSD, Housing Options, CSD (to drive continuous improvement) ✓ Planning and negotiation with departments on accommodation requirements for SmartWorking ✓ Building works underway at 145 King Street and moves scheduled. ✓ Openscape rolled out to Housing Options, CSD, RSD. 	<ul style="list-style-type: none"> • Identify divisional benefits within CHS • Agree benefits plans and targets with Department management teams • Complete Openscape rollout across CHS • Complete rollout of User Personalisation across in-scope departments • Complete series of SW moves enabling CHS to vacate Barclay House in July.
4	SmartWorking H&F Direct project	<ul style="list-style-type: none"> ✓ SmartWorking (light) in H&F Direct freeing-up 40 desks for use flexible use in THX 	<ul style="list-style-type: none"> • Revisit H&F Direct as part of SmartWorking FCS project to embed new ways of working
5	Corporate IT	<ul style="list-style-type: none"> ✓ Powerfuse (User Personalisation) roaming profile Proof of Concept successful 	<ul style="list-style-type: none"> • Powerfuse (User Personalisation) roaming profile implementation across users included within Stage C scope

		<ul style="list-style-type: none"> ✓ Powerfuse rollout to in-scope departments underway ✓ Development and deployment of Manual Y laptop wireless security for GovConnect compliance ✓ Product investigation & implementation of a remote service desk support tool (VNC) ✓ Lynx+ pilot (Stage A) completed. Enables remote upload of photos and docs from local PC to network ✓ Network Access Control pilot (Stage A) completed ✓ Network switch upgrades to main buildings, a dependency for Barclay House project 	
6	Telephony	<ul style="list-style-type: none"> ✓ Openscape Fastviewer to enable remote document collaboration ✓ Openscape software & hardware upgrades to meet capacity requirements for corporate rollout ✓ Openscape e-learning package and rollout approach agreed ✓ Corporate rollout of Openscape commenced 	<ul style="list-style-type: none"> • Openscape Outlook plug-in implementation, enabling access to Openscape features via Outlook • Complete corporate rollout of Openscape by July '11

APPENDIX C: UPDATE ON STAGE C BUDGET POSITION (May 2011)

The table below shows the Programme's Stage C budget position updated in May 2011 and showing the projected spend to fund the Programme Manager role and current projects to completion on 31st July.

	Project	Original budget	Deliverables	Spend to date (May '11)	Forecast spend to complete	Projected spend	Variance	Variance %
1	User Personalisation	192,227	Proof of concept - complete (£20,879.94) Rollout to 1000 users (£215,867)	88,324	153,923	242,247	50,020	26%
2	Manual Y	33,434	Laptop wireless security to comply with GovConnect standards	22,465	12,214	34,679	1,245	4%
3	NAC LAN servers	16,700	Further server capacity to support more than current capacity of 300 laptops	0	16,700	16,700	0	0%
4	Openscape licences procurement & account set-up	111,604	Openscape licences and account set-up for Stage C (1,871 users)	39,591	108,700	148,291	36,687	33%
5	Openscape training development & delivery	12,826	Development of training package (e-learning) Development of Conference Calling and Fastviewer guides	9,900	0	9,900	-2,926	-23%
6	Openscape support (HFBP)	27,047	HFBP support for Openscape during 2010/11 and 2011/12	0	40,150	40,150	13,103	48%
7	Support for upgraded Cisco switches	8,350	Support for additional Network switches required for Barclay House moves	0	8,350	8,350	0	0%
8	WiFi implementation & support	62,620	On hold. Current forecast based on implementation in two locations	0	33,460	33,460	-29,160	-47%
9	Connection Manager	19,875	On hold	0	0	0	-19,875	-100%
10	VNC Pilot	3,600	Pilot and implementation of tool for HFBP service desk to provide remote diagnosis IT support to staff at home	4,480	0	4,480	880	24%
11	SmartWorking of laptops	48,225	NAC LAN enablement of existing Mobile Worker laptops	0	25,620	25,620	-22,605	-47%

12	Lynx tokens	107,822	SmartWorking contribution to department Lynx token costs for 2010/11 and 2011/12	27,500	41,976	69,476	-38,346	-36%
13	Lightweight laptops	118,316	SmartWorking contribution to department laptop costs for 2010/11 and 2011/12	12,198	59,708	71,906	-46,410	-39%
14	3G	38,064	SmartWorking contribution to department 3G costs for 2010/11 and 2011/12	4,080	19,092	23,172	-14,892	-39%
15	Home Worker kit	31,005	Home PC and broadband for Home Workers	0	0	0	-31,005	-100%
16	SmartWorking Programme Team	248,728	Resource costs and miscellaneous expenses	183,860	61,918	245,778	-2,950	-1%
17	SmartWorking Environment project	81,901	Environment project team resources Includes 3 new Citrix Servers for one year	82,439	0	82,439	538	1%
18	SmartWorking Barclay House project	292,168	Barclay House project team resources Includes support provided for H&F Direct project	273,347	61,918	335,265	43,097	15%
	TOTAL	£1,454,512		£748,184	£643,729	£1,391,913	-£62,599	-4%

APPENDIX D: London Mobile & Flexible Working HEAT map

Croydon Council, in association with Capital Ambition, ran a survey across all London Boroughs between January and March 2011 to assess where they are in the change lifecycle of mobile new ways of working.

Fifteen Local Authorities responded to the survey and the results are shown in the “HEAT” map below. Hammersmith & Fulham is one of four Local Authorities identified as being at an advanced stage of their change journey. Other authorities identified as advanced include Barney, Enfield and Barking and Dagenham.



Risk Log

Project Title: **SmartWorking Programme – Stage C**

Risk Number	Class of Risk	Risk Description	Consequences	Proposed Action	Likelihood (1-5)	Impact (1-5)	Exposure Level	DMS reviewed	Owner	Estimate	DMS Closed
SWR-C001	Economic	There is a risk that the SmartWorking programme will not be implemented as planned, leading to reduced productivity and increased costs.	Reduced productivity and increased costs. Reduced benefits of SW across Council departments.	SmartWorking will be implemented as planned. SmartWorking will be implemented as planned. SmartWorking will be implemented as planned.	3	3	9	07/07/19	Richard Richards	No	29/03/20
SWR-C002	Process	There is a risk that the SmartWorking programme will not be implemented as planned, leading to reduced productivity and increased costs.	The lack of a clear vision and objectives for SmartWorking are unclear and will impact the level and type of benefits achieved from the programme.	SmartWorking will be implemented as planned. SmartWorking will be implemented as planned. SmartWorking will be implemented as planned.	2	3	6	15/04/11	Andrew Richards	No	
SWR-C003	Process	There is a risk that the SmartWorking programme will not be implemented as planned, leading to reduced productivity and increased costs.	The required changes to working practices will not be implemented impacting the level of benefits achieved from the programme.	The SmartWorking approach is based on change being owned by departments with support from the SmartWorking team. SmartWorking will be implemented as planned. SmartWorking will be implemented as planned.	3	4	12	15/04/11	Department Leads	No	
SWR-C004	Process	There is a risk that it will not be possible to achieve the required level of productivity and cost savings from the SmartWorking programme.	SmartWorking is not recognised for the benefits it can deliver. SmartWorking is not recognised for the benefits it can deliver. SmartWorking is not recognised for the benefits it can deliver.	A Benefits Realisation Strategy for SmartWorking will be developed. A Benefits Realisation Strategy for SmartWorking will be developed. A Benefits Realisation Strategy for SmartWorking will be developed.	2	3	6	15/04/11	Andrew Richards	No	
SWR-C005	Political	There is a risk that the Council's role in the SmartWorking programme will be limited, leading to reduced productivity and increased costs.	The level of benefits anticipated in the business case will not be realised as the size and scope of the programme is limited. The level of benefits anticipated in the business case will not be realised as the size and scope of the programme is limited.	SmartWorking will be implemented as planned. SmartWorking will be implemented as planned. SmartWorking will be implemented as planned.	4	2	8	26/02/11	Andrew Richards	No	15/4/15
SWR-C006	Economic	There is a risk that it is not possible to realise the full potential of the SmartWorking programme, leading to reduced productivity and increased costs.	Reduced potential accommodation benefits from SmartWorking. Reduced potential accommodation benefits from SmartWorking. Reduced potential accommodation benefits from SmartWorking.	SmartWorking will be implemented as planned. SmartWorking will be implemented as planned. SmartWorking will be implemented as planned.	3	4	12	07/07/10	Neamen Rajendran	No	29/10/10
SWR-C007	Process	There is a risk that business as usual support from HR, IT and other departments will not be sufficient to support the SmartWorking programme, leading to reduced productivity and increased costs.	Business as usual support from HR, IT and other departments will not be sufficient to support the SmartWorking programme. Business as usual support from HR, IT and other departments will not be sufficient to support the SmartWorking programme.	SmartWorking will be implemented as planned. SmartWorking will be implemented as planned. SmartWorking will be implemented as planned.	3	3	9	15/04/11	Andrew Richards	No	
SWR-C008	Economic	There is a risk that there is a lack of capacity within departments to deliver the work required of the SmartWorking programme, leading to reduced productivity and increased costs.	Programme engagement approach undermined. Programmes may not be implemented. Programmes may not be implemented.	SmartWorking will be implemented as planned. SmartWorking will be implemented as planned. SmartWorking will be implemented as planned.	1	5	5	15/04/11	Andrew Richards	No	
SWR-C009	Economic	There is a risk that the SmartWorking programme will not be implemented as planned, leading to reduced productivity and increased costs.	The level of benefits achieved from SmartWorking will be impacted. The level of benefits achieved from SmartWorking will be impacted. The level of benefits achieved from SmartWorking will be impacted.	SmartWorking will be implemented as planned. SmartWorking will be implemented as planned. SmartWorking will be implemented as planned.	0		0	31/3/10	Department Leads	No	26/4/10
SWR-C010	Technological	There is a risk of reduced flexibility of SmartWorking programmes, leading to reduced productivity and increased costs.	Reduced flexibility of SmartWorking programmes. Reduced flexibility of SmartWorking programmes. Reduced flexibility of SmartWorking programmes.	SmartWorking will be implemented as planned. SmartWorking will be implemented as planned. SmartWorking will be implemented as planned.	2	4	8	15/04/11	Trevor Ballington	No	
SWR-C011	Technological	There is a risk that, because CC/CO standards are consistently evolving, the current and planned SmartWorking programmes may not meet CC/CO standards in the future.	A future project may be required to ensure SmartWorking programmes meet CC/CO standards. A future project may be required to ensure SmartWorking programmes meet CC/CO standards.	SmartWorking will be implemented as planned. SmartWorking will be implemented as planned. SmartWorking will be implemented as planned.	2	3	6	15/04/11	Trevor Ballington	No	
SWR-C012	Economic	There is a risk that competing priorities will reduce the capacity to deliver the SmartWorking programme, leading to reduced productivity and increased costs.	Overload of competing priorities may reduce the capacity to deliver the SmartWorking programme. Overload of competing priorities may reduce the capacity to deliver the SmartWorking programme.	SmartWorking will be implemented as planned. SmartWorking will be implemented as planned. SmartWorking will be implemented as planned.	3	4	12	07/07/10	Nigel Pollock	No	26/02/2011
SWR-C013	Process	There is a risk that the SmartWorking programme will not be implemented as planned, leading to reduced productivity and increased costs.	There is a risk that the SmartWorking programme will not be implemented as planned, leading to reduced productivity and increased costs. There is a risk that the SmartWorking programme will not be implemented as planned, leading to reduced productivity and increased costs.	SmartWorking will be implemented as planned. SmartWorking will be implemented as planned. SmartWorking will be implemented as planned.	3	4	12	07/07/10	Nigel Pollock	No	11/08/2010

Agenda Item 9



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

LEADER

Councillor Stephen Greenhalgh

DEPUTY LEADER (+ENVIRONMENT AND ASSET MANAGEMENT)

Councillor Nicholas Botterill

CABINET MEMBER FOR RESIDENTS SERVICES

Councillor Greg Smith

CABINET MEMBER FOR CHILDREN'S SERVICES

Councillor Helen Binmore

CONTRIBUTORS

AD BPM
D RSD
D CHS
AD HR
D H&R
DFCS
ADLDS

HAS A EIA BEEN
COMPLETED?
YES

HAS THE REPORT
CONTENT BEEN
RISK ASSESSED?
YES

TIED ACCOMMODATION AND DISPOSALS

This report provides a synopsis of the current situation with regard to the Council's tied accommodation, namely School Keepers Houses and certain properties managed by Resident Services and Children's Services Departments.

Authority is sought to dispose of properties as and when identified in accordance with the procedure detailed in Section 5 of this report and to pay compensation in accordance with the scheme as detailed in Section 7 of the exempt report to existing employees and former employees of 'tied accommodation'.

A separate report on the exempt part of the agenda provides exempt information about the framework of the proposed compensation scheme.

Recommendations:

1. That officers be authorised to agree and pay compensation payments to the tenants occupying the tied properties and to schools based on the scheme detailed in the separate report on the exempt Cabinet agenda.
2. That in the circumstances where the compensation payment exceeds the budget for disposal (4% of the capital receipt), this will be met from a revenue budget.
3. That authority be delegated to the Cabinet Member for Children's Services, in consultation with the Director for Children's Services, the Assistant Director Building and Property

Wards:
All Wards

Outside LBHF

Management and the Assistant Director (Legal and Democratic Services,) to declare the school keepers' houses referred to in this report and additional school keepers houses' as surplus to requirements and available for sale (subject to any requisite Secretary of State consent) as and when these properties are identified.

- 4. That authority is delegated to the Cabinet Member for Residents Services, in consultation with the Director of Residents Services, the Assistant Director Building and Property Management and the Assistant Director (Legal and Democratic Services), to declare the tied properties referred to in this report and additional tied properties held by Residents Services as surplus to requirements and (subject to statutory public notice) available for sale as and when these properties are identified (authority to include consideration of any objections duly received in response to any such notice).**
- 5. That subject to the approval of recommendations 3 and 4 above, the Assistant Director (Legal and Democratic Services) and the Assistant Director of Building and Property Management are authorised to dispose of the properties in the open market for the best price reasonably obtainable and otherwise on such terms and conditions as they consider appropriate.**
- 6. To confirm the policy outlined in paragraph 13 that sets out the process for communicating with occupants of tied accommodation liable to be displaced or re-housed.**

1. BACKGROUND

- 1.1 The Council has undertaken a review of each Service's property portfolio to identify land and buildings which are potentially surplus to requirements.
- 1.2 This report details the review of the Council's tied accommodation.

Each department has undertaken a comprehensive review of its tied accommodation. As a result of these reviews, Residents Services and Children Services departments have identified properties where the employees are or were originally required by his/her contract to occupy that specified accommodation for the better performance of his/her duties.

2. DESCRIPTION OF TIED ACCOMMODATION

- 2.1 For the purposes of this report 'tied accommodation' is a property located in or close to parks, cemeteries and school grounds; they are each occupied by a Council employee or ex-employee and family members. The large majority of these properties are detached period houses of between two and four bedrooms and due to their age and construction they are expensive to maintain. In most cases the utility costs and the general maintenance for the property is being paid for by the Department.

3. RESIDENTS SERVICES (RSD) TIED ACCOMMODATION

- 3.1 Resident Services undertook a review of their Tied Accommodation in 2010. The portfolio consists of 10 Tied Accommodation located in or adjacent to parks or cemeteries. Each Tied Accommodation has been assessed in terms of service requirements to the park or cemetery.
- 3.2 The occupiers of four of these properties have been notified of the Council's intention to seek possession of the property by the service of a 'notice to quit' and they have been informed of their re-housing rights.
- 3.3 In the remaining properties, occupiers will be served a 'notice to quit', informed of their re-housing rights and subsequently placed on the re-housing list to await a suitable offer, unless they decide to relinquish their re-housing right by taking 'option 2' of the compensation scheme as detailed in the exempt report.
- 3.4 A total of six of the tied properties have been identified for disposal. There will be an on going review of the Tied Accommodation within RSD's portfolio to identify further properties for disposal.

4. CHILDREN SERVICE'S (CHS) TIED ACCOMMODATION (SCHOOL KEEPERS' HOUSES)

- 4.1 A review was carried out in 2009 of all of Children's Services assets including tied accommodation. The portfolio consists of 25 community school keepers' houses which are located on the edge of School boundaries or on nearby roads.
- 4.2 The school keepers' houses are managed by their respective schools; however the Council owns the freehold of the buildings and retain final control over them.
- 4.3 Where school keepers no longer need to be accommodated on the school site for the better performance of their duties, the Local Authority will review local priorities and needs to determine which sites may be considered surplus. This will be done on a school by school basis
- 4.4 Where the school keepers' houses that have been identified for disposal are occupied, the occupiers will be informed of their re-housing rights and will be put on the re-housing list to await a suitable offer.
- 4.5 The School Keepers portfolio is continuously being re-assessed and authority is being sought to allow the department to identify further buildings on the same basis for disposal, as written in the recommendations.

5. DISPOSAL PROCEDURE

- 5.1 Once vacant possession of these properties is obtained, they will be surplus to requirements and if Cabinet approves this report, they can be sold on the open market to obtain best consideration reasonably obtainable.
- 5.2 Due to the houses being situated within a cemetery, park and school ground boundaries, the Building and Property Management division will work with RSD and CHS to advise on the best solution for separating the properties from communal grounds. Planning permission will be necessary to create separate planning units; this will include boundary walls and gates to be designed for screening from the public and to blend with the surrounding environment.
- 5.3 A method of disposal will be identified for each property owing to the unique characteristics of each property. Regard will be had to obtaining the best consideration reasonably obtainable when deciding the method of disposal.

6. ESTIMATED CAPITAL RECEIPT

- 6.1 Should the properties identified in this report be approved by Cabinet as being surplus to requirements and authority is given to dispose of the buildings the total net capital receipt is estimated to be £7.55 million over 3 years.

7. COMPENSATION

- 7.1 See the report on the exempt Cabinet agenda.

8. RISK MANAGEMENT

- 8.1 The subject of this report is included on the departmental risk register and relates to achieving capital receipts to assist in reducing the Council's debt and supporting the savings target. Performance monitoring and action to address controllable and non-controllable risk factors (including market risk) have been implemented. This includes reporting to Corporate Asset Delivery Team, and the Department of Finance and Corporate Services so that financial risk / implications can be managed corporately and an effective strategy is implemented.

9. EQUALITY IMPLICATIONS

- 9.1 The Initial Screening Equality Impact Analysis concludes that there is little evidence that some groups may be differently affected by the subject of this report.

10. COMMENTS OF DIRECTOR OF RESIDENT SERVICES (RSD)

- 10.1 RSD has 139 assets including 53 parks, cemeteries and open spaces, 6 utilities substations, 4 libraries, 5 leisure centres, 1 athletics centre (Linford Christie Stadium), 1 coroner's/mortuary facility and depots shared by Serco/Quadron and in-house parks teams. Assets have been categorised in line with the corporate categories and a number of properties have been identified for disposal. 5 properties that were previously in tied accommodation have been disposed of but RSD has a further 10 buildings in occupancy. RSD has already identified potential capital receipts of at least £4 million from disposal plans with further valuations underway and will be pursuing the release of tied accommodation during 2011/12.

11. COMMENTS OF DIRECTOR OF CHILDREN SERVICES

11.1 These are included in the main body of the report.

12. COMMENTS OF ASSISTANT DIRECTOR OF HUMAN RESOURCES

12.1 The trades unions were formally informed on 12 April 2011 as part of the consultation process that the Council would be commencing consultation with the occupiers of the RSD premises. In addition they were advised that further consultation is planned when the Council has made a determination on those properties in Children Services.

12.2 The Council will follow due process in consulting with the individual occupants of the premises and will ensure that proper notice arrangements are put in place at the appropriate stage of the consultation process.

13. COMMENTS OF THE DIRECTOR OF HOUSING AND REGENERATION

13.1 The requirement in this report to provide housing options advice and potentially a social housing letting can be addressed within the Council's existing Scheme of Allocation (SoA) and service specification. It is understood that a number of permanent offers of accommodation may be generated by the policy. The timing and nature of the service provided to qualifying applicants under these proposals is set out in the Scheme of Allocation. The key requirements of the SoA in relation to these applicants is that they will be subject to one reasonable offer of accommodation.

14. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

14.1 These are in the exempt report.

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

15.1 Employment Law implications:

15.1.1 Where there is a term in the employee's contract of employment that they occupy Council property for the better performance of their duties, this term cannot be changed without the consent of the employee. The employee will have a contractual right to occupy Council property, unless the term is no longer fulfilled. Consenting employees will need to sign a new contract of employment that does not contain the better performance of duties term. If it is necessary to change this term without the employee's consent, it would

require the employee to be dismissed and re-engaged under a new contract of employment without the term providing tied accommodation. This process requires consultation with the employee and unions over an average period of 12 weeks to explore alternatives to dismissal and re-engagement.

- 15.1.2 Tied accommodation is viewed as benefit in kind for tax purposes. Furthermore, most or all the employees and ex employees who currently have tied accommodation pay no rent or pay a substantially reduced amount in rent to the Council for the accommodation compared to market rates. This clearly represents a substantial saving to that employee as to rent on the open market would require a significant increase in rent. The same applies to the payment of Council Tax. It is also the case for those employees who are members of the local government pension scheme, the value of their tied accommodation is added to their final salary giving them an increase in pension benefits on retirement. Thus to remove the benefit of tied accommodation from an employee regardless of whether they are employed by the Council or Quadron where those employees still reside in Council property for the better performance of their duties may be a breach of contract and this could result in a successful constructive unfair dismissal claim as the employee may argue that the removal of the accommodation was a fundamental breach of their contract of employment.
- 15.1.3 Even for those employees who no longer or never resided for the better performance of their duties, they may still have a tangible benefit for tax purposes and/ or pension purposes.
- 15.1.5 To avoid possible legal action the Council should consider negotiating a compromise agreement with the affected employees. To have a valid compromise agreement, the employee signing the agreement must have independent legal advice from a "legal advisor". This means that an employee can choose their own legal advisor who is not employed by the Council and the normal cost for this advice is £250 plus VAT and should not normally exceed £350 plus VAT. The effect of the compromise agreement is to prevent an employee from bringing a claim in the employment tribunal and county court in relation to the removal of their tied accommodation.

15.1.6 – 15.1.8 - See the exempt report

15.2 Property Implications

- 15.2.1 The consent of the Secretary of State for Education may be needed to dispose of school keepers' houses. This will be so where the house has been used for the purposes of a community school within the last 8 years or where it is decided to include in the sale any part of a school playground (in order to separate off the house or give it a sufficient garden or access).
- 15.2.2 Where a house in a park or public open space forms part of that park or open space, it may only be disposed of if the Council has first given public notice under Section 123(2A) Local Government Act 1972 (for two

consecutive weeks in a local newspaper) and considered any objections received.

15.2.3 Tied properties which are integral parts of schools, parks and cemeteries may form part of the larger planning unit and require planning permission to be used as independent dwelling houses. It will also be necessary to address questions of access where the only or principal access would require a right of way through a park, cemetery or school, either outside of opening hours or such as might prejudice satisfactory security.

15.3 Housing implications

See the exempt report

LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Property Case Files	Manjit Gahir x 4886	Environment
2.	Scheme of Allocation	Asif Rashid x 2485	Housing & Regeneration
3.	Legal Files on H & F Homes Caretakers changes to terms and conditions	Jennifer Owusu-Akyaw x 2399	Legal
CONTACT OFFICER:		NAME: Manjit Gahir EXT. x4886	

Agenda Item 10



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

LEADER

Councillor Stephen Greenhalgh

DEPUTY LEADER (+ ENVIRONMENT ASSET MANAGEMENT)

Councillor Nicholas Botterill

TRANSFER OF S106 FINANCE FOR THE GLA TO TENDER FOR A DIF STUDY

This report seeks approval for the transfer of £120,000 of S106 funds held by H&F to the GLA. This sum is to be used by the GLA to commission a consultant to undertake a Development Funding Infrastructure Study for the White City Opportunity Area. The GLA will issue the tender notice for the proposed DIF Study and a consultant will be awarded the contract on the strength of the contract.

Ward:

**Wormholt and
White city**

CONTRIBUTORS

DENV
ADLDS
DFCS

Recommendation:

That approval is given to the transfer of £120,000 from Hammersmith and Fulham to the Greater London Authority for the purposes of commissioning an appointed consultant (subject to tender) to undertake a Development Infrastructure Funding Study (DIFS).

**HAS A EIA BEEN
COMPLETED?
Incorporated in the
report**

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

1. BACKGROUND

- 1.1. The Council holds Section 106 funds for the purpose of undertaking a Development Infrastructure Funding Study for the White City Opportunity Area. The objective of this study is to identify the infrastructure needs that are likely to result from different development scenarios that arise in the Opportunity Area. The DIFS is a critical element in the development process since it will provide developers with certainty about the level of contribution or infrastructure investment they are expected to make as a result of their proposed development.
- 1.2 The Greater London Authority has an existing tender framework and already has experience in commissioning a DIFS through the Vauxhall Nine Elms project. As such it would be expedient and desirable to utilise the experience and framework of the GLA to commission the DIFS.
- 1.3 H&F would transfer the finance that they received as part of the Woodlands Development to the GLA. The GLA would then use their existing tender framework to appoint consultants to undertake the DIFS.

2. AVAILABLE SECTION 106 FINANCE

- 2.1 The following Section 106 agreement is identified as the appropriate sources of finance from which funds may be drawn for the DIF Study:

2010/02218/S106 - Woodlands, 80 Wood Lane, London, W12, 0TT

- 2.2 The London Borough of Hammersmith and Fulham currently have £120,000 for the purpose of commissioning a DIF Study

3. TIMETABLE

- 3.1 The GLA is willing to begin the tender and commissioning process as soon as they receive the finance from H&F.

4. RISK MANAGEMENT

- 4.1. Not applicable.

5. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 5.1. The Council has received £500,000 from Imperial College London for the Woodlands Development, of which £120,000 can be made available to the GLA to commission a DIF study.

5.2 There are no other budgetary implications.

6. EQUALITY IMPLICATIONS

6.1 As per the Equality Act 2010, the Council must consider its obligations with regard to the Public Sector Equality Duty (PSED). It must carry out its functions (as defined by the Human Rights Act 1998) with due regard to the duty and its effect on the protected characteristics (below) in relevant and proportionate a way. The duty came into effect on 5th April 2011. The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion/belief (including non-belief)
- Sex
- Sexual orientation

6.2 At a later date, the Council will need to have due regard for the potential implications that the policies and guidance proposed in the White City Opportunity Area Planning Framework (WCOAPF) would have on the various protected characteristics: some may be more relevant to the WCOAPF than others, and the SPD may impact on some more than others. The duty to have "due regard" to the various identified "needs" in the relevant sections of the Equality Act 2010 does not impose a duty to achieve results. It is a duty to have "due regard" to the "need" to achieve the identified goals.

6.3 However, this report relates specifically to the Development Infrastructure Funding Study (DIFS) which is required in order to provide an evidence base and detailed justification to inform and support various policies within the WCOAPF. The DIFS is anticipated to provide an endorsement of the Section 106 approach to pooling financial contributions from development within the WCOAPF area to towards infrastructure interventions which are recommended in the study.

6.4 The various proposed social, economic and environmental infrastructure improvements would need to be assessed against the various protected characteristics and groups and to what extent they will be affected as a result of the recommended interventions. The full implications of the WCOAPF including the infrastructure works would be demonstrated as part of a comprehensive Equality Impact Assessment (EIA) for the whole WCOAPF.

6.5 Notwithstanding the content of the EIA – which would be prepared before the WCOAPF is fully adopted; the Council need to be satisfied that the DIF study consultants (subject to appointment) have demonstrated that their research and findings take account of all protected characteristics in their

recommendations back to the Council. The Council ultimately remains responsible for inquiring into any gaps, and using the findings to inform the EIA.

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

7.1 The Assistant Director (Legal and Democratic Services) is satisfied that the use of the money for the Development Infrastructure Funding Study falls within the scope of the s.106 agreement identified in the report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Woodlands Section 106	Gavin McCreddie	Environment, Planning
CONTACT OFFICER: Gavin McCreddie		EXT: 3478	

Agenda Item 11



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

**PROJECT: MTC FOR RISK ASSESSMENT &
REMEDIAL WORKS ON WATER SYSTEMS
BOROUGH-WIDE IN NON-HOUSING
PROPERTIES 2011-2015**

**Wards
ALL**

**WORKS: RISK ASSESSMENT & REMEDIAL
WORKS ON WATER SYSTEMS**

This report seeks approval to accept a tender for Risk Assessments And Associated Remedial Works On Communal Hot & Cold Water Systems, to ensure effective control of Legionella in Non-Housing properties.

A separate report on the exempt part of the agenda provides exempt information about the tendering process.

CONTRIBUTORS:

ENV(BPM)
DFCS
ADLDS

Recommendation:

To note that the contract is expected to start on 1 October 2011 for a period of 4 years, with an optional extension of a further three years, as set out in this report.

**HAS A EIA BEEN
COMPLETED?
YES**

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

1. BACKGROUND

- 1.1. The existing Measured Term Contract (based on bespoke Schedules of Rates) expired in February 2011 and has been extended to September 2011. The contract is for the carrying out of Risk Assessments to Water Systems at two yearly intervals (as required by Statute) for all Non-Housing properties owned or operated by the Council on a rolling programme, and for carrying out any Remedial Works found necessary during these Risk Assessments and surveys. Monthly temperature monitoring in accordance with HSE ACOP L8 (Legionella) has also been included. The contract does not give any details of specific remedial works or any guarantees of work as these are given on an ad-hoc basis as the need arises and are the subject of separate individual orders.
- 1.2. The proposed works form part of the CPMP Revenue programme.
- 1.3. These works need to be undertaken because under the Health & Safety at Work Act 1974, and specifically Approved Code of Practice (ACOP) L8 - Prevention of Legionella Regulations it is required that regular inspections of communal cold water storage cisterns and their associated hot and cold water systems are carried out to assess the risk of the proliferation of Legionella bacteria and to carry out any associated remedial works required to minimise this risk. The contract will ensure that all communal hot and cold water installations within properties comply with these regulations.
- 1.4. A Tender Appraisal Panel (TAP) was set up to oversee the tendering process. This panel consists of officers from Procurement and IT Strategy, Legal Services and Building & Property Management.
- 1.5. The value of this contract exceeds the threshold for service contracts and has therefore been tendered in accordance with the Public Contracts Regulations 2006 (as amended) - EU Public Procurement rules. The Contract was sent for publication in the Official Journal of the European Union (OJEU) on 11 August 2010 and appeared in that publication on 14 August 2010 under reference 2010/S157 – 243169.
- 1.6. 33 pre-qualification questionnaires (PQQs) were received from interested contractors of which two were not valid. The valid PQQs were scored by members of the TAP.
- 1.7. The TAP met on 9 December 2010 at which the six highest scoring contractors were shortlisted and invited to tender.
- 1.8. The new contract is for a period of four years, with an option to extend for a further three years. The contract contains annual price fluctuations clauses linked to published industry indices to allow for inflation over the term of the contract.

2. DETAILS OF TENDER

- 2.1 The procurement arrangements followed the previous Term Contract process for a contractor to be identified following a tendering exercise for recommendation to Members on tender award. The proposed overall expenditure (over 4 years) required that a Contract Notice seeking expressions of interest was published in the Official Journal of the European Union (OJEU) and this was carried out. The recommendation for the contractor to be appointed is based on the lowest notional tender received. The selection of contractors for the tender list was based upon a quality evaluation (utilising a pre-defined weighted appraisal) of all submitted Pre-Qualification Questionnaires and was approved by a Key Cabinet Decision in February 2011.
- 2.2 The tenders were invited primarily as percentage adjustments to pre-priced schedules of rates for various categories of services required, but also included supplementary rates for works valued on a Daywork or out-of hours working basis. The tenders were based upon bespoke schedules of rates given in the tendering documents (as was the previous contract) and the Conditions of Contract give a pre-defined mechanism for adjustment in respect of inflation.
- 2.3 The tender portal was closed on 19th April 2011 and the tenders “opened” in accordance with Council procedure on the 20th April. Tenders remain open for acceptance for a period of 4 months from the date of return.

3. FEES

- 3.1 The professional services previously provided by Building & Property Management (Environment Directorate) are now, following market testing, being provided by EC Harris LLP. Consequently fees are calculated on the basis of the tendered schedule of rates plus the cost of the Client Agent Team, which is funded via a percentage fee to the value of the commissions placed. Fees are charged on the basis of 15% with final account reconciliation at the end of each financial year. Scheme financial approval will include the appropriate fees.

4. COMMENTS OF THE DIRECTOR OF ENVIRONMENT AND DETAILS OF FUNDING PROVISIONS

- 4.1 The proposed works form part of the 2011/2012 CPMP Revenue Programme.

These works need to be undertaken because under the Health & Safety at Work Act 1974, and specifically Approved Code of Practice (ACOP) L8 - Prevention of Legionella Regulations it is required that regular inspections of communal cold water storage cisterns and their associated hot and cold water systems are carried out to assess the risk of the proliferation of Legionella bacteria and to carry out any associated remedial works required to minimise this risk. The contract will ensure that all hot and cold water installations within corporate properties comply with these regulations.

5. ANTICIPATED PROGRAMME

5.1

EMT	8 June	2011
Cabinet (Key Decision)	18 July	2011
Issue Letter of Acceptance:	27 July	2011
Proposed Commencement:	1 September	2011
Anticipated Completion:	31 August	2015

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1 Officers from the Finance Department have examined the financial implications for this report. The details of funding are contained in the exempt part of the report.

7. COMMENTS OF THE ASSISTANT DIRECTOR FOR PROCUREMENT & IT STRATEGY

- 7.1 The Corporate Procurement Team has provided advice and the AD has been represented on the TAP. The AD agrees with the recommendations contained in this report.

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

- 8.1 The Assistant Director (Legal and Democratic Services) agrees with the recommendations in this report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	OJEU Notice, Contractor Applications, Short Listing Details, TAP Documents, Tender Report	A. McGahan EC Harris LLP 07810 850 330.	EC Harris 181 King Street Hammersmith W6 9JU
2.	Project documents, tender preparation details, specification, correspondence, Quality Assurance Plan (Bsi)	A. McGahan EC Harris LLP 07810 850 330.	EC Harris 181 King Street Hammersmith W6 9JU
3.	Project Development	P. Nolan Ext. 4516	BPM/ENV 6 th floor HTH Ext King Street Hammersmith W6 9JU

FOR BTS USE ONLY:

Word/Business Support/Admin/Reports/Original/Key Decisions

PROCON NUMBER: _____

MDF : REP11/rev01/14.10.2010

CONTACT OFFICER:	NAME: Velma Chapman EXT: 4807
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London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

LEADER

Councillor Stephen Greenhalgh

CABINET MEMBER FOR CHILDREN'S SERVICES

Councillor Helen Binmore

CONTRIBUTORS

DChS
DFCS
ADLDS

PILOT SCHEME FOR NEW WAYS OF WORKING

Wards:
All

The purpose of this report is to set out the proposal for the pilot scheme as part of the 1st Wave Mutual Pathfinders scheme. The proposal is to create an employee led mutual, with 'social enterprise status' to deliver existing education support services to schools and some services back to the Local Authority.

Recommendations:

1. **To note the work undertaken to date to the Outline Business Case for an Education Support Services employee led mutual.**
2. **That the further development of a full business case be approved.**
3. **To approve the commencement of a wider consultation on the proposal to set up an Education Support Services employee led mutual**
4. **To note the procurement timetable to identify a potential private sector partner to assist in the establishment of the employee led mutual and instruct officers to commence the procurement process for a partner for LBHF, RBKC and Westminster's School Support Services**
5. **To delegate to the Cabinet Member for Children's Services authority to approve the scope of the proposed contract and the Contract Notice to be published in the Official Journal of the European Union (OJEU).**

HAS A EIA BEEN COMPLETED?
YES

HAS THE REPORT CONTENT BEEN RISK ASSESSED?
YES

- 6. To delegate the decision on the final partner to the Leader of the Council in consultation with the Cabinet Member for Children's Services and the Director of Finance and Corporate Services**
- 7. To approve the proposal to commission the Support Services from the mutual for a four year period.**

1. PILOT SCHEME – A MUTUAL TO DELIVER EDUCATION SUPPORT SERVICES TO SCHOOLS

- 1.1. The Council has been selected as a 1st Wave Mutual Pathfinder by the Cabinet Office to explore new models of delivering public services. As such the Council has taken part in national Pathfinder meetings and has been allocated a mentor to take forward the delivery of services through the set up of a mutual with social enterprise status.
- 1.2. The mentor for Hammersmith and Fulham is Hilary Thompson of OPM, who through the pathfinder scheme has offered support, challenge and strategic advice on the proposed pilot scheme of services to schools and the Council. The mentor has also led wider staff workshops to provide information about setting up a mutual. The meetings have offered significant advice and support to enable the Council to develop a robust business plan, reflecting research and knowledge and lessons learnt from other schemes.
- 1.3. This report proposes a pilot scheme to set up an employee led mutual to deliver services to schools and the Council (with the Council commissioning some services from the mutual for a four year period), these services are currently delivered by schools resources division within the Children's Services Department. This pilot proposal follows the Council's five stages of transition for staff wishing to develop "New Ways of Working," (see Background Document), which include:
 - Stage 1: Expression of Interest
 - Stage 2: Option Appraisal
 - Stage 3: Business Case – including negotiating the terms and planning the transition
 - Stage 4: Transition
 - Stage 5: Post transition (Business to undertake its internal development and reviews and the Council to evaluate delivery)
- 1.4. This report will provide detail on stages one, two and significant parts of stage three of the process.
- 1.5. A draft version of the New Ways of Working paper is attached to this report, and is currently being further developed within the Transformation Board remit where it was initially discussed on the 18th May 2011. This will form the basis of a toolkit that will support other departments across the council to develop new service delivery models.
- 1.6. Lessons Learnt will also be captured from the project through the transformation programme, in order to inform other similar projects across the council.
- 1.7. The proposal to create an Education Support Services employee led mutual assumes that the Council is supportive of the approach of a "Pilot" approach where the Councils commissioned elements are set for a four year period, subject to the usual contractual relationships and outcomes being delivered.

2. EXPRESSION OF INTEREST

- 2.1. The Council has expressed its desire to drive a more “commercial” approach to service delivery whilst delivering efficiencies in line with the Medium Term Financial Strategy. It is proposed that the Schools Resources Division which currently offers support to the Council as well as trading directly with Schools, offers a unique opportunity to pilot these ‘new ways of working’ whilst further driving efficiencies in Children’s Services.
- 2.2. The cost of the Schools Resources Division (after applying income from Schools) to the Council for 2010/11 totalled £1.4m. The current MTFS savings for the Schools Resources Division are outlined below:

Description	2011/12 £'000's	2012/13 £'000's	2013/14 £'000's
Base Budget 2010/11	1,407	1,407	1,407
Savings from resources teams reductions (cumulative)	175	225	275
Traded Services target through expansion of opportunities (cumulative)	50	100	200
Budget for financial year	1, 182	1,082	932

- 2.3. In summary, the Schools Resources Division has been tasked to deliver annual reductions totalling £475k of savings over the next three years; a 34% reduction in its baseline spending. In this context, maintaining the confidence of schools through effective service delivery efficiencies requires creative solutions. This proposal provides an opportunity for piloting a “New way of Working,” whilst exceeding the proposed MTFS targets. It offers a broad package of services that by externally trading provide opportunities for expansion to deliver savings, whilst taking advantage of additional opportunities available through the tri-borough merger.
- 2.4. As part of the development of the business model, tri-borough partners in Westminster (WCC) and Kensington and Chelsea (RBKC) have identified opportunities to expand the scope of the mutual to provide IT services to schools in RBKC and WCC. Any tri-borough partnership will be subject to all the respective Cabinets’ approval, although the opportunity supports the joint strategy of progression for the three directly managed services.
- 2.5. The main services included in the scope are summarised as follows:
- Schools Direct - Finance Support Services (School Management Support SMS) – this includes monthly visits to assist with budget planning for schools, monthly financial monitoring and reports to Governors – the service is valued as it protects Headteachers and Governors and ensures that the systems in place are safe and accurate and support the schools with their business planning.
 - Schools Direct - Schools Hardware and Software support – (SMS and City Learning Centre) – this includes Hardware support for File Servers and PC’s but more support is around ensuring the systems are operating effectively and

the software that schools use is incredibly complicated given all the different functions it fulfils (Attendance, Finance, HR, Exams, Pupil Tracking, curriculum delivery to pupils) – this service provides helpdesk and on-site support to ensure these systems are operating

- Council - Buildings support – provision of feasibility and Educational Client role with Schools building projects (both Revenue and Capital funded) including options appraisals and capacity aspects, plus working with Free Schools and other providers.
- Council - Schools Funding – provision of advice and options for managing the Dedicated Schools Grant (DSG) and other DSG budgets in excess of £100m p.a. Including developing models of alternative approaches and working with Schools to ensure the changes required are implemented effectively

3. OPTION APPRAISAL/SCOPE OF SERVICES (CURRENT POSITION)

Background and context

- 3.1. At the option appraisal phase the scope of services has been developed with staff and stakeholders.
- 3.2. The guiding principles of the proposal are:

- Staff and financial risk are transferred out of LBHF
- The pilot will have the opportunity to develop its market share not only within the three boroughs, but much wider, such as with Independent Schools and Free Schools. This will enable a more robust delivery model and further financial benefits through economies of scale
- A form of Mutual (John Lewis Partnership) model of staff ownership encourages business focus. It is intended that all staff will become shareholders, with shares allocated proportionally to responsibility/commercial value
- More than just delivery of the Council's MTFS plans, but presenting opportunities for the Council to further benefit from the outset and again if the venture proves highly successful
- Part of the tri-borough merger and follows the principle of removing the direct delivery of discretionary services

- 3.3. The proposal has been developed with advice and input from OPM.

Vision and Organisational Form

- 3.4. The proposal is to transfer some services to schools that operate on a traded basis and some of the Council's management function for schools resources to the new organisation. This structure will give the organisation a strong infrastructure with sufficient depth and provide it with a solid foundation to develop and extend its offer to schools, broader offerings to other councils and other public/private sector organisations, whilst taking advantage of the expertise already available in the respective Councils.
- 3.5. The vision is to deliver services to schools directly and to the Council and other potential clients that address the following areas:

- Buildings
 - Money
 - Schools Management Information Systems
- 3.6. There is a significant opportunity for expansion across these core areas which a staff mutual model for service delivery can take advantage of. The market and these opportunities are expected to increase as existing providers (mainly local authorities) look to decrease the scope and size of their operations.
- 3.7. Other Public/Private Sector focused Services
- 3.8. The vision includes delivering services to Councils and schools (local authority and others) in the following areas:
- Planning for school organisation
 - Prioritisation and effective use of resources (particular emphasis money and buildings)
 - Advice on large scale projects (e.g. transferring to Academy status)
 - Development of funding models for schools
 - Translating educational vision into building projects
 - Procurement (lead or advise)
 - Interim support options for Council's looking to address short term lack of capacity
- 3.9. This service will be focused on LBHF initially (although timings may facilitate RBKC and Westminster being involved at the outset). Their inclusion will be subject to their respective decision-making process. It is expected that the expansion of services into other Councils and organisations will mitigate reductions in the LBHF Council contract through a flexible offer by the business.

Schools Focused Services

- 3.10. Children's Services currently provide high quality traded services to schools and it is believed that schools resources services are ideal to transfer to a mutual. The staff have developed the proposals led by the Assistant Director Schools Resources, these include:
- IT hardware and software support (this includes training to and support to other Local Authorities). 50 out of LBHF 53 schools buy back some or all of these services. Additionally 40 schools in Ealing buy these services from the Council and some other boroughs commission these services from the Council to support their own in-house provision. The contract between schools and the Local Authority are currently well developed and have been operational for many years.
 - Schools Financial Management Support. This is not available via RBKC currently and is an immediate opportunity through the Tri-Borough proposals
- 3.11. The mutual will continue to offer all the above services to schools through the buy back service (either annual or ad hoc). The mutual also sees the potential for growing a wider range of services and extend the provision of these to other boroughs and the new free schools and academies.

LBHF Focused Council Services (Pilot phase)

- 3.12. The second aspect of the proposal includes some services to the Local Authority. The mutual will offer support and strategic advice to the Local Authority in relation to schools resources. The targets for the mutual are still being developed as are the contracts relating to these but they will include:
- Provision of Education Client role for the current Capital Programme Schemes (Holy Cross/Queensmill/Cambridge) [Note: The procurement of all capital projects is the responsibility of the Council]
 - Development and management of the Revenue Maintenance Programme as currently undertaken
 - Option appraisals and stakeholder / statutory consultations
 - Development of design briefs for projects to enable BPM to procure
 - Response to Sebastian James Review and strategic advice to Council for the development of the Capital Programme
 - Development of schools funding models, including advice to Schools Forum in respect of national consultations
 - Advice in regard to the centrally held elements of the Dedicated Schools Grant and recommendations for allocations against these
 - Analysis of schools finances and advice where schools are developing financial concerns
 - Provision of indicative budgets
 - Provision of final School Budgets
 - Oversight of both the Capital / Revenue budgets for schools (£125m plus)
 - Schools Place planning advice
 - If required by the Council additional input into Procurement Area's including negotiation with contractors.
 - The pass through of certain core costs such as the Schools Management info systems licence where economies of scale are achieved by a single processing approach (DSG Funded £80k)

Staffing/Tri-Borough

- 3.13. The Mutual will be comprised of 21 LBHF staff from the onset, with the additional inclusion of 12 ICT staff from Kensington and Chelsea (subject to RBKC Cabinet), and a further 7.8 ICT staff from Westminster (subject to Westminster Cabinet and further due diligence). Both Councils are expected to join the proposal between January 2012 and April 2012, depending upon the most appropriate timings for their respective Councils.
- 3.14. RBKC officers have expressed a positive interest in being part of the proposal and have actively engaged with officers from LBHF to develop:
- 3.15. A shared training offer to schools for ICT Systems (e.g. Attendance, Administration, Exams) for both boroughs from the summer term
- 3.16. LBHF have offered their finance services to RBKC Schools for 2011/12 (noting that currently if there were significant interest extra staffing would be required)

- 3.17. Both Councils are working on a partnership approach to technical systems support for schools including shared training and development for staff and Professional Development, and also exploring how we can best use resources across the two boroughs to deliver to schools.
- 3.18. Westminster are supportive of the proposal, which would fit with their strategic aims. Positive meetings have been taking place between the Westminster Lead and LBHF, and the Mutual is part of the Tri-Borough programme.
- 3.19. As the business develops it will explore possibilities for partnerships and diversification of its offer as market opportunities become available. The key thrust of the business in the initial stage is the development of the services to schools, although the opportunities for singular large scale projects will not be foregone e.g. project management lead on new academies/free schools for government and proposers.

Organisational Form

- 3.20. To enable the Pilot to develop and to encourage staff and schools “buy in” to the proposals (as well as enabling the pilot company to effectively compete in the private sector) it is proposed that the Pilot becomes a mutual operating under the organisational form of a Limited Company. The options for organisational form identified in the New Ways of Working paper have been considered and the table below summaries the issues. All staff members will hold shares proportionate to their role in the company. Further work is required around Share Ownership / Balance of Incentives etc, and we are seeking support from the Treasury to develop this work.
- 3.21. The options for organisational form identified in the New Ways of Working paper have been considered and the table below summaries the issues.

Organisational Form Option	Review comments
“Teckal” company (Local Authority Trading Company)	Restricts the future business opportunities and the schools services element further confuses the legal position.
Trusts	This is an option that was genuinely considered, however the challenging financial targets and the need to develop the schools business aggressively within the four year pilot period make the chosen option more preferable.
Joint Venture (between the Council/Partner)	This was discounted because of the conflict of interest that could potentially arise as the business develops and increases its scope of operations.
Community Interest Company (CIC) - Social Enterprises	To meet the Council’s commercialisation aspect and incentivise the business, many aspects of this are attractive, however the chosen option is more preferable.
Mutuals (Employee Led)	This is the chosen option to enable incentivisation business development and a structural form that is easily understandable. By creating an external company any potential conflict of interest for future development is mitigated. It is proposed that the mutual adopts some of the characteristics of a social enterprise i.e. where 50% of

	its net profits are provided back to the commissioning authorities for them to enhance their social objectives.
Charities	It was felt that the framework for charities (charities commission) would prohibit flexibility for the business.

- 3.22. The anticipated launch date of the Mutual is 9 January 2012. This date is realistic and enables a reasonable period to undertake the necessary consultations. Our partner Councils are confident around an April 2012 start although further work is being undertaken to establish if this timescale can be accelerated (Value £650k p.a. each). The launch date is dependent upon the completion of the procurement process (see below).
- 3.23. The inclusion of the other two boroughs will significantly develop the schools market and provide the business with a larger base to manage its operations from. With the Council contract and the schools contracts this will be a novel way of combining services and is different to any of the existing pathfinders which are predominantly a single contract approach without the diversification opportunities.
- 3.24. It is envisaged that all staff will transfer from the Council(s) to the new company under The Transfer of Undertakings (Protection of Employment) Regulations (TUPE), with the possible indemnity for the first twelve months redundancy in line with other outsourced contracts (see further comments in 3.28). This process follows the Bridge Partnership model. This protection would also apply if there are delays to the re-organisation given the volume of re-organisations / staffing reductions taking place in Children’s Services over the next few months
- 3.25. In relation to pensions, to ensure that the mutual is able to attract and retain the best staff, it is proposed that the company would have Admitted Body Status and pension levels are set at the calculated transfer level. The fund would be an “Open” fund, but new employee’s would be expected to take an alternative pension and only be allowed access to the Admitted Body fund (given cost differentials) if the business were convinced there were strong reasons to do so.
- 3.26. It is anticipated that the current services to the schools under contract to the Local Authority will be novated to the mutual.
- 3.27. The Mutual will reinvest a percentage of its net profit, back to the local authorities (where the business is receiving income) for the enhancement of learning for young people, as identified by the Councils. This will be enshrined within the contractual relationship between LBHF (and other Councils) and the mutual for the four years of the pilot phase where the Council(s) is also commissioning services.
- 3.28. For the first four years of the mutual the other 50% net profit will be retained by the business to provide a profit for any partners and develop a growth fund and develop the business on a secure footing. Given the national circumstances it is envisaged that there is unlikely to be any pay awards or dividends to the mutual staff in the first few years of the business, although this will be determined by the business and its partner in line with the business progress.
- 3.29. At the end of the four year period the Council will be tendering the strategic contract and the mutual would be able to compete with other providers and may or may not win the contract. By allowing the mutual four years it can effectively build its client base and develop its offer to schools, such that it should have

sufficient capacity to re-direct resources should it be unsuccessful in the LBHF contract.

- 3.30. The voting rights of the company will be invested in the workforce, but the decisions would be limited to the appointed Board of Directors for effective decision making.
- 3.31. The demand and sources of income have been identified to come from two main client groups, the Council and the school community (both from LBHF and other local authorities).
- 3.32. Transferring staff out of local authority control into a commercial organisation has been discussed within government circles and has been implemented in some Local Authorities with various success rates.
- 3.33. Establishing a commercial company, which is no longer under the direct control of the Council, and provides services back to the Council or other publically funded bodies would be unlawful under the Public Contracts Regulations unless some form of procurement exercise has been undertaken. Recognising this potential conflict of interest, OPM have recommended the development of a mutual to deliver the current services to both the schools and the council, whilst being able to absorb work in other local authorities. The procurement section of the report identifies a strategy to achieve this.
- 3.34. The mutual will be a company limited by shares, but with a social aim of providing 50% of its net profit back to the client councils to fund social projects. This reflects the council contract value being a significant part of the business income in its pilot phase.

Market and Market Research

- 3.35. Support from the school community has been well received, both in informal discussions with Head teachers and following consultation with all schools on the future of traded services in November 2010.
- 3.36. The results of the question asked to schools on the future buy back for the in scope services can be found in the table below:

RESOURCES AND SUPPORT SERVICES	If competitively priced would you buy back from a borough traded service? Yes %
ICT Technical Support to Schools	88%
Finance	83%
Legal	88%
Payroll	83%
HR	88%
Contract Advice/Procurement	55%
Asset management	55%
Health and Safety	83%

- 3.37. The services are currently provided to schools on an annual and ad hoc basis via the council. The Mutual will consist of the same key staff delivering these services in the future, so the continuity and knowledge and support will remain the same.
- 3.38. The Council will continue to directly provide the HR and Payroll Services to schools as these are involved in their own Tri-Borough development
- 3.39. The Council via BTS and EC Harris will continue to provide on an SLA the technical side in respect of Health and Safety, inspections of equipment etc for LBHF schools and decision regarding future building projects..
- 3.40. The Council also provides an option of last resort in respect of legal advice that is rarely used directly by schools, but is a safety valve to ensure they have an assured contractor to procure this advice from. The main legal integration on schools is via HR and Legal advising on staffing issues and this is encapsulated in the HR SLA.
- 3.41. The school community will be actively engaged in the consultation process to enable the potential Mutual to deliver all services at the same level and in some cases (with the reduction of overheads) at a lower rate, thus providing value for money for all schools, but with no decline in service or and limited changes to personnel.
- 3.42. The Council as the other main client will be procured under a four year Service Level Agreement (SLA) with the Mutual. The intention is that the four year contract will reduce year on year to provide the Council with savings over the life of the contract.

Expenditure and Rationale

- 3.43. The strategic rationale for the Mutual is:
- Confidence of the services that they could deliver more effectively as a private company
 - Commitment at a political level to explore new ways of working
 - As an alternative approach to deliver the challenging financial targets required and maintain/ further commercialise existing services
- 3.44. The Council will not simply be outsourcing the services currently delivered, but will be piloting an innovative way of the future delivery of in scope services, at a cost reduction (and possible profit making) to the Council in headcount and overheads. The delivery of these services via the pilot scheme will have no negative impact on the service as they will continue to be undertaken by the existing staff who have extensive knowledge and expertise in these areas. All clients will benefit from a reduced cost of service, whilst maintaining continuity of staff and services.
- 3.45. The ambitious savings targets are accepted by the management team who will be undertaking the mutual and will deliver significant benefit to the Council in the immediate short term..
- 3.46. To enable the transition to the new business, some of the existing services encapsulated within the resources area would need to form part of the "Offer". These services are planned for a four year "exclusivity period" and then to be subject to competitive tendering, enabling the business to focus on expansion of

its schools related services and ensure it is in a reasonable position to “compete” for future contracts and become more “market ready”.

- 3.47. It is proposed that the pilot scheme will be on a four year contract with the Council to provide strategic advice and services. The four year proposal will offer an effective development and consolidation period and the intention is that for 2014/15 the Council would tender the services it requires on the open market.

Step 1 – The Budget for 2011/12 is set out below:

Total Value being explored for Mutual functions is:	Budgets 2011/12 NB these reflect the MTFs savings for 2011/12)	Traded Services to Schools	Capital/Revenue Maintenance Programmes including delivery of Projects	Place Planning /Access to Education/ Regeneration Input	Dedicated Schools Grant and Finance Management Schools (statutory side)	Schools Resources Generally	Council Wider Management Input
Salary Budgets 2011/12	1,303,803	669,099	280,605	37,138	246,713	22,732	50,400
Headcount Equivalent	24	14.8	4.5	0.4	3.55	0.3	0.5
SIMS Pass though License	80,300				80,300		
Other Budgets	225,300	19,400	132,618	7,625	50,651	4,667	10,339
Schools Income	(706,700)	(706,700)					
Corporate Recharges	279,492	119,352	71,640	7,760	65,469	4,750	10,522
Gross Levels for Council to consider Commissioning:	1,182,195	101,152	484,904	52,522	443,132	32,149	71,221
DSG Income	(439,000)	0	(150,808)		(279,152)	(9,040)	
General Fund Position	(743,195)	(101,152)	(334,096)	(52,522)	(163,980)	(23,109)	(71,221)

- 3.48. To calculate the values and ensure transparency, the approach taken was:
- Establish the financial values for the service for the next three years in line with the MTFS targets
 - All staff involved in the mutual will TUPE across and maintain admitted body status
 - The client function is captured in the Tri-Borough plans.
 - The Council will continue to make all decisions in regard to procurement and committing of funds for areas (as is the current case) and the mutual will provide the financial, technical and operational management and advice that it does currently in respect to Children's Services.
 - Certain budgets for services that the mutual would wish to maintain from LBHF rather than re-commission elsewhere (examples HR and Payroll) are being retained by the Council
 - The Detailed breakdown of the corporate recharges assessment is shown in Appendix A
- 3.49. The table above shows the assessed position in respect to the costs to the Local Authority and where the Dedicated Schools Grant are applied to these areas. Note that DSG is "Pupil Related Spending" and as such many of the Councils management functions are not funded through this stream but are funded by the Revenue Support Grant.

STEP 2 – Analysing Overhead Costs (SLA's) and reflecting Tri-Borough client function

- 3.50. When looking to create a different way of working, we analysed the current overheads charged to the services. We approached it by the following themes:
- 3.51. Was this a charge that the Business Would receive via a third party? – it is proposed that only 80% of the amount is transferred to the business and the other 20% is taken as a further efficiency by the Council (except for Accommodation where the mutual is expected to take only 50% of the existing recharge). This generates further efficiencies for the Council of £60,892.
- 3.52. Was this a service that is best provided by the Council? e.g. payroll and Human Resources. If so these budgets will remain with the Council and the Council will continue to provide the service. The Mutual will continue to promote the Council's Payroll and HR services to schools
- 3.53. Was this a service that, irrespective of the mutual, the Council would still provide? e.g. Policy Unit – again this budget remains with the Council
- 3.54. The Council as part of its Tri-Borough proposals has the Client role subsumed within that structure and that will provide the challenge of the work of the mutual and provide a strategic presence within the Local Authority (in effect additional savings for the Council).

Table reflecting the 2011/12 budget with further savings above MTFS targets and Corporate recharges position applied:

	Budgets 2011/12	Proposed Mutual Contract	Proposed to remain with Council for Client Side and where Council providing Mutual with services	Proposed to remain with council for further efficiencies through new ways of working
Salary Budgets 2011/12	1,303,600	1,141,055		162,545
Other Running Costs including pass through SIMS license (80k)	305,600	296,432	9,168	
Schools Income	(706,700)	(706,700)		
Corporate Recharges/ Overheads	279,492	130,600	88,000	60,892
Gross Levels	1,181,992	861,387	97,168	223,437

- 3.55. The detailed SLA work is shown in Appendix A
- 3.56. The table has apportioned the 2011/12 budgets to split them between Contract/Client/Council services continuing to be provided to the mutual and efficiencies against SLA recharges
- 3.57. The table below sets out the financial position using 2010/11 as a baseline. It reveals the additional reductions to the contract between the mutual and LBHF

Financial Value s:	2011/12	2012/13	2013/14
Mutual Commissioned Sum	861,387	761,387	611,387
Info - Further savings required from Mutual/MTFS applied to the Contract sum above		(100,000)	(150,000)
Annual reduction		11.6%	19.7%
Cumulative reduction			29.0%
Plus Council retained budgets for services provided	97,168	97,168	97,168
Total Costs for the Council following Mutual Creation	958,555	858,555	708,555

Baseline 2010/11	1,406,992	1,406,992	1,406,992
Saving against 2010/11 Baseline	(448,437)	(548,437)	(698,437)
Percentage reductions against 2010/11 baseline	31.9%	39.0%	49.6%

3.58. The financial incentivisation is three fold:

- Firstly the contract sum being proposed for the mutual with regards to the “Council services” identified above, will be reduced annually as set out in the table
- There are a further £223k of efficiencies identified above the baseline by implementing the strategy
- Thirdly, operating under social enterprise status the mutual will further deliver 50% of its net profits back each year to the Council(s). The Council will have further resources if the business is successful to utilise to provide further social benefits regarding young peoples learning.

3.59. The impact on the general fund for the three years and notional allocations of spending areas where reductions are expected are set out below:

Table to allocate Costs over Services

	Budgets i.e. Contract sum and Client sums	Traded Services to Schools	Asset Mgmt - Feasibility, consultations, investigation works, option appraisals.	Place Planning / Access to Education / Regeneration Input	Dedicated Schools Grant and Finance Management Schools (statutory side)	Schools Resources Generally	Council Wider Management Input
Initial Costs to the Council before transition to Mutual	1,182,195	101,152	484,904	52,522	443,132	32,149	71,221
Adjustments SLA/Corporate Recharges and further staffing reductions	(223,437)	(5,197)	(146,366)	(11,025)	(33,177)	(9,978)	(17,692)
Adjusted Costs to the Council following creation of Mutual (Year 1 Values)	958,555	95,954	338,537	41,496	409,955	22,170	53,529
Further Savings targets allocated to the Mutual							
Year Two Further Savings	(100,000)	(47,977)	(17,559)		(12,425)	(6,565)	(15,474)
Year Two Costs to the Council	858,555	47,977	320,978	41,496	397,530	15,605	38,055
Year Three Further Savings	(150,000)	(47,977)	(50,096)	(17,500)	(12,425)	(6,565)	(15,437)
Year Three Costs to the Council	708,555	0	270,882	23,996	385,105	9,040	22,618
Note the DSG Income associated with the costs of these services is	(439,000)	0	(150,808)	0	(279,152)	(9,040)	0
Therefore the Net cost to the General Fund becomes	269,555	0	120,074	23,996	105,953	0	22,618

- 3.60. The net cost to the General Fund through the development of a mutual will be a decrease from £743k in 2011/12 to £270k in 2013/14 a reduction of 64% from the 2011/12 position. If this is compared to the 2010/11 position the reduction to the general fund is 72.1% for the first 3 years.

Assumptions on the Business Model

- 3.61. School business will grow slowly and the additional schools projected will not require automatic growth in costs as performance efficiencies will be driven through the merging of the Tri-borough teams and the benefits that will bring in production efficiencies into the proposal
- 3.62. Contingency is held pending the business developing, therefore if the business is plateau'd in its first year reductions can be made to costs to ensure the company meets break even without significant staffing upheaval to enable the market to gain confidence in the business ability to deliver

Table to show the financial structure proposed for the mutual

			Assumes Business has slow growth of 20% schools each year, for year 2 and 3	
	Amount yr 1	Comments	Yr 2	Year 3
Posts as per staffing Structure	1,168,700	See Staffing Structure	1,188,210	1,210,947
Uncommitted Staffing/Other Budgets at this stage pending business development (transition review period)	75,000	To be held at this stage to either commit if business is developing or hold to avoid significant changes to staffing for 2012/13 if business is plateau'd	100,000	100,000
Staff Development	12,800	Training and PD.	12,800	12,800
Mobile Phones	3,500	Current Costs	3,500	3,500

			Assumes Business has slow growth of 20% schools each year, for year 2 and 3	
	Amount yr 1	Comments	Yr 2	Year 3
External Advice in respect of Option Appraisals etc	75,000	Supplemental support to reflect the Mutual providing the previously envisaged LEP type role of strategic oversight and delivery of the named schemes as a way of piloting new ways of working	75,000	75,000
Schools SIMS License (Pass through)	80,000	Pass through Costs as DSG funded	80,000	80,000
Running Costs general	30,000		30,000	30,000
Accommodation including cleaning / Security (plus developmental work)	40,000	Year 1 reflects additional set up costs, annual costs are lower	25,000	25,000
Development of Finance Systems	5,000	Initial costs reflect set up (although most work would be done by in-house people, future years reflect annual license fees)	1,000	1,000
Insurance	15,000	Likely to be significantly lower	18,000	21,600
External Audit	5,500		6,000	6,500
ICT Eqpt including network	30,000	Reflects creation of network and assumes existing eqpt transferred	20,000	22,000
Marketing	20,000	required to effectively build the service	15,000	15,000
Total Costs built into the baseline	1,560,500		1,574,510	1,603,347
Income from Schools	(706,700)	Assumes 20% increase in volume in year 2 and year 3	(848,000)	(1,017,600)

			Assumes Business has slow growth of 20% schools each year, for year 2 and 3	
	Amount yr 1	Comments	Yr 2	Year 3
Income from LBHF	(861,387)	Reflects the decreasing payments	(761,387)	(611,387)
Total Income	(1,568,087)		(1,609,387)	(1,628,987)
(Profit)/Loss projected	(7,587)		(34,877)	(25,640)
NB Contingency budget levels	4.6%		4.55%	4.5%

NB with the inclusion of Westminster and RBKC subject to further Due Diligence the income streams from schools will increase by circa £1.3m and income from Councils will increase by approximately £150k p.a. depending upon the finally agreed scope of their requirements.

- 3.63. The Company then has until the end of the third year to develop sufficient external business to replace any potential losses it would incur if LBHF awarded the contract elsewhere, although it is worth noting that RBKC bring additional schools income of £650k and Westminster is around £650k, significantly changing the balance of the companies income streams.
- 3.64. The model is deemed conservative given the experience of staff involved in the mutual. There is a strong expectation that the growth of the schools sector will significantly exceed the baselines set above.
- 3.65. The structure is set out in Appendix B
- 3.66. An alternative scope has been considered which reduces the area being covered by the mutual to purely Schools ICT and Schools Finance services. This would require additional costs for the business and the Council of £124k p.a. and would constrain some of the external opportunities available such as free schools project management, which could potentially put the broader savings opportunities at risk.

Finance Director for the Business	60,000
Additional Admin support for office cover etc as less permanent desk based staff	39,021
Input onto Schools Budget setting etc to support the Council side staff	25,000
	124,021

- 3.67. By reducing the scope of the contract to purely Schools Finance and Schools ICT it would decrease the contract sum being provided to the mutual by £270k (which incorporates the additional costs set out above) from a proposed £958k to £688k in the first year.
- 3.68. The Council would then need to increase its costs by £394k to deliver those services, effectively taking the majority of the additional savings being identified through this proposal. The net costs to the Council by the alternative option are £124k p.a. greater.

Informal Consultation (staff and stakeholders)

- 3.69. Informal consultation with staff has commenced for all of LBHF staff and with some potential staff within RBKC and senior management within Westminster. The response has been very positively received. The opportunity for questions and to help shape the vision of this proposal will be further developed through the formal consultation with staff, due to commence in July 2011.

Proposed Client Arrangements

- 3.70. It is envisaged that the Council will client the contract through the Tri-borough structure that has been developed to enable the additional financial benefits to be realised.

Delivery plan

3.71. There are many challenges to overcome for the final business case of this potential pilot scheme, namely:

- Finalisation of the scope
- Capacity issues of staff members in the transition
- TUPE issues
- Pension issues
- Independent Legal advice
- Independent Financial advice
- Procurement
- Legalities on novation of contracts and risk of OJEU
- Venue for the additional staff from RBKC and Westminster
- Corporate recharges
- Support, marketing, sales and communications

Legal position

3.72. The opportunity will require the Council to take a degree of risk. These risks are believed to be somewhat mitigated through the pilot status and through the time limited period for the Council's contract before open competition. See comments of the Assistant Director (Legal and Democratic Services).

4. BENEFITS TO THE COUNCIL

- A significant reduction in costs through the development and extension of the business
- Reduction in headcount for the Council
- Piloting a new unique approach on the delivery of existing council services
- Front Line services to schools being developed
- Staff commitment to the venture and commercialisation seen as an opportunity
- Seen by the school community as an opportunity, not a threat (as identified in the informal consultation).
- Demonstrates LBHF commitment to the schools
- 50% of net profits shared by the local authorities to allow more freedom to the Councils to target new priorities

5. GOVERNANCE/STAFF STRUCTURE

- 5.1. To ensure effective transition from the Council to an independent body, a Project Board will be set up to govern the process and ensure smooth implementation of the project plan. This will involve senior members from the Council as well as the founding business. This Board is in the process of being scoped in more detail.
- 5.2. The Company will also have its own Board that will include the management team, investors and key stakeholders,. This will take commercial and strategic decisions relating to the business on an ongoing basis. This is also in the process of being scoped in more detail.
- 5.3. The management team will take the decisions in terms of day to day operations of the business. The structure chart of the proposed mutual can be found at Appendix B.

6. LIABILITIES TO THE COUNCIL

- 6.1. This section will focus on the expectation that the proposals for alternative ways of working will have considered and reduced future exposure to liabilities for LBHF.
- 6.2. The key principles behind the approach to alternative ways of working are:
 - Commercialisation – The principle that opportunities will be more easily presented to the new venture
 - Development and delivery of high quality services within a reducing burden on the Council(s) finances
 - Both financial and non financial benefits back to the council
 - Transfer/reduction in longer term liabilities for LBHF

Reduction in demand for services (council/others as commissioner)

- 6.3. It is unlikely that any final proposal agreed for a new way of working would have a singular income stream. Any proposal must give thought to how it will diversify or source additional income from alternative commissioners to mitigate decreases in demand.
- 6.4. The Council will not act as guarantor and as such will have no contractual liability for the workings of any mutual.
- 6.5. The pilot proposal is to create a limited company and as such the shareholders (staff) and the private sector partner would have the liabilities moving forward [these liabilities are restricted by statute].
- 6.6. As per the Bridge Partnership arrangements, the same approach is being proposed around discussions with the Council and the mutual pilot around redundancy costs if they arise for staff that have had significant years of service with the Council. These costs would be too great to be borne by solely by the new company. However, if redundancies arise through the

poor performance of the business, these costs will more likely fall on the business.

Non awarding future of the Council contract (at the end of the pilot phase)

- 6.7. In line with TUPE the staff undertaking the majority of their time on the council commissioned contract would either:
- a – Transfer to the successful provider (TUPE)
 - b – Be aligned other responsibilities within the business (Mutual)
 - c – Require redundancy

Redundancy provisions for staff transferring to mutual

- 6.8. Currently all staff proposed to transfer, are the liability of LBHF if the service is no longer required. The extent of these liabilities particularly for long serving individuals in singular cases can be very large. The Bridge Partnership joint venture set out the following proposal for dealing with these issues and it is recommended that the significant issue around redundancies for the Mutual follow the same principle

7. TIMELINE

Event	Date
Development of the Business Case	Ongoing
Independent Legal and Financial Advice	Ongoing
Key Decision - Cabinet *	18 July 2011
Commence Procurement Place OJEU notice	25 July 2011
Commence Staff Consultation	25 July 2011
Closing Date Expressions of Interest	24 August 2011
Conclusion of Staff Consultation on Staff in Scope to Transfer to Mutual	September 2011
Invite 3 Companies for Dialogue	8 September 2011
Close Dialogue	6 October 2011
Tenders Received	27 October 2011
Evaluation period including TAP	27 Oct – 15 November 2011
Select Private Partner - delegated report to Leader	16 November 2011
Decision Call in expires - decision live	23 November 2011
Statutory cooling off period expires (previously Alcatel)	7 December 2011
Go Live	9 January 2012

* Delegated powers at Cabinet to Cabinet Member for Children's Services, in consultation with the Director of Children's Services and Director of Finance to approve business plan and award contract.

8. RISK MANAGEMENT

- 8.1. The approach to risk management for this strategy mirrors the corporate approach and as such, inherent risks are identified and given a rating based on the potential impact of that risk multiplied by the likelihood of it happening. All risks are quantified by using a standard 5 x 5 form of measurement, therefore if a risk has a very high likelihood and a very high impact it will have a combined rating of 25. As part of the ongoing risk management strategy, mitigation is identified in the risk register.
- 8.2. A risk register will be compiled by means of a risk workshop with input from key stakeholders. Ongoing risk management and monitoring of mitigation controls will be the responsibility of the Assistant Director in liaison with individual risk owners.

9. EQUALITY IMPLICATIONS

- 9.1. This proposal will recognise proper duties to ensure that when finally considered as an alternative way of working, it will fully take into account all relevant policy considerations, including the effect, if any, on disadvantaged groups.

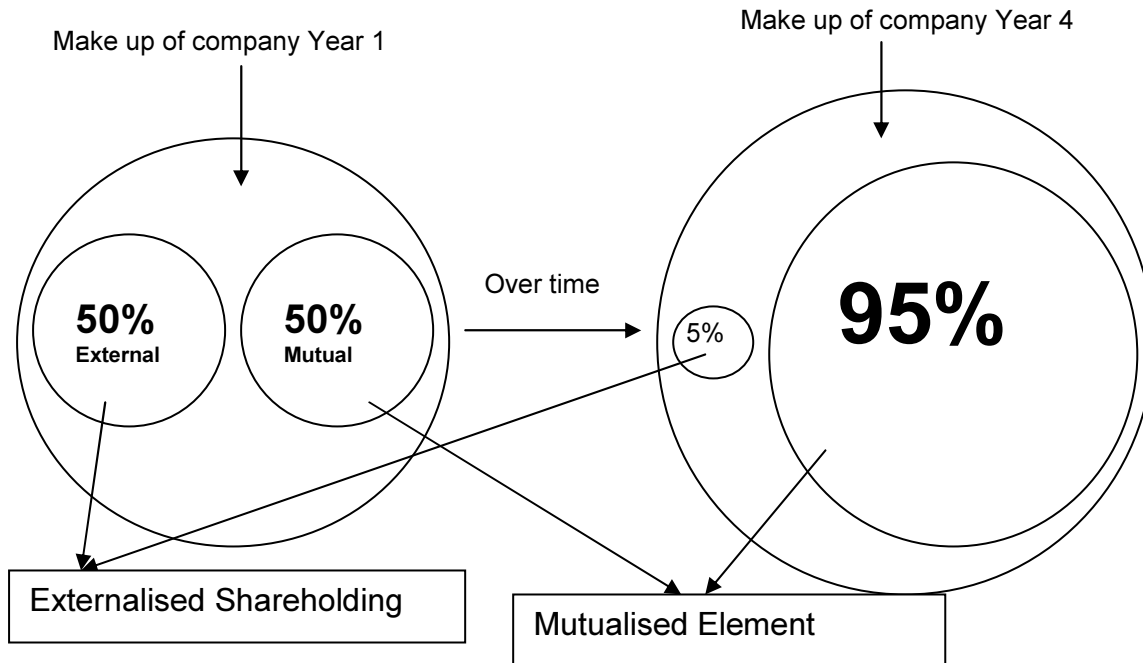
- 9.2. An Equalities Impact Assessment initial screening tool has been completed by officers
- 9.3. The proposal to create a Mutual does not hinder equality of opportunity and/or adversely impact Human Rights, therefore a full Equality Impact Assessment is not required in this case.
- 9.4. Consultation with staff and stakeholders will be undertaken and has been built into the project plan.

10. PROCUREMENT

- 10.1. It was initially envisaged that the Council would have the option of entering into a time limited relationship with the Mutual as part of the National Pathfinder. However, current Pilots have all been either NHS related (different legal framework) or where the services involved are classified under OJEU as “Part B” and as such the risks to the Council’s involved are minimal.
- 10.2. The proposal in this report contains some “Part A” services and as such a full OJEU procurement exercise is likely to be required by law.
- 10.3. In order to comply with the regulations and mitigate potential risks, it is proposed that the Council carries out an EU compliant procurement exercise to secure an external partnering organisation. Such an exercise should remove potential risks for future challenges based upon the relationship between the Council and the mutual.
- 10.4. The first stage would be to place a compliant OJEU Contract Notice seeking expressions of interest from the market to assist in the establishment of a mutualised company. The controlling shares in the company would be on a ratio to be determined as part of the tendering process.
- 10.5. Depending upon the nature of the mutualised company, the trading arrangement may not only be about service delivery, but consideration may be given to the supply of goods that would otherwise need to be procured in accordance with the Public Contracts Regulations. In this case the mutualised company becomes both a supplier and service provider.
- 10.6. The mutualised company over the period of 4 years would see a reduction in the private capital share holding. Below is set out an example of how this may develop (although the market will have its own views about the most effective way of undertaking this) Using the example given above (50:50 split) –
- Year 1: 50% private sector share – 50% mutualised part of the company,
 - Year 2: 30% private sector share – 70% mutualised part of the company,
 - Year 3: 15% private sector share – 85% mutualised part of the company,

- Year 4: 0-5% private sector share – 100-95% mutualised part of the company,

10.7. By Year 4 a minority shareholding may be worth retaining as the company seeks a greater share of market penetration, and the ability of the mutual to compete with larger market players develops.



10.8. Two different share options may need to be considered: A Shares (distribution of profits) and B Shares (controlling aspects of the company). In practise, if the John Lewis model of share holding is considered, shares in the company are held in trust behalf of the employees. The employees are not share holders but are partners who are given a share of the profits depending on their position within John Lewis. In this model all shares are retained within the organisation as a staff incentive and there are no external shareholders.

10.9. The approach set out in this section has been characterised through soft market testing. Three different types of potential partners have been identified:

- A Venture Capitalist Company
- An organisation that already works within the Schools sector but in a different service focused area
- An organisation that works predominantly within the Education Sector but without strong provision in the scope of the mutual

10.10. The informal soft market testing has identified possible partners. Further benefits for the Council and the mutual applying this approach have been identified:

- The mutual has a critical friend with liabilities and responsibilities to ensure the business is developing/operating as planned

- If an opportunity presents itself to the mutual that requires strong financial accounts and a track record the partner could support the bid – and discussions between the mutual and their partner would take place regarding stake and ownership etc.
 - The opportunity for further business links such as existing client bases within schools and Local Authorities that could facilitate business introductions (and the reverse is true for the mutual relationships with schools)
- 10.11. Soft market testing has also indicated a need to further test out the potential providers approaches to other aspects such as:
- what is classed as the Capital of the business (beyond the intellectual capital of the transferring staff)
 - What are the plans for employee shares going forward, are they in effect tied into a potential buy out clause for the employees at a defined date e.g. replaced with shares to a corresponding value in the partner company, and how does this valuation work.
 - How employee stock ownership works
 - How valuations are ascribed to the business is it a multiplier of net profit / linked to market share etc
- 10.12. All of the above make the procurement process key and the need to start this and ensure the best partner is selected to enable the venture to be highly successful is key.
- 10.13. To select the partner an OJEU process would be undertaken. The final model of ownership between the mutual and the partner will in all likelihood vary from the model set out in this report, as this will be dependent upon the different offers the respective bidders make and the values ascribed to these by the TAP (Tender Appraisal Panel).
- 10.14. Procurement timetable: The publication of a PIN is no longer a statutory requirement, The publication of the actual Contract Notice that seeks to obtain expressions of interest must run for a minimum of 30 days. The Competitive Dialogue procedure is being used and there is no defined time period for obtaining proposals and prices, although this procedure is often consider to take much longer than the restricted process, we feel it will allow better outcomes given the flexibility of offers we are likely to receive.
- 10.15. Given that there will be limited time for mobilisation of the proposed contract it is recommended that Cabinet delegate the decision to the Leader and Cabinet Member for Children’s Services in consultation with the Director of Finance and Corporate Services. This is reflected in the timeline proposed.
- 10.16. External support will be utilised through the Cabinet Office mechanisms, to assist with the drafting of the specification, selection criteria for those to be invited to tender and the drafting of the contract notice. It will also be required during the tendering process to ensure that the complexities of these arrangements are understood and communicated effectively to all stakeholders.

11. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 11.1. The major recommendation of the report is to establish a Mutual, whose scope would be to provide a range of Traded Services directly to schools; and to offer support and strategic advice to the Local Authority in relation to schools resources, such as strategic financial advice and development of the capital programme to maintain the asset base and advise on Schools Place planning requirements.
- 11.2. The proposal is to establish the Mutual with a social enterprise emphasis that will see 50% of net profit to be passed back to local authority customers for investment in the enhancement of learning for young people, as identified by the Councils. It is not possible to quantify the financial impact of this potential windfall as it is predicated on the Mutual being able to expand its income profile and to maintain costs.
- 11.3. The current budget for services in scope is £1.182m (allowing for £275k of MTFS savings)
- 11.4. The total level of additional savings included in the MTFS over the next three years is fixed at £200k and this has been incorporated within the offer of the proposed Mutual, by guaranteeing the delivery of the savings through reducing the contract sum paid by the Council for the same level of service, thus transferring the delivery risk to the Mutual, away from the Council. In addition to this, a further £162, 545 of savings will be delivered by the deletion of two posts prior to the establishment of the mutual.
- 11.5. Included within the Transformation element of the MTFS is a further £175k saving over three years (£375k in total), representing an annual total increase of net income to the council of £125k p.a. This target was identified prior to the development of the detailed proposals relating to the mutual. Should it not prove possible to deliver this saving through these means, Children's Services will need to work through the transformation programme to deliver substitute savings.
- 11.6. The mixed nature of the scope of the proposed mutual needs to be considered within the context of a tri-borough service delivery model. Whilst the development of traded services with schools is entirely consistent with the establishment of a mutual where staff ownership encourages business focus, the supply of services to the local authority could also be re-configured within a tri-borough finance support mechanism for Children's Services. As such it is appropriate to consider an alternative service provision.
- 11.7. The proposed Mutual offers support and strategic advice to the Local Authority in relation to schools resources, such as strategic financial advice and development of the capital programme to maintain the asset base and advise on Schools Place planning requirements.
- 11.8. The acquired knowledge in the administration of the school estate suggests that it is best contained within its current configuration, albeit transferred to a third party. In relation to strategic funding advice, the alternative to the proposed model would see a sharing of resource across the three

boroughs. Currently there are 2 full-time posts, overseen by the Assistant Director involved in the management of school financing. In any tri-borough proposal it is likely that this might reduce to funding the equivalent of one post excluding the Assistant Director. The report concludes that to remove strategic school financing from the Mutual could compromise the viability of the proposal. Whilst an alternative structure could save the Council the equivalent of one post, approximately £60k p.a. it puts at jeopardy the delivery of savings of up to £375k p.a.

11.9. The Council acknowledges that the resourcing level of the mutual will need to allow it to procure certain services externally that are currently provided through Service Level agreements such as accommodation and IT. The total SLA charge apportioned to the services represented within the Mutual total £279,492. An initial assessment has been undertaken to classify all SLAs into three categories:

11.10. SLAs not accessed by the Mutual

11.11. SLAs that the Mutual would like to retain

11.12. SLAs that the Mutual would like to procure externally.

11.13. The detail of this analysis is set out in Appendix A and is summarised below:

SLA values for consideration	Mutual	Client	Council Saving	Total
Budgets to transfer to the mutual to reflect the fact it will incur real costs as a new venture to provide these services (80% of the sums)	130,600			130,600
Savings on these budgets transferring for the Council to utilise based on 20% efficiency model (50% on accommodation)			60,892	60,892
Services that the Mutual will continue to require from the Council in the short to Medium Term and as such transfer on "Buy Back Basis"	61,800			61,800
Services where the Mutual will continue to access and as such will move to the client side		17,700		17,700
Services where the Mutual has no bearing / will not be replicating the services and as such stays with the Council		8,500		8,500
	192,400	26,200	60,892	279,492

11.14. The total value of SLAs provided to services within scope of the mutual total £279,492. Including services to be bought back by the mutual, the total level of services to be retained equal £88,000. The balance of services that the mutual require the freedom to purchase elsewhere totals, £191,492, of

which the mutual is proposing that it only requires funding of £130,600 to purchase equivalent services.

- 11.15. In order to avoid growth, central services would need to save the equivalent sum of £130,600. However, if the services were able to generate savings equivalent to those discretionary elements provided to the mutual i.e. £191,492 it would generate a further GF saving of £60,892.
- 11.16. There are other services that Children's Services currently access through corporate arrangements such as Health and Safety for technical advice and adherence to safety regulations and Building Technical Services for procurement and the technical management of building projects.
- 11.17. The pilot will run for four years, at which point the Council will need to tender for the delivery of its services. At that time the council would be in a better position to consider whether it wanted to continue to procure strategic advice from a third party, or for this to be delivered within tri-borough working. Schools would be at liberty to make their own arrangements for the continuation of support services.
- 11.18. Whilst the intention is that the role of Strategic Schools Resourcing including finance and place planning is outsourced to the mutual, it is important to stress that all major decisions will be taken by the Council or Schools' forum. Ultimate responsibility for monitoring and service delivery will still sit with the Directors of Children's Services and Finance and they will need to develop such clienting processes as are deemed necessary.

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

- 12.1. The setting up of an external body and the outsourcing of services to it will raise a variety of legal issues in such fields as company, commercial, tax, employment, state aid, procurement and public law. Because this will vary from model to model and on a case by case basis legal advice will need to be obtained as part of developing each business case. Specialist advice will be procured as required through the LBLA Solicitors' Panel. Appropriate provision will need to be made for such advice.
- 12.2. At this stage a number of preliminary points should be noted. Firstly the Council's normal public law duties will apply in relation to any proposed new method of service delivery. In particular the Council must act rationally and for proper purposes and the public good. It will therefore be necessary for a sound business case to be produced in each case and for appropriate "client-contractor" splits to be in place in order to remove conflicts of interest.
- 12.3. The Council's powers to establish external entities are currently subject to a minor degree of doubt in that the current state of the law is that the well-being power conferred by s.2 of the Local Government Act 2000 cannot be relied upon simply to save money in the absence of any wider likely benefit to the economic, environmental or social well-being of the area. This doubt is expected to be removed with the enactment of clause 1 of the Localism Bill which will replace the well-being power with a general power of

competence. The doubt does not currently extend to projects with economic, environmental or social benefits that clearly extend beyond the benefit to the Council's budget nor to trading companies established under s.95 of the Local Government Act 2003.

- 12.4. Where a business case is established then the Council will need to make a number of trade-offs when deciding which of the broad models to adopt. This is likely to be particularly true in relation to procurement issues. Broadly speaking a Teckal company (see above) will be exempt from EU procurement requirements but will only be able to provide the bulk of its services to its controlling authorities whereas an entity which is free to trade with the public and private sector at large is likely to have to compete for Council services through an appropriate tendering exercise. These issues will need to be carefully considered with the benefit of appropriate advice as part of the development process. In this instance as the service involves significant "Part A" services it has been decided to select a partner to set up and participate in the new body. This should avoid any difficulties in relation to procurement law provided that a proper EU procurement exercise is carried out.

13. COMMENTS OF THE ASSISTANT DIRECTOR (PROCUREMENT AND I.T. SERVICES)

- 13.1. The AD has been involved in the production of this report and has written the section on procurement above. It should be noted that this is about the Council seeking a partner who will provide Schools services including an IT Support service, and perhaps supplies, to local schools. The successful tenderer will be responsible for establishing a company into which the staff identified in this report will be transferred in accordance with TUPE rules. At that point the shares in the company will be divided between the provider and the staff in proportion to the amount identified during the tendering process (the 50:50 figure referred to above was for illustration purposes only). Over a period of four years the ratio of shares between the two parties will change in favour of the mutualised element so that at the end of the period the external provider will either have a minimum holding (e.g. 5% or no holding at all). Although the report refers to a 4 year arrangement, it may be in the interest of the Council to award a contract that has the options for an extension. This is a unique project, which has Cabinet Office backing and if successful is likely to be used as a model by others. Therefore, it is not in the interests of the Council to establish a mutualised company that will not succeed.

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department / Location
1.	Developing a Mutual for Local Authority Service Delivery, by TPP Law – November 2010	Sam Relf Ext: 3647	Children's Services
2.	How to become an employee owned mutual – An action checklist for the public sector, by OPM	Sam Relf Ext: 3647	Children's Services
3.	Shared Ownership in Practice, by OPM – December 2010	Sam Relf Ext: 3647	Children's Services
CONTACT OFFICER:		NAME: Andy Rennison EXT. 020 8753 3768	

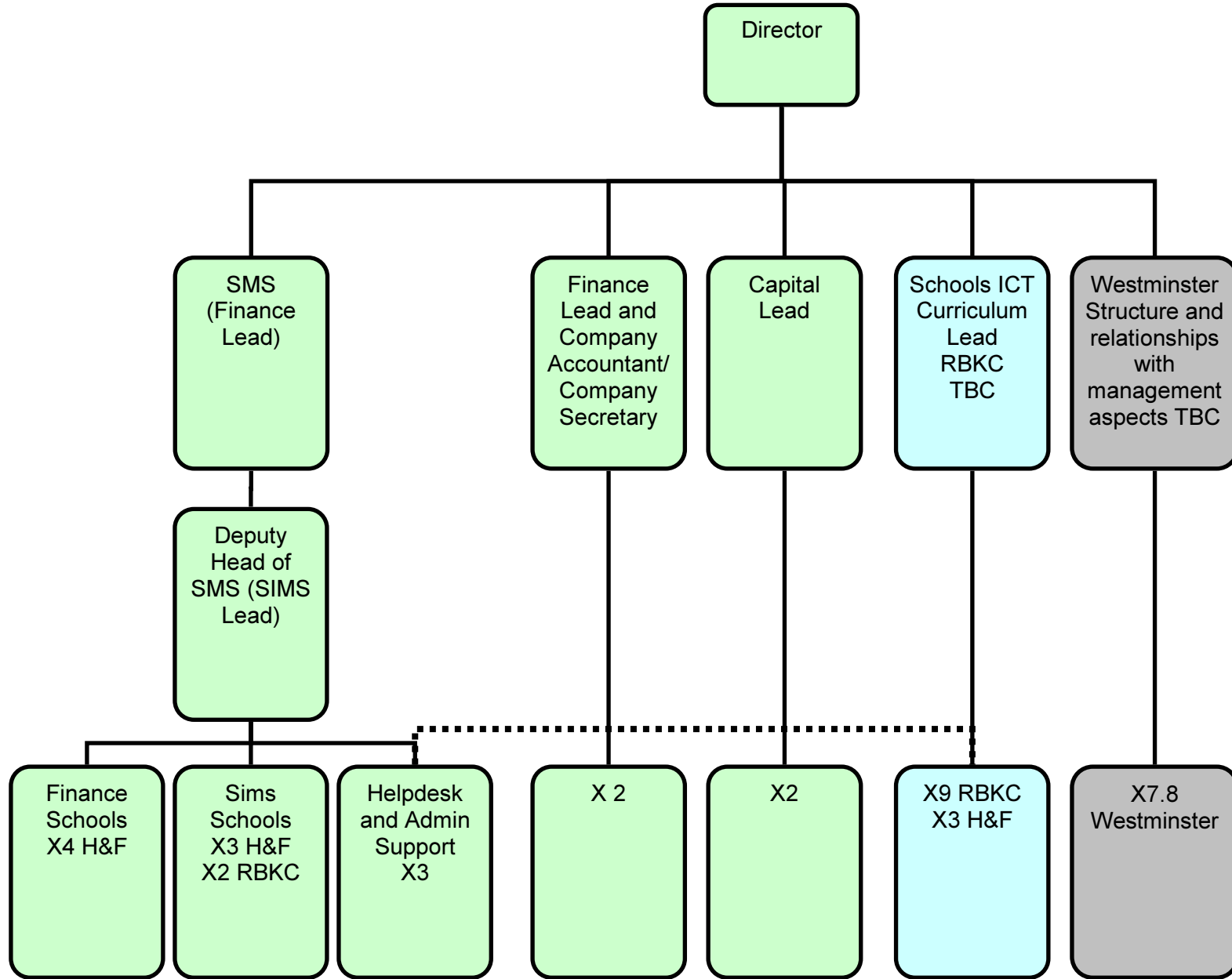
Appendix A

Description	Corporate Human Resources	HR Organisational Development	Property Servs (Valuers)	Mail Services	IT Strat & Admin Recharge	Civic Accommodation	Civic Cleaning	Security	Corp Finance Payments	Corp Finance Fin Dev
SLA values for consideration	38,000	16,000	700	500	1,000	75,000	4,792	600	9,300	2,700
Budgets to transfer to the mutual to reflect the fact it will incur real costs as a new venture to provide these services (80% of the sums)		12,800				37,500	3,800	500	7,400	2,200
Savings on these budgets transferring for the Council to utilise based on 20% efficiency model (50% on accommodation)		3,200				37,500	992	100	1,900	500
Services that the Mutual will continue to require from the Council in the short to Medium Term and as such transfer on "Buy Back Basis"	38,000									
Services where the Mutual will continue to access and as such will move to the client side			700	500						
Services where the Mutual has no bearing / will not be replicating the services and as such stays with the Council					1,000					
	38,000	16,000	700	500	1,000	75,000	4,792	600	9,300	2,700

Description	Corporate Anti-Fraud Unit	Insurance Admin	Insurance Premium SLA	Internal Audit Admin	Payroll	Business Support	HFBP Core Charges	HFBP Application Charges	HFBP TCO Charges	HFBP CCN Charges	HFBP Strategic Program Charges	Performance & Procurement
SLA values for consideration	2,000	1,700	28,500	6,900	8,300	2,500	7,700	900	30,000	500	500	14,500
Budgets to transfer to the mutual to reflect the fact it will incur real costs as a new venture to provide these services (80% of the sums)		1,400	22,800	5,500		2,000			24,000			
Savings on these budgets transferring for the Council to utilise based on 20% efficiency model (50% on accommodation)		300	5,700	1,400		500			6,000			
Services that the Mutual will continue to require from the Council in the short to Medium Term and as such transfer on "Buy Back Basis"					8,300		7,700	900		500	500	
Services where the Mutual will continue to access and as such will move to the client side	2,000											14,500
Services where the Mutual has no bearing / will not be replicating the services and as such stays with the Council												
	2,000	1,700	28,500	6,900	8,300	2,500	7,700	900	30,000	500	500	14,500

Description	Contact Centre	Communications	Corporate Safety	HFBP IT Training	HFBP Mobile Phones	HFBP Remote Access	HFBP Filestore	HFBP Other	Policy Unit	Totals Corporate Recharges
SLA values for consideration	400	2,500	2,300	5,800	4,400	2,600	1,000	400	7,500	227,100
Budgets to transfer to the mutual to reflect the fact it will incur real costs as a new venture to provide these services (80% of the sums)	300	2,000		4,600	3,500			300		130,600
Savings on these budgets transferring for the Council to utilise based on 20% efficiency model (50% on accommodation)	100	500		1,200	900			100		60,892
Services that the Mutual will continue to require from the Council in the short to Medium Term and as such will remain with the Council			2,300			2,600	1,000			61,800
Services where the Mutual will continue to access and as such will move to the client side										17,700
Services where the Mutual has no bearing / will not be replicating the services and as such stays with the Council									7,500	8,500
	400	2,500	2,300	5,800	4,400	2,600	1,000	400	7,500	279,492

Mutual developing Structure Chart (High Level)



Agenda Item 13



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

**CABINET MEMBER
FOR RESIDENTS
SERVICES**

Councillor Greg Smith

**HAMMERSMITH PARK SPORTS FACILITY-
APPROVAL OF WORKS AND SERVICES
CONTRACTOR TO APPOINTMENT AS
PREFERRED BIDDER**

**Wards
Shepherds
Bush
Green And
Wormholt
And White
City**

This report seeks approval for the appointment of a contractor as preferred bidder to undertake the works and services for the redevelopment of Hammersmith Park sports facilities.

A separate report on the exempt part of the agenda provides exempt information about the procurement process.

CONTRIBUTORS

Acting Head of
Libraries, Leisure and
Fleet Transport
DFCS
ADLDS

Recommendation:

That approval is given to appoint Sport and Leisure Group Ltd (Co.Reg No. 04059485) trading as PlayFootball.net as the preferred bidder to undertake the works and services contract for the redevelopment of Hammersmith Park sports facilities selected and agreed by the Tender Appraisal Panel on 9 June 2011.

**HAS AN EIA BEEN
COMPLETED?
YES**

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

1. BACKGROUND

- 1.1. The lifecycle of the All Weather Pitch (AWP) at Hammersmith Park has expired. The condition of the playing surface is unacceptable and could pose a potential risk to users. Officers have been investigating long term strategies to redevelop the site.

Location map



- 1.2 Soft market testing with potential providers indicated that to make the site economically feasible would require development of the existing AWP, the bowling green, two tennis courts and 1 basketball court.
- 1.3 With the exception of the bowling green the other facilities are of less than average quality. Usage of all facilities is currently minimal. There was a small number of users of the bowling green (a visually impaired group) who used the facility twice a week between April and September and no formal use of the other facilities. Potential redevelopment of this site required appropriate replacement of these facilities and users in the visually impaired bowling club have successfully been integrated into the Ravenscourt Bowls Club.
- 1.4 Expressions of interest were invited in November 2010 to construct and then manage a sports facility on the existing sports courts at Hammersmith Park. The sports facility will be managed and maintained by an external service provider that will remain onsite. No Council capital will be required to deliver this project. The Council's financial return will be generated through the award of a lease agreement. The Council will address an existing 'issue' site which is currently a drain on resources. The cost to the Council of investing in

this site and managing it in-house is in the region of £600,000 capital and in the region of £30,000 per annum respectively.

2. PROCUREMENT PROCESS

- 2.1 In accordance with the Council's procurement procedures a Tender Appraisal Panel (TAP) was established to oversee the procurement process for the project. The TAP consists of officers from Parks and Sports Development, Procurement, Property, Legal Services and Finance.
- 2.2 To ensure consistency and to avoid having to re-tender at each stage of the project, the TAP agreed the most economical approach was to undertake procurement through the competitive dialogue process. The total contract value will be in excess of £1M and although the Public Contract Regulations 2006 (as amended) do not apply in respect of the tendering procedure, nevertheless the principles enshrined in the legislation have been followed in order to demonstrate a transparent and open process.

Expressions of Interest

- 2.3 Advertisements inviting expressions of interest were placed in the public and sports media and on the Council's website on 1 November 2010. The deadline for receipt of PQQs was 15 December 2010. Bidders were required to complete a questionnaire providing organisational, financial and technical information. The 3 highest scoring bidders were invited to the next round of a Competitive Dialogue style procurement procedure.
- 2.4 12 submissions were received. Of these, one was late and three were not completed as requested and therefore under the Council's Contract Standing Orders were disqualified. The financial standing of the remaining eight submissions was assessed by Corporate Finance and six demonstrated they had sufficient financial capacity to deliver the project, the remaining two were disqualified.
- 2.5 Those contractors who passed the financial assessment were then assessed in relation to their technical capacity and ability to carry out the works. Their submissions were scored against the criteria set out in the PQQ. A shortlist of the three highest scoring contractors was approved by the Tender Appraisal Panel and Project Board on 24 January 2011.

Invitation to Participate in Competitive Dialogue

- 2.6 The Competitive Dialogue phase of procurement is for use in the award of complex contracts, where there is a need for the contracting

authorities to discuss all aspects of the proposed contract with candidates.

The dialogue consisted of a series of meetings with each organisation to discuss technical (planning, design, etc), legal and financial issues, in order for them to submit a well-informed tender package.

The following contractors were invited to participate in competitive dialogue with the Council.

1. Sport and Leisure Group Ltd (trading as PlayFootball.net)
2. Powerleague Fives Ltd
3. TFC Leisure

- 2.7 All tender documentation was agreed by the Tender Appraisal Panel and stage 1 of the competitive dialogue commenced on 16 February 2011.

Between the Invitation to Participate in competitive dialogue and commencement of stage 1, TFC requested to be removed from the procurement process sighting other business priorities that would not allow them to focus on this development opportunity.

- 2.8 Stage 1 of competitive dialogue was closed on 2 March. Stage 2 opened on 9 March and closed on 23 March 2011.

Invitation to Submit Outline Solution

- 2.9 The two contractors were then invited to submit outline solutions with a deadline of 8 April 2011. Local stakeholders were invited to respond to the outline solution to support the next stage of dialogue with their feedback.

Invitation to Submit Final Tender

- 2.10 Following the final dialogue meeting with the two contractors on 21 April the dialogue was concluded and they were invited to submit their final tender with a deadline of 13 May 2011.
- 2.11 The final tenders have been evaluated on the basis of 60% on price and 40% on quality provided in the final tender.

The 60% price submission has been evaluated on a pro-rata basis. This facility will generate an annual revenue to the Council through a lease agreement. The 40% quality submission is awarded as follows:

PQR	Weighting (%)	Award Criteria	Sub-weighting
Design	14%	Sustainability	2%
		Suitability to Location	2%
		Flexibility/Variety of Sport	2%
		Quality of Facility	8%
Service Delivery	5%	Service Delivery	5%
Partnership Working and Community Use	20%	Programming	7%
		Sports Development	2%
		Outreach Work	2%
		Target Groups	2%
		Free Use	3%
		Fees and Charges	4%
Equality and Diversity	1%	Equality and Diversity	1%

2.12 Tenders were received from the following tenderers within the tender deadline:

1. Sport and Leisure Group Ltd (trading as PlayFootball.net)
2. Powerleague Fives Ltd

2.13 The Tender Appraisal Panel met on 9 June to agree evaluation of the tenders.

2.14 Quality analysis

The table below outlines the score of each bid in terms of quality.

Contractor	Quality Score out of 40 (B)	Score (A)+(B)	Rank
PlayFootball.net	33.125	57.50+33.125= 90.625	1
Powerleague Fives Ltd	28.875	50.35+28.875= 79.225	2

3. DETAILS OF PREFERRED BID

- 3.1 PlayFootball.net has put together an offer (**ranked 1 above**) which satisfies the Council's key requirements for a number of areas. Firstly, to develop a high quality sports facility for the local community, secondly to ensure that the 'free usage' rights of the local people are protected and thirdly, to generate the Council a substantial income.
- 3.2 PlayFootball.net have realised that getting the support of the existing users is vital for this development and have researched the current usage levels and spoken with many key stakeholders to ensure that the offer is in line with community expectation.
- 3.3 In addition, PlayFootball.net have substantially moved away from a standard design to ensure that the pavilion/café suitably fits into the surroundings of the park.
- 3.4 The offer contained in this tender response is made subject to contract and subject to a formal agreement and lease being entered into.
- 3.5 This reference bid includes:
- A design which fully integrates with the surrounding of the park
 - Substantial free use through the provision of 1 five a side pitch and 1 seven a side pitch which will be accessible at no cost to registered local residents
 - Discounted use for schools
- 3.6 Having consulted with key stakeholders, PlayFootball.net has designed a facility that meets the needs of all parties and considers a number of key design elements: (Images attached as appendices)
- A pavilion which suitably fits in with the park surroundings
 - Pitched roof to create the vision of a soft welcoming building
 - Glazed exterior to give a warm and inviting aspect for both pitch users and café users
 - Tree and hedge planting to integrate the car parking, walkways and patio in to the park surroundings
 - A pavilion which meets all the Sport England requirements
 - Sport England design guidance on pavilion and club houses
 - Access for disabled people
 - Car park and landscape design
 - A suitably sustainable design
 - A pitch layout which meets the needs of the community
 - Including 1 'free use' 5aside pitch
 - Including 1 'free use' 7aside pitch
 - A mixture of 5aside and 7aside pitches to ensure a variety of groups can be catered for
 - A 'free use' basketball area

4. RISK MANAGEMENT

- 4.1. This project is included on the departmental risk register. It has been assessed as a low risk project, as there are no financial contributions required from the Council, background checks have been made regarding the capability of the contractor to fulfil its obligation and the local community and existing users have been extensively involved through consultation.

5. CONCLUSION

- 5.1 The tender submitted by PlayFootball.net has been assessed in terms of price and quality as the most advantageous to the council.
- 5.2 This proposal enables the Council to address an existing 'issue' site which is currently a drain on resources at no cost to the council and the council will receive a financial return through the award of a lease agreement.

6. RECOMMENDATION

That approval is given to appoint Sport and Leisure Group Ltd (trading as PlayFootball.net) as the preferred bidder to undertake the works and services contract for the redevelopment of Hammersmith Park sports facilities, selected and agreed by the Tender Appraisal Panel on 8 June 2011, subject to contract, subject to a formal agreement and lease being entered into and subject to planning approval.

7. PROJECT TIMESCALE

7.1

Stage	A	DATE
	○ Approval to appoint – Cabinet Meeting	18 July 2011
	○ Call-in period (5 working days)	25 July 2011
	○ Tender awarded	26 July 2011
	○ Design and build contract, services contract, lease contract	August 2011
Stage B		
	○ Consultation with stakeholders/public	August 2011
	○ Disposal by lease, public notice/consultation	August 2011
	○ Technical drawing package completed	August 2011

○ Planning application process	August 2011
Stage C	
○ Detailed specification of works, with cost estimate completed	October 2011
○ Preparation of bills of quantities and digital working drawings	October 2011
Stage D	
○ Planning application approved	November 2011
○ Pre-construction meetings and negotiations	November 2011
○ Contract particulars complete	November 2011
○ Site handover	November 2011
○ Construction period and site supervision	November 2011 – March 2012
○ Defects liability and final sign off of works	March 2012
Stage E - Post Build	
○ Initiation of services, maintenance, management and lease contract	March 2012
○ Facility opens	April 2012
Stage F – Evaluation and Review	
○ Evaluation of the project at 12 months	April 2013
○ Contract reviews every '5' years	Ongoing

8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 8.1. The recommendation set out in this report is supported from a financial perspective on the basis that the capital development and improvement works will be undertaken at zero cost to the Council
- 8.2. There will be no negative impact on existing income levels by offering discounted and free use to schools and sports development as these facilities are currently significantly underutilised.
- 8.3. Further comments are contained in the exempt part of the report.

9. EQUALITY IMPLICATIONS

- 9.1 The competitive dialogue procurement has ensured that bidders were informed of the need to consult with local stakeholders including ward members, residents, local organisations, users and non-users of the existing facility and the Friends of Hammersmith Park. This is demonstrated in the strength of the final tender in terms of meeting the Council's objectives.

The following are overarching conclusions based on the Equalities Impact Assessment:

- There is a deficiency in the provision of this type of facility in this part of the borough.
- Consultation has been extensive to date.
- The facility will improve access to sports facilities for the borough's residents.
- The development will provide significant free and subsidised access.
- Access for disabled people will be a feature of the development.

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

- 10.1. The Assistant Director has been represented during the process and is satisfied that although the Public Contracts Regulations 2006 (as amended) do not apply in respect of the tendering procedure, nevertheless the principles enshrined in the legislation have been followed in order to demonstrate a transparent and open process.

11. COMMENTS OF THE ASSISTANT DIRECTOR (PROCUREMENT AND I.T. STRATEGY)

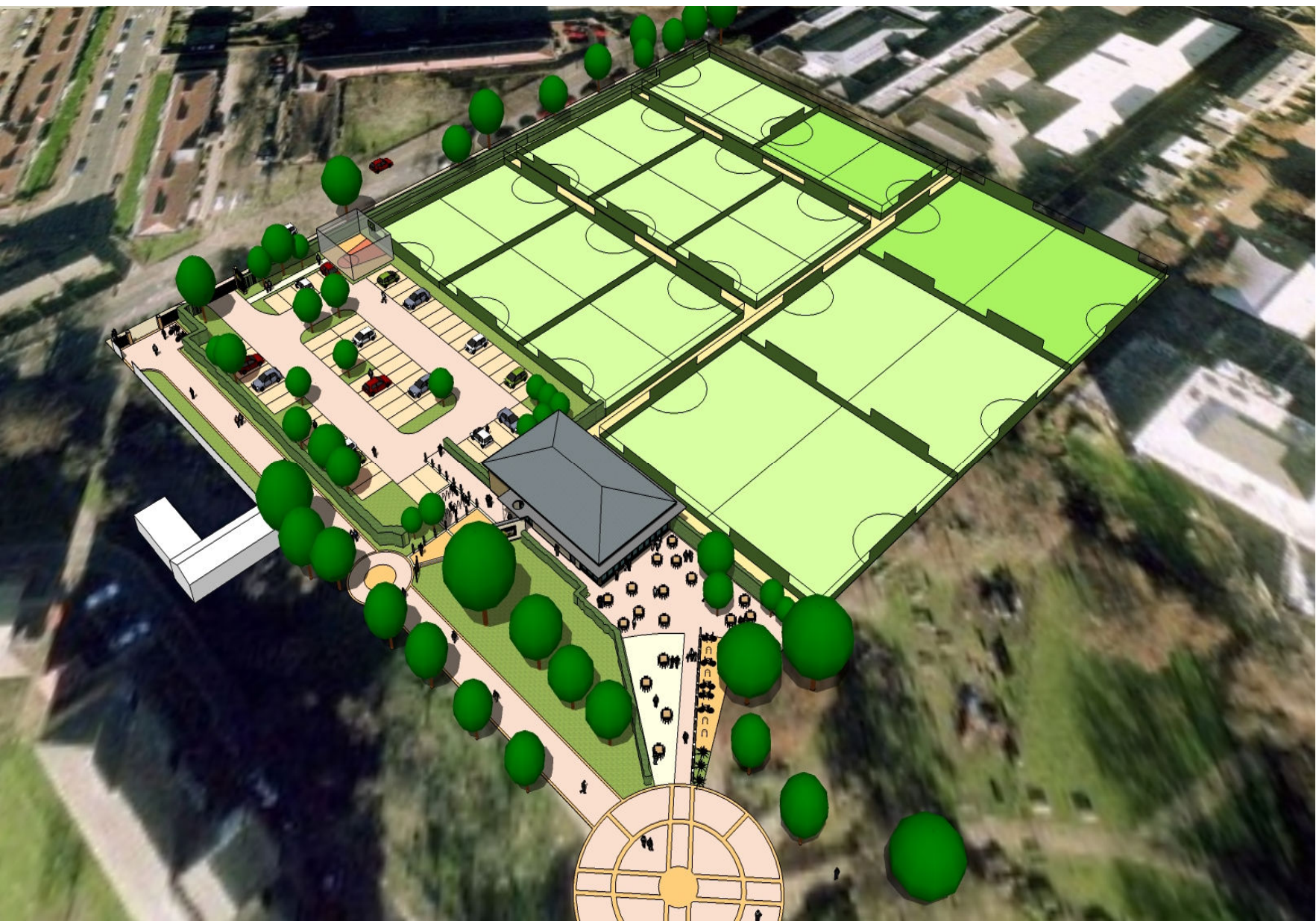
- 11.1. The Corporate Procurement Team has supported the procurement process and is satisfied that it has been carried out in accordance with the Council's Contracts Standing Orders. The only statutory requirement is to place, within 48 days, a contract award notice in the Official Journal of the European Union.

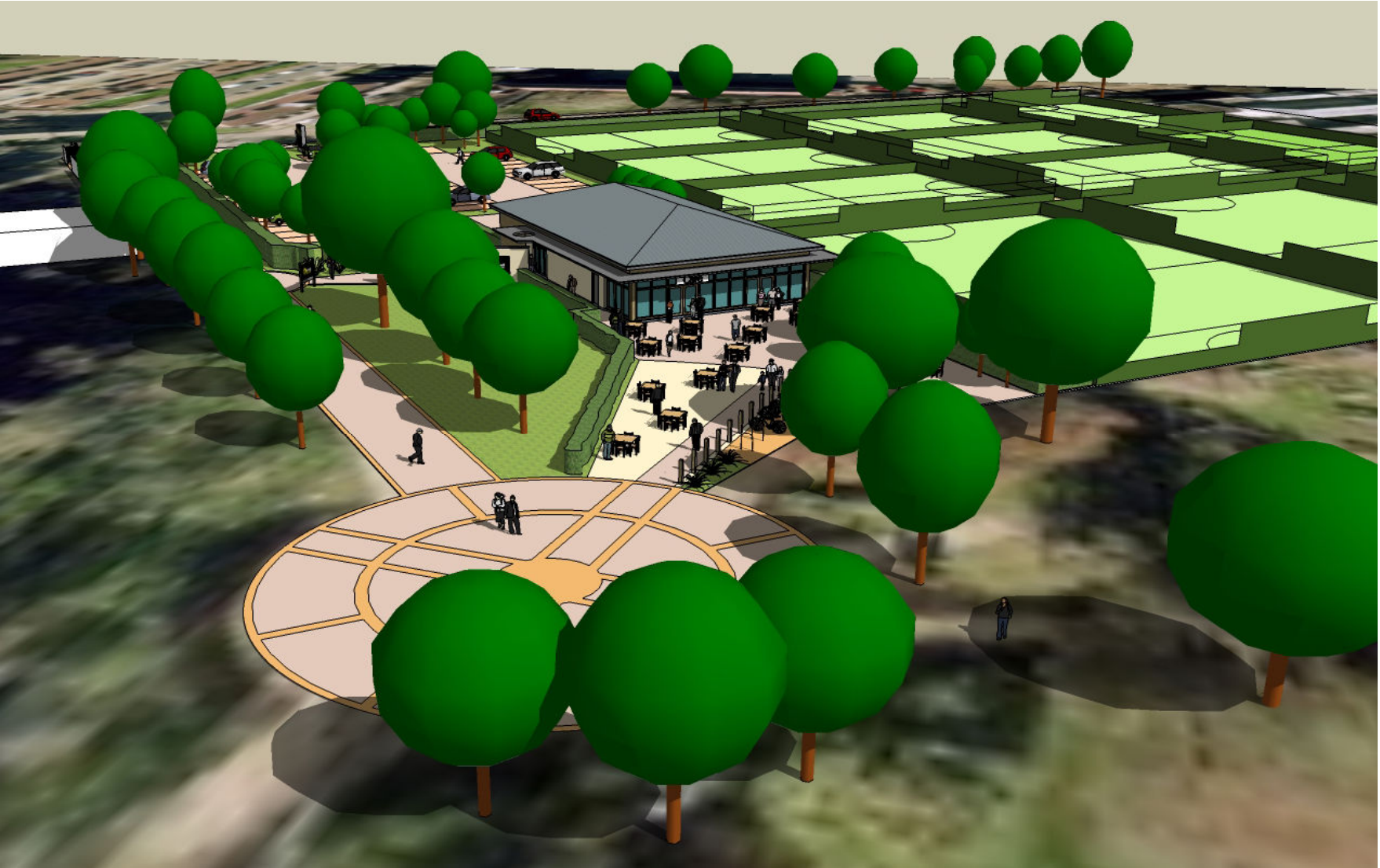
LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Pre Qualification Questionnaire assessment	PQQ Assessment	RSD – Glenthorne Road
2.	Financial analysis of final tender	Financial analysis of final tender	RSD – Glenthorne Road
CONTACT OFFICER:		NAME: CHRIS BUNTING EXT. 2023	

Appendix 1 – 4 Proposed Site Layout, Site Isometrics









Agenda Item 14



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

**CABINET MEMBER
FOR COMMUNITY
CARE**

*Councillor Joe
Carlebach*

**REQUEST FOR DELEGATED AUTHORITY TO
AWARD CONTRACT FOR DRUG
INTERVENTION PROGRAMME (DIP) AND
OPEN ACCESS SERVICE**

**Wards;
All**

Seeking authority to award the contract for the Drug Intervention Programme and Open Access Service.

A separate report on the exempt part of the Cabinet agenda provides exempt information on the procurement process.

Recommendation:

That authority be delegated to the Cabinet Member for Community Care, in conjunction with the Director of Community Services, to award the contract for the Drug Intervention Programme (DIP) and Open Access Service.

**HAS A EIA BEEN
COMPLETED?
YES**

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

1. BACKGROUND

- 1.1 The Drug Interventions Programme (DIP) is a key element of the Government's National Drug Strategy. It is the responsibility of local authorities to ensure the provision of the programme in their area, which is generally contracted out to specialist providers.
- 1.2 Established in 2003 by the Home Office, DIP places renewed emphasis on the need to break the cycle of crime and drugs by providing opportunities for drug misusing offenders to access programmes of help at all points of contact within the criminal justice system. Its principal focus is to reduce drug-related crime through effective engagement with drug users and move them into appropriate treatment and support. DIP partnership consists of criminal justice and drug treatment providers working together with other support services to provide a tailored solution for adults who commit crime to fund their drug use.
- 1.3 The Open Access service aims to reduce the risks and harm related to substance misuse, through promoting reduction, cessation and stabilisation. Services offered include, one to one key working, group programmes, specialist needle exchange, hepatitis clinic, alternative therapies, support for families and carers, onward referral and assessment.

2. JOINT PROCUREMENT WITH THE ROYAL BOROUGH OF KENSINGTON & CHELSEA

- 2.1 As current contractual arrangements for the provision of DIP in both Hammersmith & Fulham and the Royal Borough of Kensington & Chelsea are due to time expire at the approximate same date a decision was taken in January 2011 to jointly procure a DIP service for both boroughs to commence in Autumn 2011. It is considered that this will result in a more cost efficient service than would have been achieved if both boroughs procured their own DIP service.
- 2.2 Westminster City Council have not been involved in this joint tendering exercise as they have recently recommissioned their services in this field.

3. OPEN ACCESS SERVICE

- 3.1 Hammersmith & Fulham commissioned an Open Access Service for Substance Misusers and the current contractual arrangements are due to expire at the approximate same date as both boroughs' existing DIP services. An Open Access Service remains integral to Hammersmith & Fulham's Substance Misuse Commissioning Strategy. It is considered that a more competitively priced Open Access Service is achievable if this forms part of the two borough DIP contract than if it was procured as single

service. The Open Access Service is only available to Hammersmith & Fulham Service Users.

4. FINANCE

- 4.1 The Hammersmith & Fulham element of the DIP Service will be funded by the main DIP grant. This grant is comprised of approximately two thirds Department of Health and approximately one third Home Office funding. The two funding streams are pooled and managed as one grant which comes to the council via Hammersmith & Fulham PCT.
- 4.2 Hammersmith & Fulham PCT receives a Department of Health grant which fully funds the Open Access Service.

5. RISK MANAGEMENT

- 5.1 The subject of this report is not included on a departmental or corporate risk register.
- 5.2 The main risk associated with any tendering exercise is the failure to meet timetable deadlines and thereby not achieve the proposed contract start date. This would impact on continued service delivery if contingency arrangements with incumbent providers cannot be negotiated.
- 5.3 This procurement exercise is being conducted in accordance with the authority's Project Management Tool kit. If slippage occurs in the tendering timetable outstanding milestone dates are reviewed and adjusted accordingly. Should any delays to the tendering timetable mean the proposed contract start date is not achievable officers will negotiate with existing providers to affect an extension of the current contractual arrangements.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1 These are in the separate report on the exempt agenda.

7. EQUALITY IMPLICATIONS

- 7.1 The Equality Impact Analysis has demonstrated that the activity has a low impact with regard to the Public Sector Equality Duty and a positive impact with regard to any protected characteristic(s).
- 7.2 The effect of this activity will be to let a contract to one organisation for the provision of services currently being provided under existing contractual arrangements by two organisations. It is not intended that the proposed contractual arrangements will result in any reduction to the existing level of

service. Arrangements will be made to ensure service users accessing existing arrangements of provision are transferred to the incoming provider without any disruption to the continuity of service they receive.

7.3 Staff employed by the two external incumbunt providers are considered to have employment rights under the Transfer of Undertaking (Protection of Employment) Regs and will transfer to the incoming provider.

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

8.1 The AD (Legal and Democratic Services) is represented on the TAP and where instructed will advise upon commercial contracts and procurement matters related to the tender.

8.2 Given the potential for TUPE to apply, the client department must seek legal advice in respect of TUPE and pension matters.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	All background papers.	Tim Lothian Procurement Manager Community Services Department (x 5377)	CSD Partnerships & Procurement 4 th Floor 77 Glenthorne Road. Hammersmith London W6
CONTACT OFFICER: Tim Lothian		NAME: Tim Lothian EXT. 5377	



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

CABINET MEMBER FOR HOUSING

*Councillor Andrew
Johnson*

REVIEW OF WALHAM GREEN COURT GARAGES

This report considers the income generating opportunities available from commercialising some of the garage and parking facilities on Walham Green Court.

A separate report on the exempt part of the Cabinet agenda considers the income generating opportunities available from commercialising some of the garage and parking facilities on Walham Green Court.

**Wards:
Walham
Green
and
Parsons**

And all
Wards

CONTRIBUTORS

AD Housing Services
AD Finance &
Resources
ADLDS
DFCS

**HAS A EIA BEEN
COMPLETED?
YES**

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

Recommendations:

1. That (in the particular circumstance of Walham Court, having excellent access to public transport and a high proportion of void spaces) authority is given (subject to any necessary Secretary of State consent under the Housing Act 1985) to commercially lease the currently surplus parking spaces at Walham Green Court, SW6 2DE, on such terms as outlined in this report and otherwise on terms the Director of Housing and Regeneration, Assistant Director (Legal and Democratic Services) and Head of Valuation and Property Services consider appropriate.
2. That the net revenue raised from the lease arrangements is used to recover the costs involved, and is set aside for Housing and Regeneration purposes and to contribute to delivering a balanced HRA as part of the HRA MTFS programme.

- 3. That the consultation programme with tenants on the further commercialisation of garages on Council estates and ancillary land be approved.**
- 4. That authority be delegated to the Cabinet Member for Housing, in conjunction with the Director of Housing and Regeneration, to approve any necessary procurement arrangements to engage a managing agent for the letting and management of parking facilities at Walham Green Court, on such terms as are indicated in this report and otherwise as the Director of Housing and Regeneration, Assistant Director (Legal and Democratic Services) and Head of Valuation and Property Services consider appropriate.**

1. INTRODUCTION

- 1.1 The proposal to commercialise some of the parking facilities on Walham Green Court is in line with the overall Council strategy to provide value for money with a desire of improving front line services.
- 1.2 The garage area at Walham Green Court represents an ideal opportunity to raise revenue with minimal impact to existing tenants and leaseholders. Walham Green Court is situated in South Fulham, with probably the best transport links in West London. The garage area is ideally located almost directly opposite Fulham Broadway tube station, with direct access to many bus routes, local shops and businesses on the Fulham Road.
- 1.3 There are currently 86 tenants and 36 leaseholders living at Walham Green Court and there are 105 underground parking spaces, accessed from two separately controlled entrances. Tenants and leaseholders currently rent 41 spaces (19 tenants and 22 leaseholders) and 12 spaces are let commercially at a historic rent which is now below market rent. The remaining spaces are vacant and ready for letting.
- 1.4 A financial assessment has been carried out and it is estimated that the potential income could be more than £100k per annum, by leasing the currently vacant parking spaces commercially, taking into account existing / anticipated tenant and leaseholder requirements; and financial and legal considerations

2. BACKGROUND

- 2.1 The Housing and Regeneration Department manages 1282 covered garages and 2211 parking bays, the majority of which are located on Council estates and ancillary land.
- 2.2 We currently rent garages and parking bays to tenants, leaseholders, private users and local businesses on licence agreements, generating an annual revenue of £720,000 (garages) and £77,270 (parking spaces).
- 2.3 The annual revenue from parking facilities is not maximised as a result of low occupancy rates at approximately 70%. This due to a combination of demand and poor condition of stock, including poor lighting / security issues.
- 2.4 The Housing Services team has recently completed a review of the management of parking facilities and concluded, that there is revenue generating capability and

opportunities to improve the service to existing tenants and leaseholders by commercialising some of the parking facilities on Council estates. Specifically, the parking lots at Walham Green Court were identified as an area with significant revenue generating potential with relatively minimum investment requirements and without substantial adverse impact on estate residents. At Walham Green Court there is a significant underuse of the parking area and low demand from existing tenants and leaseholders.

- 2.5 Of the 30% vacant garages across all the Council's stock, just under a third require major refurbishment. In practice this relates to 112 garages or 8% of total stock that will require investment, at a cost of approximately £112,000. This includes provisions for new doors, damp proofing, making water tight and upgrade of lighting and security as required.

3. PARKING AT WALHAM GREEN COURT

3.1 Walham Green Court secure tenants with a licence agreement:

There are 19 spaces let to 17 tenants living at Walham Green, on a licence agreement at a weekly charge of £2.72. The current licence agreement at Walham Green Court requires (broadly) that the Council provide a week's notice (to expire on a Sunday) in order to terminate the licence of an individual space. There is no security of tenure for licensees of car spaces, but (given the spaces are held for housing purposes) it would be difficult to justify terminating licences except for good cause (such as increase in fees, but unlikely to include a non-housing purpose such as commercial letting without Secretary of State consent as indicated in Legal comments below).

Any empty space at Walham Green Court can (assuming there is no anticipated resident demand and subject to Secretary of State consent) be commercialised with immediate effect, provided proper procedures are followed. The Council will need to evidence - an independent valuation of the space and demonstrate that we are taking into account the present and anticipated needs of existing tenants and leaseholders.

In the future, should the Council wish to consider commercialisation beyond surplus spaces (but not merely charging residents full market licence fees), we are legally obliged under section 105 of the Housing Act 1985 to carry out a full consultation with secure tenants and an equalities impact assessment. Depending on the duration of commercial letting and whether consent is got from the Secretary of State, it may also be necessary to appropriate the land out of the HRA (with a financial adjustment in favour of the HRA). We will seek to avoid appropriation unless there is a strong housing and financial argument to do otherwise, as the

3.2 Walham Green Court leaseholders with a licence agreement

There are 22 spaces let to 22 leaseholders on Walham Green Court at a weekly charge of £2.77 + VAT (3.32 Total). Property leases do not include car spaces, which leaseholders have to licence on a similar basis as tenants. Similarly to tenants, letting any empty spaces on a commercial basis with immediate effect would not have any impact upon leaseholders, providing regard is had to likely future changes in demand from leaseholders.

Should the Council wish to fully commercialise the facility and charge market rents for leaseholders who have previously had access to reduced rate parking, a full consultation would be advisable but it is not a legal requirement, other than having a duty under the Equalities Act 2010 (particularly in this context of people with disabilities). However, too abrupt a removal of reduced rate parking is best avoided and we will also take into account the adverse effect (if any) that any restriction on leaseholders accessing secure parking at reasonable rates may have on the marketability (and therefore value) of their leases.

3.3 Planning considerations at Walham Green Court

Walham Green Court comprises 122 low and medium rise units, and was built in 1970, with a parking facility and parking spaces below the main estate for the use of residents living within the constructed residential premises. The planning advice varies dependent upon whether full or partial commercialisation is being considered – although planning permission for a material change of use would need to be sought for both.

Therefore should the Council wish to partially commercialise and utilise the vacant spaces this would require planning consent. However, we are advised that this should be more straight forward as we will be utilising or bringing back into use a facility or an area of a facility that is being under utilised.

3.4 Legal considerations

The Council's legal department have considered the commercialisation of spaces at Walham Green Court and advised (inter alia) that prior to any commercial arrangement being put in place, we consider the existing and anticipated demand for parking spaces from existing tenants and leaseholders. This is in line with Part II of the Housing Act 1985. If current demand from residents is being met and overall resident parking spaces will not be reduced permanently or long term then residents will not be substantially affected and we will not need to formally consult with tenants.

Should the Council wish to commercialise spaces on a scale which would be likely substantially to affect secure tenants, then full consultation is required under the Act. An equalities impact assessment will also be needed. In addition, when letting commercially or to someone not a local resident, we will need to demonstrate that we are charging the highest rate reasonably obtainable. We can do this through a process of periodic valuation (which would need to be regularly reviewed, at least on an annual basis and preferably quarterly or half yearly).

It is also important that (save in accordance with a rational Council-wide policy approved by Cabinet) the Council should not discriminate against a set of residents or an individual estate by charging them on a different basis from residents in another part of the borough or on other estates. To do otherwise could risk challenge by way of judicial review. Any change in policy and therefore any consultation on fully commercialising the service would need to consider the whole borough rather than focus specifically on an individual facility or estate.

3.5 Consultation with residents at Walham Green Court:

On 2 June 2011 we wrote to all tenants and leaseholders at Walham Green Court about the potential changes of use of the garage. We intend to consult again to assess demand and individual requirements in line with planning application requirements. There is no need for a full consultation if the commercialisation and charging of full market rates is of an essentially temporary nature and restricted to those spaces that are currently empty and surplus to residents' current and anticipated requirements. Any restriction or any limitations on the use of a facility that would ultimately deprive residents of these spaces or deprive their access to these spaces at a reduced rate would be subject to full formal consultation under Section 105 of the Housing Act 1985.

4. REVENUE POTENTIAL AT WALHAM GREEN COURT

4.1 Overview of current facility

There are a total of 105 parking spaces available at Walham Green Court, 93 of the spaces are available for letting to residents whilst 12 are currently let commercially. Of the 93 spaces available to residents only 41 are currently let at a weekly charge of £2.77 each (£144 per annum), or a total annual income of £5,905. There are currently 52 empty parking spaces with no waiting list for users wishing to access the facility.

4.2 Comparisons with the private sector

As part of our research into market sector charges for this type of facility, we looked at a number of commercial sites. There was quite a large variance in amount charged dependent mainly on the proximity of the space to a transport link (minimum £2400 and max £3600 per annum).

4.3 Projected income Walham Green garages for partial and full commercial letting

The projected revenue from commercialising the garages at Walham Green Court are detailed in the exempt report. In summary based on letting the vacant spaces commercially the annual income could be up to £119k. Should the Council decide to let the entire space the revenue would increase to above £200k.

5. **FUTURE AREAS OF WORK**

- 5.1 In terms of future opportunities, we will complete a review of the entire parking facilities on Council estates and ancillary land to identify further opportunities similar to Walham Green Court. As part of our work we will consider with Planners, the initial planning consents and permissions for each estate. The Council may need to amend planning permissions in order to allow use by individuals not connected to premises within the estate.
- 5.2 We will assess the attractiveness of each area and the potential income that could be generated if garages and parking spaces areas were refurbished with improved access and security such as lighting and CCTV.
- 5.3 We also intend to review the fees charged for parking spaces and garages to existing tenants and leaseholders, and improve the current licence agreement. In addition, we intend to review the current management of sheds on parking estates, the condition and fees charged to residents.

6. **RISK MANAGEMENT**

- 6.1 The risks to commercial arrangements for parking and the management of the service are minimised as we are not intending to dispose of a Council asset on a long term basis that would prejudice adequate facilities for estates.
- 6.2 By granting a tenancy of a parking space to a business or even a non-estate resident there is a danger of creating secure business tenancies which would make it difficult to recover possession except for limited purposes (e.g. redevelopment) usually on payment of compensation. It is possible to contract out of security if a statutory procedure is properly followed.

7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 7.1 The report considers the income generating potential of the Council's garage and parking spaces within the Housing Revenue Account, and specifically to enter into a commercial leasing arrangement for the vacant parking spaces at Walham Court.
- 7.2 An appraisal of potential income and management costs for the Walham Court site is detailed in the exempt report.
- 7.3 The intention, unless there is a very strong business case otherwise, is to generate additional ongoing revenue income within the HRA. To achieve this it is important that the letting agreements are structured in such a way as to create revenue, not capital receipts under International Financial reporting Standards within the HRA.
- 7.4 Further reports will detail the financial implications of subsequent commercialisation opportunities for Parking and Garages.

8. EQUALITY IMPLICATIONS

- 8.1 Under the Equalities Act 2010 the Council must have regard to the effect a change in policy may have on persons with "protected characteristics". At the very least, therefore, some form of provision for disabled residents and their carers will need to be made and any commercialisation of garages and parking spaces must allow for this. This may include, but is not limited to, being given priority and being able to apply for subsidised or reduced price access to commercial parking facilities.
- 8.2 Any improvements in access to garages and parking spaces either as a result of bringing back dilapidated stock into use or improving the customer experience and access to the service would be seen as beneficial to all residents and would not disadvantage any individual user group.
- 8.3 The specific issue of whether residents would be disadvantaged as a result of increased charges and commercial rates needs to be taken into consideration. This is of significance if full commercialisation rather than partial commercialisation is chosen and if no specific provision is made for reduced or subsidised access for estate residents.

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

- 9.1 It is necessary to distinguish different types of "commercialisation". At the lowest level, merely charging estate residents fees at more commercial rates, poses little

problem from a legal standpoint. There are no specific statutory controls on local housing authority parking charges and no consultation is required with secure tenants under S.105 Housing Act 1985 solely on account of raising fees. The only real risks associated with a simple policy of charging estate residents a commercial rate for parking are that regard must be had to the special requirements of the disabled (and indeed other groups covered by the Equalities Act 2010) and that abrupt withdrawal of affordable parking could provoke a challenge by way of judicial review (e.g. on the basis that tenants had a legitimate expectation that such a facility would not be withdrawn without reasonable notice or that the Council had failed to have regard to a material consideration). On the other hand, true commercialisation, which takes the form of converting a car park into a public pay car park (with no resident parking as such) or where the car park becomes a purely private facility (e.g. for long term vehicle storage or for corporate parking) entails greater complication, especially if not confined to spaces considered surplus to residents' requirements. This derives not so much from any obligation to give tenants "reasonable preference" in relation to available parking (a Council in fact has no general duty to provide any car parking in connection with its housing), as from the general obligation to use the property it currently holds only for the statutory purpose for which it was acquired, until appropriated to some other statutory purpose or otherwise permitted by statute.

- 9.2 The parking spaces at Walham Green Court are held under Part II Housing Act 1985 for housing purposes (i.e. in connection with the flats). As such they would have been provided as amenities for the estate (albeit subject to payment of fees) and therefore must be used for that purpose (other than on a very temporary basis whilst surplus to residents' requirements). until appropriated to a new statutory purpose (and a financial adjustment made in favour of the HRA) or until otherwise permitted under specific statutory provisions. In this case, the consent of the Secretary of State could well be required either way. The appropriation of houses (including appurtenances usually enjoyed with them, such as parking) requires Secretary of State consent under Sections 19 and 56 Housing Act 1985 (though a relatively short lease granted with a view to generating income for the HRA from the surplus portion of under-used assets probably requires no appropriation). Nonetheless, a London authority can anyway only "provide and maintain in connection with housing accommodation...buildings or parts of buildings adapted for use for any commercial purpose" if it obtains consent from the Secretary of State under Section 15 Housing Act 1985. In short, Secretary of State consent will therefore be necessary unless letting is of surplus spaces on temporary short lets without any adaptation being made to facilitate the commercial use. Where Section 15 consent is given, the building remains within Part II of the Housing Act 1985. notwithstanding that use is no longer for estate residents and their visitors.
- 9.3 Aside from spaces manifestly surplus to demand, to deprive secure tenants of Walham Green Court of ancillary parking, currently available for them to let, would represent a departure in policy and be almost certain to require a consultation under Section 105 Housing Act 1985. Indeed, it would be important that residents

- of particular estates not be treated less favourably in terms of parking provision from those on other estates, unless pursuant to a clear, coherent and rational policy adopted by Cabinet. On the other hand, temporary commercial letting of spaces whilst unquestionably surplus to requirements on an estate would be unlikely to need consultation (as tenants would not be “substantially affected” by doing so). Where consultation is required, the Council must specify a period in which tenants can make their views known and the Council must, *before making any decision on the matter*, consider any representations duly received.
- 9.4 No express statutory provision would require consultation with leaseholders if parking were removed, but clearly it would be considerate and prudent to consult, rather than risk challenge based on some general ground e.g. failure by the Council to take account of all relevant considerations.
- 9.5 Quite apart from Section 105 consultation, the Council has a duty under the Equality Act 2010 to have due regard to the impact any new policy on estate parking might have on residents with “protected characteristics” (in this context the most obvious group being disabled persons reliant on their (or their carer’s) cars in order to get about). The Council ought also to be mindful of the duty under the Act to make “reasonable adjustments” to assist tenants with protected characteristics, though it is not thought this would extend to ensuring that a minimum level of parking for disabled residents (and their carers) is kept available for them, at reasonable cost.
- 9.6 Commercial letting of individual spaces can be dealt with by way of grant of a licence that does not give exclusive possession of any particular space. A commercial letting of a specific space, or number of spaces, or of an entire car park, however, would probably require a lease. Such a lease would be likely to be a secure business tenancy, unless expressly contracted out of the protection of the Landlord and Tenant Act 1954. It is recommended this is done, otherwise it may not be easy (without considerable delay and expense) to recover possession when the lease ends, should, at that time, the Council wish to make the spaces available again to estate residents or to redevelop the site or simply to let to a different operator.
- 9.7 Quite apart from the issue of consent for commercial use mentioned above, any lease of Part II housing land requires the prior consent of the Secretary of State at DCLG. However, provided (when granted) a market rent (representing the best consideration that can reasonably be obtained) is achieved for each letting by the Council, no formal application for consent will be necessary as Consent E of the General Housing Consents 2005 should apply (so long as the spaces and a block of flats do not together constitute a “dwellinghouse” - which is the better view).
- 9.8 The existing planning use of the car spaces would need to be carefully considered before any commercial letting or any letting to non-residents (in case planning

10. COMMENTS OF THE ASSISTANT DIRECTOR (PROCUREMENT AND IT STRATEGY)

- 10.1 If the Council decides, following consultation with its tenants and leaseholders , that an outsourced option is desirable for the proper management of the under used car parking facilities on various sites across the borough, then a tendering exercise will be required in accordance with the Public Contracts Regulations 2006 (as amended).
- 10.2 Given the nature of the market there are only a limited number of companies that could provide the Council with such a service. Nevertheless, a tendering exercise would take a minimum of 40 days to be undertaken followed by a short period for evaluation of received tenders to be completed.

11. IMPLEMENTATION TIMETABLE

Partial Commercialisation

Date	Action
18/07/11	Cabinet Approval
25/07/11	Planning Application application for planning consent to allow change of use. Material change from parking designated for residents allowing the charging of none resident users
01/08/2011	Informal Consultation No formal consultation is required for partial consultation, however some form of informal consultation with TRA's and residents within the estates should be undertaken in order to notify them of the change in use being proposed
25/09/2011	Early planning consent received Provisional earliest date that planning consent will be granted for partial commercialisation
25/10/2011	Planning consent received Provisional date for longest time for planning consent to be granted
25/10/2011	Partial Commercialisation Start Once planning consent granted work can be undertaken to begin valuation of spaces beginning with Walham Green Court and seeking private users for these spaces at the full commercial rate.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Private sector garage rates in Fulham	Orla Gallagher x. 4559	HRD
CONTACT OFFICER:		NAME: Orla Gallagher EXT. 4559	

Agenda Item 16



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

**CABINET MEMBER
FOR HOUSING**

*Councillor Andrew
Johnson*

**TENDER ACCEPTANCE TO APPOINT A
CONTRACTOR TO CARRY OUT RISK
ASSESSMENTS AND ASSOCIATED REMEDIAL
WORKS ON COMMUNAL HOT & COLD WATER
SYSTEMS IN HOUSING PROPERTIES**

**Wards
All**

This report seeks approval to accept a tender for Risk Assessments And Associated Remedial Works On Communal Hot & Cold Water Systems, to ensure effective control of Legionella in Housing properties.

A separate report on the exempt part of the agenda provides exempt information about the tendering process.

CONTRIBUTORS:

ENV(BPM)
HRD
DFCS
ADLDS

Recommendation:

- 1. That approval be given to the acceptance of the most economically advantageous tender submitted by Severn Trent Metering Services Ltd.**
- 2. To note that the contract is expected to start on 1 September 2011 for a period of 4 years, with an optional extension of a further three years.**

HAS A EIA BEEN COMPLETED? YES
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1. BACKGROUND

- 1.1 The proposed works form part of the Housing Revenue programme for which the Cabinet Member for Housing has responsibility.
- 1.2 These works need to be undertaken because under the Health & Safety at Work Act 1974, and specifically Approved Code of Practice (ACOP) L8 - Prevention of Legionella Regulations it is required that regular inspections of communal cold water storage cisterns and their associated hot and cold water systems are carried out to assess the risk of the proliferation of Legionella bacteria and to carry out any associated remedial works required to minimise this risk. The contract will ensure that all communal hot and cold water installations within housing properties comply with these regulations.
- 1.3 The existing contract with Clearwater Technology Ltd expires on 31 August 2011.
- 1.4 A Tender Appraisal Panel (TAP) has been set up to oversee the tendering process. This panel consists of officers from H&F Homes, Procurement and IT Strategy, Legal Services and Building & Property Management.
- 1.5 The value of this contract exceeds the threshold for service contracts and has therefore been tendered in accordance with the Public Contracts Regulations 2006 (as amended) - EU Public Procurement rules. The Contract was sent for publication in the Official Journal of the European Union (OJEU) on 11 August 2010 and appeared in that publication on 14 August 2010 under reference 2010/S157 – 243169.
- 1.6 16 pre-qualification questionnaires (PQQs) were received from interested contractors of which two were not valid. The valid PQQs were scored by members of the TAP.
- 1.7 The TAP met on 9th December 2010 at which the six highest scoring contractors were shortlisted for invitation to tender.
- 1.8 The new contract is for a period of four years, with an option to extend for a further three years. The contract contains annual price fluctuations clauses linked to published industry indices to allow for inflation over the term of the contract.
- 1.9 In the light of Housing & Regeneration Department's Strategic Procurement Review, the contract includes a one-way, non-default break clause. However, in order to secure best value for money in a competitive exercise (i.e. offering the potential for some longevity in the contract) the tender pricing document asked for tenderers to enter a specific separate cost in the event of the break clause being implemented.

2. BRIEF DETAILS OF THE WORKS

2.1 The contract includes for risk assessments and associated remedial works on communal hot and cold water systems, to ensure effective control of Legionella in Housing properties, comprising the following works:

- i) two yearly risk assessment survey
- ii) associated remedial works identified from the survey
- iii) Microbiological testing of water
- iv) Monthly water temperature monitoring
- v) 3 monthly cleaning of shower heads
- vi) Electronic storage and web based access to contract documentation

3. DETAILS OF TENDER

3.1 Tenderers were asked to provide prices to undertake risk assessment surveys to a schedule of properties in the housing portfolio (including a provisional quantity of 700 street-based properties where, at the time of tendering, it was unknown as the extent of surveys which would be required), together with prices for notional quantities of remedial works. The Tender model sum is a notional value for comparative purposes only and actual expenditure will be undertaken according to available client budgets and demand.

3.2 The tenders received on 7/2/2011 are on a fixed price basis and remain open for acceptance until 8/6/2011.

3.3 As part of the tender process tenderers were required to provide with their tender a detailed method and resources statement in response to a pro-forma compiled by Building & Property Management. The method and resources statements were scored by members of the TAP in accordance with the scoring criteria included within the contract documents.

3.4 The evaluation of the tenders undertaken by the TAP concluded that Severn Trent Metering Services Ltd provided the best value bid and therefore the TAP recommend they be appointed for this contract.

3.5 The tender return details and results of the financial analysis are in the separate report on the exempt part of the agenda.

4. COMMENTS OF THE DIRECTOR OF HOUSING AND DETAILS OF FUNDING PROVISIONS

4.1 The proposed works form part of the 2011/2012 Housing Revenue Programme.

These works need to be undertaken because under the Health & Safety at Work Act 1974, and specifically Approved Code of Practice (ACOP) L8 -

Prevention of Legionella Regulations it is required that regular inspections of communal cold water storage cisterns and their associated hot and cold water systems are carried out to assess the risk of the proliferation of Legionella bacteria and to carry out any associated remedial works required to minimise this risk. The contract will ensure that all communal hot and cold water installations within housing properties comply with these regulations.

5. LEASEHOLDER CONSULTATION REQUIREMENTS.

- 5.1 The individual leaseholder contributions are likely to exceed £100 which require specific statutory consultation to be undertaken with the leaseholders. Should the consultation not be concluded in the prescribed way we will only be able to recover a maximum amount of £100 per leaseholder. Notices of Intent were served on the 8th September 2010 and we received 78 observations within the observation period which were responded to. Notices of Proposal were issued and a summary of the observations received and responses given has been attached to this report.
- 5.2 Cabinet is advised only to approve the acceptance of any tender once due regard has been given to the observations.

6. PROGRAMME OF APPROVAL

- 6.1 The anticipated programme of approval is as follows:

EMT	1 st June	2011
Cabinet (Key)	18 th July	2011
Issue Leaseholder Notices of Proposal	1 st April	2011
Leaseholder Notices of Proposal Expire	1 st May	2011
Issue Letter of Acceptance:	27 th July	2011
Proposed Commencement:	1 st September	2011
Anticipated Completion:	31 st August	2015

7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 7.1 Officers from the Finance Department have examined the financial implications for this report. The details of funding are contained in paragraph 4 above.

8. COMMENTS OF THE ASSISTANT DIRECTOR FOR PROCUREMENT & IT STRATEGY

8.1 The Corporate Procurement Team has provided advice and the AD has been represented on the TAP. The AD agrees with the recommendations contained in this report.

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

9.1 The Assistant Director (Legal and Democratic Services) agrees with the recommendations in this report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Tender preparation details, Bills of Quantities/Specification (<i>delete as appropriate</i>), correspondence, project file, Quality Assurance Plan	Danny Reynolds Ext.4780	BPM/ENV, 6 th floor Hammersmith Town Hall Extension, Hammersmith W6 9JU
2.	Tender returns, tender evaluation details	Danny Reynolds Ext. 4780	BPM/ENV, 6 th floor Hammersmith Town Hall Extension, Hammersmith W6 9JU
3.	Project development	Paulette Roberts Ext.	H&FH 3 rd floor Hammersmith Town hall Extension Hammersmith W6 9JU

FOR BTS USE ONLY:

Word/Business Support/Admin/Committee Reports/Original/Key Decisions

PROCON NUMBER: _____

MDF : REP10/rev01/14.10.2010
Final Version (12.5.11)

CONTACT OFFICER:	NAME: Sally Williams EXT: 4865
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London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

**CABINET MEMBER
FOR HOUSING**

*Councillor Andrew
Johnson*

**LEASEHOLDERS SERVICE CHARGE
PAYMENT OPTIONS**

**Wards:
All**

This report seeks approval for changes to major works payment options, including invoicing for on estimates when work starts on site. It also looks at the options offered by other London Boroughs.

CONTRIBUTORS

AD Finance &
Resources
DFCS
ADLDS

**HAS A EIA BEEN
COMPLETED?
YES**

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

Recommendations:

1. To approve the proposal to bill leaseholders for future major works schemes, not yet consulted on, on an estimated basis.
2. To note the various proposed full payment options and agree in addition to the currently approved options :
 - a) That leaseholders may be afforded a 2.5% reduction of their major works bill should payment be received within 30 days of the invoice date.
 - b) An interest free repayment period for all major works charges paid within 36 months of the bill be issued subject to a signed payment agreement.
 - c) A 5 year repayment period, the first 3 years being interest free and the remaining 2 years' instalments accruing compound interest at 5% above Bank of England base rate, subject to a signed payment agreement.

That options b and c will not be available to non-resident leaseholders subletting their property (save, at officers discretion, in exceptional

cases of under letting necessitated by mortgage arrears, secondment or hospitalisation, entry into a care home or circumstances of a similar nature). Nor will they be available to leaseholders who are resident but not occupying as their only or principal home, again save in such exceptional cases.

1. BACKGROUND

- 1.1. LBHF has 4,385 leaseholders. 1,545 of these leaseholders do not reside in their properties and who are likely to be subletting.
- 1.2. Under the terms of their leases, the majority of leaseholders have a contractual obligation to pay invoices within 21 days of issue; a few leases allow for invoices to be paid in two instalments, one on issue of the invoices and the other six months later. Recovery is subject to costs being invoiced on time, being reasonably incurred, correctly apportioned and recoverable under the terms of each lease.
- 1.3 The Council has a fiduciary duty to collect service charges including invoices for major works, the majority of these invoices in recent years have been for works done under the decent homes programme. In line with other Local Authorities the Council currently offers various payment options to assist leaseholders in making full payment. Appendix 1 shows the payment terms currently offered by a number of other London Boroughs.
- 1.4 The Council, in common with most authorities, also distinguishes between owner-occupiers and those who are letting their property in determining whether to extend payment terms.
- 1.5 Unlike a large number of Councils which invoice Leaseholders on estimate, the Council currently invoices leaseholders for their contribution towards major works carried out to their blocks/buildings upon receipt of the agreed final account and after the individual contributions have been calculated. This has a detrimental impact on both Leaseholder satisfaction and cash flow, it often results in queries several years after the completion of the works which can be difficult to resolve. Invoicing on estimate would also offset the cash flow implications to the Council of the payment plans offered.

2. PROPOSAL TO MOVE TO ESTIMATED MAJOR WORKS INVOICES

2.1 The current process:

- 2.1.1 The Council currently invoice leaseholders for their contribution towards major work to their blocks/buildings upon receipt of the agreed final account and after the individual contributions have been calculated.
- 2.1.2 Before any major work is carried out the Council engages in a statutory consultation process with leaseholders. This process can include a series of notices, the final of which advises leaseholders of their estimated individual contribution. This last notice is usually served between 1 to 6 months before works are due to start on site.

2.1.3 The Council then serves another notice on all leaseholders involved within roughly 18 months of the works commencing as a reminder to expect an invoice once the final account is available.

2.1.4 The final account only becomes available after the works have completed on site and defects liability queries have been resolved. Due to the scale and complexity of some contracts this may be four or more years after the final notice. Other London Boroughs have experienced even longer delays, especially when a contractor has gone into liquidation when an account may never be agreed.

2.1.5 Invoicing on final account has the following disadvantages:

- Uncertainty around the amount due to the Council when a leaseholder sells their property which can result in inadequate retentions being held by the purchaser
- Leaseholders tend to dispute the works on receipt of the invoice by which time it is too late to call the contractor back to site. Any required work may then have to be carried out by a Repairs contractor which has additional cost implications as the original contractor has already been paid. This adversely impacts on leaseholder satisfaction.
- In some cases where disputes have been raised and cannot be resolved due to the lapse in time income is lost as reductions are agreed.
- The council has to subsidise all payments to the contractor for an extended period of time as income from leaseholders can only be expected once the invoices are raised.
- Payment options are triggered by the final invoice which means that full payment may not be received for 5 years after the final invoice.

2.2 **Proposal to invoice Leaseholders for major work on estimates**

2.2.1 We will normally invoice Leaseholders for the estimated contribution when major works have started on site with an adjustment invoice or credit note being raised on receipt of the final account. We do not have to formally consult under the lease to make this change.

2.2.2 Billing on estimate should result in:

- An improved streamlined process as the leaseholder receives a bill while work happens on site and not years after the completion of the work.
- Leaseholders should engage more with the process as and when work is being carried out which should result in a higher satisfaction with the work at completion
- Disputes can be addressed whilst contractors are on site, again resulting in increased satisfaction.

- Cash flow will be significantly improved, under the current method of invoicing on final account full payment may not be received for nine or more years after LBHF has made the first payment to the contractor.
- Greater certainty on liability for prospective leaseholders
- If a S20B notice has not been served in time or contains incorrect information the income to the value of the estimated invoice will be protected

2.2.2 The individual leases allow for interim (estimated) invoices to be issued (although not all on the same basis – see Legal comments).

2.3 Implementation

2.3.1 We will be advising the leaseholders of the change in our major works billing practise during the Area Forum meetings in September and implement invoicing for major works on estimates for all works consulted on from 26th July 2011 onwards.

2.3.2 Invoices for the existing Decent Homes programme, on which we have already consulted, will continue to be issued on final account, as leaseholders were advised at the time that they will only have to make payment towards the work once the work is completed.

3. CURRENT PAYMENT OPTIONS

3.1 Currently a range of payment options for major works invoices are available to resident leaseholders. These were agreed by Cabinet in January 2008 and are:

- **Mandatory service charge loans (S450A Housing Act 1985):** an interest bearing loan with set criteria which are applied in accordance with the act, leaseholders are not compelled to apply for this where eligible.
- **Discretionary service charge loans (S450B Housing Act 1985):** this is available to all leaseholders and is interest bearing, currently 0.25% above the average council lending rate for the previous year, it is reviewed each year, and may last up to 10 years.
- **Discretionary reductions:** this allows local authorities to reduce service charges to a minimum of £10,000 over 5 years subject to a number of factors. Eligibility for a reduction on hardship grounds is based on the receipt of Council Tax Benefit and/or other means tested benefits for example Income Support, Working Tax Credit etc.

- **24 month interest free repayment option:** this is for the payment of major works with proof of lack of means.
 - **Voluntary charge on the property:** this is applied in cases of extreme hardship where the discretionary reduction and discretionary loan options are not suitable. It is a loan secured on the property as a charge and payment is made when the lease is assigned. Interest can either be left to accrue on the property or be a monthly payment.
 - **Mandatory capping:** this applies to prescribed government grant funded schemes only, e.g. Estate Action Funding or New Deal for Communities etc.
- 3.2 Leaseholders can also arrange their own savings accounts, loans, mortgages or sell their properties on the open market to raise money to pay their service charges. They may also be entitled to help from the Department for Work and Pensions, or take up one of the equity-release schemes, available from various financial institutions and designed to free up cash based on the equity of the property.
- 3.3 Should leaseholders want independent advice council officers will usually suggest that they use organisations such as the Leasehold Advisory Service or the Citizen Advice Bureau.
- 3.4 If Leaseholders are struggling to pay under the above payment terms H&F Homes has historically taken a pragmatic approach when arriving at arrangements to pay and as such there are currently leaseholders who are paying under terms different to those set out above. Only as a last resort, when leaseholders do not agree any other method of repayment, does the LBHF issue a claim in the County court for a judgment which will enable the council to proceed with forfeiture and recovery of the property. In practice Leaseholders or their mortgage companies will usually pay or sell the property before the Leasehold Valuation Tribunal confirms a breach of the lease.
- 3.5 None of the above payment options are available to non-resident leaseholders subletting their property (save, at officers discretion, in exceptional cases such as those necessitated by mortgage arrears, secondment or hospitalisation or entry into a care home)

4. PROPOSED ADDITIONAL PAYMENT METHODS FOR MAJOR WORKS

- 4.1 The payment options set out below have been offered to Leaseholders for the payment of Major Works bills, since at least July 2009, as part of the pragmatic approach taken to income collection by H&F Homes.

- 4.2 This proposal formalises these options, allowing officers to continue offering them as experience has shown they significantly improve collection rates.
- 4.3 It is proposed that none of the proposed payment options are available to non-resident leaseholders subletting their property (save, at officers discretion, in exceptional cases such as those necessitated by mortgage arrears, secondment or hospitalisation or entry into a care home). The proposed additional options are:

1) Discount for prompt payment of major works invoices

An early payment discount of 2.5% to leaseholders who pay their major works bills within 30 days of the date of the invoice. H&F Homes have been offering this, historically 34% of Leaseholders opted to take up this offer.

2) Interest-free 36-month instalment scheme for major works invoices.

The previous Cabinet approval extended the interest free payment option to 24 months. All leaseholders who agree to pay major works charges in a period of 24 months or less are given that period interest free. This option was extended around July 2009 by H&F Homes to a 36 month interest free payments period and 25% of leaseholders have signed up to this option. Leaseholders must contact the leasehold services team within 6 weeks of the invoice date to apply for the interest free option. An income recovery officer will discuss the options available and agree the most suitable repayment term of up to 36 months interest free. A payment agreement is then sent out detailing the terms agreed for signature by all leaseholders of the property. It is proposed that we continue to offer this payment option. No proof of lack of means is required.

3) 5 year payment scheme for major works invoices

A 5 year mixed loan option was agreed in June 2009 by H&F Homes, where the first 2 years' payments are interest free and the remaining 3 years subject to interest at 5% above the Bank of England base rate. This option has rapidly evolved into a 3 year interest free and 2 year interest bearing option and seems to have been in place since July 2009. Currently 6% of leaseholders who received major works bills prefer to make payment based on this option.

The process is initially the same as for 3 year interest free option and compound interest (variable) is applied at the end of the 36 month period to the residual balance of the account for remaining 2 years of the 5 year plan. It is proposed that we continue to offer this payment option.

- 4.4. We are currently aware of 1,545 leaseholders who are not resident in their properties and who are likely subletting. A number of these leaseholders own multiple properties. We are proposing to only make the prompt payment discount (Option 1 in paragraph 4.2) available to non resident leaseholders so as to not subsidise individual business interests.
- 4.5 However, where a leaseholder is subletting the property due to their financial circumstances and are renting out the property to maintain mortgage payments or due to unfortunate personal circumstances (e.g. ill-health or relationship breakdown) officers should be given discretion to consider applications for alternative payment options.
- 4.6 The Council's well being powers (S2 Local Government Act 2000) allow it to offer loans although any reduction or waiver of the liability to pay a service charge must be justifiable in terms of the fiduciary duty. There must therefore be a balance struck between those benefiting from the works and those ultimately bearing the cost of the works and the offering of additional payment options must promote the economic and / or social well being of the Borough.
- 4.7 Our experience has shown that these additional payment options result in improved collection rates, benefiting the tenants who are the other major contributors to the Housing Revenue Account.
- 4.8 Major works invoices can be large. Although all leaseholders receive notices to warn them of the impending bill it is, in some cases, still extremely difficult or impossible to raise enough funds to settle the invoice within 21 days as the lease requires and given the current economic climate more flexible terms will continue to be required to ensure full collection of the invoices.
- 4.9 If we are unable to collect these invoices we would ultimately have to issue a claim in the County Court for a judgment which would enable the council to proceed with forfeiture and recovery of the property. As a minimum this would result in poor credit history for a Leaseholder, impeding their ability to participate fully in the economy of the Borough and potentially could result in the leaseholder losing their home. This would not be in accordance with both LBHF's Housing Strategy and Community Strategy both of which promote home ownership to promote the economic and social well being of the Borough. Additionally the loss of home ownership would create housing need and potentially add to the Housing Register. There is therefore a clear argument that offering these payment options to resident leaseholders will promote the economic and social well being of the Borough by promoting the LBHF's Housing and Community Strategies

5. RISK MANAGEMENT

- 5.1 Although these proposed options are not included in the risk registers, income recovery from leaseholders is. These options are popular ways of paying major works invoices and it is expected that it will have a detrimental impact on the income collected should we not continue to offer these payment options. Invoicing on estimated costs should further improve the timeliness of income collection.
- 5.2 Withdrawing the options will result in an unfavourable comparison of terms offered by other Councils (see Appendix 1).

6. EQUALITY IMPLICATIONS

- 6.1 Invoicing leaseholders for major works on an estimated basis is expected to have a positive impact and medium relevance to leaseholders in receipt of state pensions, disabled leaseholders receiving state benefits, those on maternity leave who may have fluctuating incomes and any low income households which are likely to include BME and single parent households. The expectation is that these leaseholders will have clarity on when to expect the bill and will have assurance as to the value of the estimated bill, which should in turn allow them to better plan their finances.
- 6.2 Major works invoices can be large. Although all leaseholders receive notices to warn them of the impending bill it is in some cases still extremely difficult or impossible to raise enough funds to settle the invoice within 21 days as the lease requires. The proposed payment options are expected to have a positive impact and medium relevance to the groups mentioned in 6.1 above as extended payment terms will enable them to make payments towards the bill without the risk of facing legal recovery proceedings.
- 6.3 Extended payment terms and estimated invoices are expected to have a neutral impact to all other groups. It will be applied to all resident leaseholders and it is expected they will be more relevant to leaseholders representing low income households. Extended payment terms will be available to leaseholders who are subletting their properties if they can evidence that they are subletting the property due to unfortunate personal circumstances (e.g. ill-health or relationship breakdown).

7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 7.1 Moving to estimated invoices for major works will significantly improve cash flow as receipts from Leaseholders will be more in line with payments made to contractors. Under the current method of invoicing after final account full payment may not be received for up to nine or more years after LBHF has made the first payment to the contractor. Moving to estimated invoices should also improve collection rates as disputes regarding the quality of the work will be able to be dealt with while the contractor is still on site.
- 7.2 It is anticipated that formally offering the additional payment options will continue to improve the collection of major works income. These options have been prepared after careful consideration of the Council's fiduciary duty and aim to strike a reasonable balance between the interests of leaseholders and those of council tax payers and council housing tenants. It is considered that, in common with other Councils as detailed in Appendix 1, that the costs of offering payment options are more than offset by the increased collection rates which arise as a result.

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

Proposal to bill on estimate.

- 8.1 Although all Council leases granted under the Right to Buy permit at least some charging for works prior to final account, there is a difference between earlier leases (prior to around 1986) and later ones. In the case of earlier leases, the interim charge can only be £50 (payable on 2 half-yearly instalments) or (if greater) one half of the previous financial year's service charge. To bill leaseholders under these earlier forms of lease in the manner proposed would require a variation of the leases, either by agreement or by application to the Leasehold Valuation Tribunal under Section 35 or 37 of the Landlord and Tenant Act 1987.
- 8.2 Where an additional charge is intended to be made when the final account is in, it will be important (if the payment on account has been based on estimated costs) for a warning notice under Section 20B Landlord and Tenant Act 1985 to have been served no later than 18 months after the relevant expenditure was "incurred" otherwise recovery may be impossible.

Proposed payment options

- 8.3 The Council has a fiduciary duty to recover all debts owing to it. By making the proposed payments options available to leaseholders the

Council is, in affect, giving loans to the leaseholders. Sections 450A and 450B of the Housing Act 1985 give the Council power to make loans secured by a mortgage on the property but as there is no security these “loans” can be made using S.2 Local Government Act 2000.(the “well-being” power) if it bona fide considers doing so will promote the economic or social well-being of the borough or any part of or any people in it. S2(4) of the Act states that the “well being” power includes the power for the council to give financial assistance to any person.

- 8.4 S2(3) requires the Council to have regard to its community strategy when determining whether or how to exercise the well being power. S2(4). A key priority of the Council’s community strategy is to promote home ownership in the borough and, as set out in paragraph 4.6 it is considered that the proposed payment options are likely to assist with this priority and promote economic and social well being within the borough. .

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Cabinet Report dated 7 th January 2008 (15)	Jana du Preez x4242	Leasehold Services
2.			
CONTACT OFFICER: Jana du Preez		NAME: Jana du Preez EXT. 4242	

Comparisons of Payment Options

APPENDIX 1

Terms offered by other Boroughs (at May 2011) in addition to Statutory Options

Terms	K & C	Westminster	Ealing	Wandsworth	Barnet	H&F: proposed
Discount for prompt payment	None	None	2.5%	None	2.5%	2.5%
Max interest free period	3 years	2 years	3 years	1 year	2 years	3 Years
Interest rate	5.13% variable and calculated twice yearly	Base +1% (over £5,000 plus admin fee £352.50)	5.6% (over £12,601 plus admin fee £290)	6% (up to 5 years)	4.05%	Base + 5% for years 4 & 5
Invoice major works on Estimate or Final Account	Estimate	Estimate	Final Account	Estimate	Estimate	Estimate



London Borough of Hammersmith & Fulham

Cabinet

18 JULY 2011

CABINET MEMBER FOR HOUSING

Councillor Andrew Johnson

REVIEW OF SHOPS PORTFOLIO

**Wards
All**

This report considers the options available for the shops portfolio, 87 of these are held in the Housing Revenue Account (HRA), the remaining 10 being held in the General Fund. It seeks to maximise the use of the assets to both maximise income and minimise debt by optimising the management of the portfolio.

A separate report on the exempt part of the agenda provides exempt information about the disposal process.

Recommendations:

CONTRIBUTORS

AD Finance & Resources
AD Building and Property Services
DFCS
ADLDS

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

<p>HAS THE REPORT CONTENT BEEN RISK ASSESSED? YES</p>

1. That authority be given to dispose of the twenty seven properties specified in the report (on such terms as are indicated in this report and otherwise as the Head of Asset Strategy and Portfolio Management and Assistant Director (Legal and Democratic Services) consider appropriate).
2. That the net capital raised from these disposals be used to recover the costs involved, set aside for housing and regeneration purposes and in so far as is possible to repay debt
3. That authority be delegated to the Cabinet Member for Housing, in conjunction with the Director of Housing and Regeneration, the Director of Finance and Corporate Services, the Assistant Director Building Property Management and the Assistant Director (Legal and

Democratic Services), to tender out to source the property management for the remaining properties in the portfolio (on such terms as are indicated in this report and otherwise as the Head of Asset Strategy and Portfolio Management and Assistant Director (Legal and Democratic Services) consider appropriate).

1. BACKGROUND

- 1.1 As part of the review of all property assets owned by the Council, Officers have been considering the future options for the Council's shops portfolio the majority of which are held within the Housing Revenue Account. These are mainly made up of shops under Council owned property. There are currently 115 units which are currently configured as 97 shops.
- 1.2 For the purposes of this report we have excluded a number of commercial properties from the options as they are being dealt with separately i.e. Townmead and Sullivan Industrial Estates, the Advertising Hoardings and the Novotel/Metro Centre.
- 1.3 The portfolio is currently managed in-house by Valuers in the Valuation and Property Services Team.

2. OPTIONS AVAILABLE TO THE COUNCIL

- 2.1 The options considered are as follows:
 - Retention of the portfolio, LBHF continue to manage the properties.
 - Retention of the portfolio, outsource the property management of the properties.
 - Outright sale of complete portfolio
 - Sale of the portfolio with retention of small income stream (10% gearing)
 - Asset Backed Joint Venture.
 - A mixed sale and retain option: Prime and "problem" properties are sold with the capital receipts from the "problem" properties reinvested in the retained portfolio.
- 2.2 An evaluation of these options has been carried out by Lambert Smith Hampton. The net present values for these options are summarised in Appendix 1. The options with the three highest net present values were considered further, the reasons for rejecting two of these options are also set out in Appendix 1. The preferred option and the rationale for the acceptance of this option is set out below:

3. MIXED SALE AND RETENTION WITH OUTSOURCED PROPERTY MANAGEMENT

- 3.1 This option is designed to balance the requirement for a revenue stream with the councils need for a capital receipt, the requirement to invest in the portfolio and the desire to repay debt. It can be summarised as:

- Sell the prime element of the portfolio which is located in Fulham Road, New Kings Road, Kings Road and Fulham Palace Road. Further details are set out in the exempt report. Our advisors Lambert Smith Hampton have indicated that as the availability of prime assets such as these continues to be very limited, strong sale prices are achieved when such assets do come to the market due to the number of cash rich investors seeking investments
 - Dispose of three other shops (73 Moore Park Road, 19 Seagrave Road and 5a Uxbridge Road) which are currently vacant, these shops are held within the Housing Revenue Account. These properties require significant capital investment before they could be re-let, this is not factored into the net present value calculations used for the retention options.
 - Retain and outsource the management of the rest of the portfolio. The portfolio requires some investment in order to maximise rental income, the receipt generated by the sale of the three shops noted above will be re-invested in the portfolio subject to an appropriate business case. The financial impact of this is broadly neutral in the short term and should be beneficial in the longer term as rental income should be maximised.
- 3.2 A number of the retained properties are in potential regeneration areas such as Bloemfontein Road in White City. Selling off properties in a regeneration area has the potential to make delivering regeneration plans more difficult and the inclusion of a 'buy back' provision would significantly reduce the sale price. The retained portfolio will be reviewed again in 2014/15 by which date it is hoped the performance of the retained portfolio will have improved and the market for secondary commercial property investments may also have changed.

4. IMPLEMENTATION

4.1 Sale of the properties

- 4.1.2 The bulk of the shops are held under Part II of the Housing Act 1985 and will almost certainly have been provided under Section 12 (power to provide shops and recreation grounds in connection with housing accommodation) or predecessor powers. As such shops are often in the nature of estate amenities, it is important that the Council be satisfied that disposal will not lead to an unacceptable loss of amenity for Council tenants and leaseholders (particularly elderly and other vulnerable residents with impaired mobility) e.g. if grocers, butchers, chemists etc. are subsequently forced out to make way for less essential businesses, without there being suitable alternative shops available within a short distance. An initial assessment indicates that suitable other alternative facilities exist and indicates that the disposal will not lead to an unacceptable loss of amenity for Council tenants and leaseholders.

- 4.1.2 We will write to tenants prior immediately following the decision being made by Cabinet setting out the Council's intentions. One property, Fulham Palace Garden Centre, is let to a Registered Charity, Fairbridge, who are part of the Prince's Trust Group. It is proposed that this property is initially offered to them for sale. It is possible that some of the other tenants will express an interest in purchasing their properties however we believe that the way to achieve the best price for the prime portfolio is not to sell these on an individual basis and therefore (subject to formal written confirmation from Lambert Smith Hampton that the Council will achieve overall best consideration) do not recommend that we offer each individual unit to the shop tenant.
- 4.1.3 A Gantt chart showing the timescales is included in Appendix 3.

4.2 Outsourcing property management

- 4.2.1 This could be out sourced via Tri Borough or tendered separately, both options will be explored as part of the tendering process. On completion of the process a tender acceptance report will be brought to Cabinet.

7. RISK MANAGEMENT

- 7.1. The sale of the prime property portfolio will remove the risk associated with the income collection on these properties and result instead in a substantial capital receipt.
- 7.2. We will have to manage the risk associated with outsourcing the management of the remaining properties by conducting appropriate due diligence on the selected supplier, however it is considered that the benefits of a fully professionalised service will reduce the risk around income collection on the remaining portfolio.

8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 8.1. The sale of the prime element of the shops portfolio would result in a capital receipt, this would have to be used substantially for debt repayment in order to mitigate the loss of income as noted in paragraph 3.1 above.
- 8.2. The HRA element of capital receipt is caught by capital pooling regulations which enable 50% of any such receipt to be used to repay debt or for other purposes), the other half, caught by pooling, will be set aside for Housing and Regeneration purposes. This will however free up funds elsewhere enabling a HRA debt repayment equal to the size of the HRA capital receipt to be repaid. Assuming this the net effect of the lost income and reduced interest costs (and revenue sums required to be set aside to repay General fund debt) would be a benefit to the HRA

of £74k per annum and to the General Fund of £110k In addition the cost of managing these properties would be saved, resulting in estimated ongoing minimum savings per annum to the HRA of circa £120k.

- 8.3. The disposal of three other shops (73 Moore Park Road, 19 Seagrave Road and 5a Uxbridge Road) which are currently vacant would not result in any significant loss of income as they are currently unsuitable for letting and would result in a substantial capital receipt which would be set aside for Housing and Regeneration purposes. These three shops are all held within the HRA and the reinvestment of the proceeds into the remaining portfolio would be subject to both a business case and capital accounting rules.
- 8.4. Out sourcing the management of the remaining portfolio should result in more focused property management which will maximise income while retaining the flexibility required for future regeneration schemes.

9. EQUALITY IMPLICATIONS

- 9.1 It is considered that the sale of these properties has no equality implications as a preliminary assessment of the properties provided for sale will not lead to an unacceptable loss of amenity for Council tenants and leaseholders.

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

- 10.1. The bulk of the shops are held under Part II of the Housing Act 1985 and will almost certainly have been provided under Section 12 (power to provide shops and recreation grounds in connection with housing accommodation) or predecessor powers. As such shops are often in the nature of estate amenities, it is important that the Council be satisfied that disposal will not lead to an unacceptable loss of amenity for Council tenants and leaseholders (particularly elderly and other vulnerable residents with impaired mobility) e.g. if grocers, butchers, chemists etc. are subsequently forced out to make way for less essential businesses, without there being suitable alternative shops available within a short distance. This is a factor that should be taken into account in discharging the duty under Section 149 Equalities Act 2010 (to consider the likely impact on persons having “protected characteristics”). Consultation with any tenants’ and residents’ associations on any neighbouring Council estates would be advisable too.
- 10.2. The Council has power to dispose. In the case of HRA shops, consent is necessary from the Secretary of State at DCLG under Section 32 Housing Act 1985. General Consent E of the General Housing Consents 2005 does, however, permit sale at the best consideration that can reasonably be obtained, provided no dwelling is

included in the sale (or is vacant and will be demolished without being used again as housing).

- 10.3. In the case of non-HRA shops, disposal for the best consideration that can reasonably be obtained is permitted by Section 123 Local Government Act 1972. Secretary of State consent is only needed if the sale is at less than best consideration. Even then, the General Disposal Consent 2003 allows disposal at an undervalue of up to £2m if the Council consider that this would promote the economic, social or environmental well-being of the borough or anyone present in it.
- 10.4. Tenants of the shops are potentially “special purchasers” of their respective premises (i.e. likely to offer more than others). If therefore it is not intended to invite bids from them, this could only be justified if the overall premium obtained from disposing as a portfolio exceeds the aggregate premium that could have been obtained from those tenants likely to be willing and able to purchase. Very clear written advice should therefore be obtained from Lambert Smith Hampton that this is most likely to be the case.
- 10.5. Where portfolios of let properties are sold, this can sometimes amount to the sale of a business as a going concern, giving rise to issues in relation to VAT and the transfer of undertakings protection of employment rules (TUPE). This will need to be considered in detail and specialist advice possibly obtained.
- 10.6 Where shops are part of larger buildings, there will be implications for service charges, not only in relation to the shops themselves but any flats in the same building (so as to ensure, as far as possible, that all contribute fairly to the costs of maintaining, repairing and renewing the structure, exterior etc.). Difficulties may occur where the current shop tenant in practice has been asked to pay no service charge, if the Council is expecting its purchaser nonetheless to pay a service to the Council.
- 10.7 Legal services will assist the client department in procuring property management services in accordance with EU Procurement rules and the Council's contract standing orders.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
2.	Lambert Smith Hampton UKIT Quarterly Bulletin 2011 Q1	Kathleen Corbett X3031	Housing and Regeneration, 3 rd Floor Town Hall Extension
CONTACT OFFICER:		NAME: Kathleen Corbett EXT. 3031	

Appendix 1: Summary of options considered and Net Present Value (NPV)

Option Considered	NPV
Retention of the Portfolio, LBHF continue to manage the properties. N.B Please note that this NPV does not allow for the additional investment that will be required in both maintenance and management to achieve this level of income. This will substantially lower the NPV resulting in a lower figure than the mixed sale and retain option below.	£36.9m
Retention of the Portfolio, outsource the Property Management of the properties. N.B Please note that this NPV does not allow for the additional investment that will be required in both maintenance and management to achieve this level of income. This will substantially lower the NPV resulting in a lower figure than the mixed sale and retain option below.	£37.6m
Outright sale of complete portfolio	£24.6m
Sale of the portfolio with retention of small income stream (10% gearing)	£26.8m
Asset Backed Joint Venture.	£32.8m
A mixed sale and retain option: Prime and “problem” properties are sold with the capital receipts from the “problem” properties reinvested in the retained portfolio.	£35.4m

Rationale for not progressing full retention options:

Retain All Properties , Continue Managing In-house

- This is not sustainable unless a larger part of the gross income is invested in the portfolio as little or no investment has been put into the portfolio over a long period of time. A significant investment would be required which would reduce the net present value of this option to that of the mixed sale and retain option detailed below. Lambert Smith Hampton have not made any allowance for this in their financial appraisal and this would substantially reduce the net present value of this option.
- No capital receipt would be raised under this option and no debt is repaid.
- The Council would continue to have a direct relationship with the tenants which can make effective management of the commercial portfolio more difficult and time consuming.
- The management of such properties is not a core activity of the Council and outsourcing property management is more beneficial so this option has been discounted.

Retain All Properties, Outsource Property Management

- A number of London Boroughs have outsourced the property management and rent collection of their investment portfolios; Westminster, Wandsworth, Lambeth & Ealing have adopted this strategy.
- The Council does not have a direct relationship with the tenants but remains the landlord.

- This is not sustainable unless a larger part of the gross income is invested in the portfolio as little or no investment has been put into the portfolio over a long period of time. Both a significant initial and ongoing investment would be required which would reduce the net present value of this option to that of the mixed sale and retain option detailed below. Lambert Smith Hampton have not made any allowance for this in their financial appraisal and this would substantially reduce the net present value of this option..
- This option would not produce a capital receipt and no debt is repaid.

Appendix 2: Properties to be disposed of

UPRN	Address	PostCode	Tenure
34045207/1	602 Fulham Road	SW6 5PA	Freehold
34074339/1	496 Fulham Road	SW6 5NH	Freehold
34069490/05	673 Fulham Road	SW6 5PZ	Freehold
34069490/11	681 Fulham Road	SW6 5PZ	Freehold
34069490/07	675 Fulham Road	SW6 5PZ	Freehold
34074351/1	651 Fulham Road	SW6 5PU	Freehold
34045205/1	600 Fulham Road	SW6 5PA	Freehold
34069490/09	677 - 679 Fulham Road	SW6 5PZ	Freehold
34069490/06	673a Fulham Road	SW6 5PZ	Freehold
34069490/12	683 Fulham Road	SW6 5PZ	Freehold
34069490/03	665 - 671 Fulham Road	SW6 5PZ	Freehold
34064838/1	Shop 1 Broxholme House	SW6 4AA	Freehold
34064838/7	Shop 7 Broxholme House	SW6 4AA	Freehold
34064838/8	Shop 8 Broxholme House	SW6 4AA	Freehold
34064838/5	Shop 5 Broxholme House	SW6 4AA	Freehold
34064838/6	Shop 6 Broxholme House	SW6 4AA	Freehold
34064838/2	Shop 2 Broxholme House	SW6 4AA	Freehold
34064838/3	Shop 3 & 4 Broxholme House	SW6 4AA	Freehold
34029441/1	28 Fulham Palace Road	W6 9PH	Freehold
34029442/1	30 Fulham Palace Road	W6 9PH	Freehold
34030441/1	24 Fulham Palace Road	W6 9PH	Freehold
34074002/1	582 King's Road	SW6 2DY	Freehold
34074049/1	618-620 Kings Road	SW6 2DU	Freehold
34047392/1	Fulham Palace Garden Centre	SW6 6EE	Freehold

Appendix 3: Indicative timeline for disposal of prime portfolio

Week Commencing	25/07/11	01/08/11	08/08/11	15/08/11	22/08/11	29/08/11	05/09/11
Title checks on all properties identified for sale							
Undertake a 'due diligence' examination of the commercial portfolio (i.e. agree and document any outstanding rent reviews and lease renewals)							
Obtain planning consent for alternative use for 73 Moore Park Road, 19 Seagrave Road and 5a Uxbridge Road.							
Pre Marketing Due Diligence							
Marketing of properties							
Short listing and final proposals invited							
Evaluation of bids and preferred bidder selected							
Confirm heads of Terms							
Legal Documentation							

Week Commencing	12/09/11	19/09/11	26/09/11	03/10/11	10/10/11	17/10/11	24/10/11
Title checks on all properties identified for sale							
Undertake a 'due diligence' examination of the commercial portfolio (i.e. agree and document any outstanding rent reviews and lease renewals)							
Obtain planning consent for alternative use for 73 Moore Park Road, 19 Seagrave Road and 5a Uxbridge Road.							
Pre Marketing Due Diligence							
Marketing of properties							
Short listing and final proposals invited							
Evaluation of bids and preferred bidder selected							
Confirm heads of Terms							
Legal Documentation							

Appendix 3: Indicative timeline for disposal of prime portfolio - continued

Week Commencing	31/10/11	07/11/11	14/11/11	21/11/11	28/11/11	05/12/11	12/12/11
Title checks on all properties identified for sale							
Undertake a 'due diligence' examination of the commercial portfolio (i.e. agree and document any outstanding rent reviews and lease renewals)							
Obtain planning consent for alternative use for 73 Moore Park Road, 19 Seagrave Road and 5a Uxbridge Road.							
Pre Marketing Due Diligence							
Marketing of properties							
Short listing and final proposals invited							
Evaluation of bids and preferred bidder selected							
Confirm heads of Terms							
Legal Documentation							

Week Commencing	19/12/11	26/12/11	02/01/12	09/01/12	16/01/12	23/01/12	30/01/12
Title checks on all properties identified for sale							
Undertake a 'due diligence' examination of the commercial portfolio (i.e. agree and document any outstanding rent reviews and lease renewals)							
Obtain planning consent for alternative use for 73 Moore Park Road, 19 Seagrave Road and 5a Uxbridge Road.							
Pre Marketing Due Diligence							
Marketing of properties							
Short listing and final proposals invited							
Evaluation of bids and preferred bidder selected							
Confirm heads of Terms							
Legal Documentation							

Appendix 3: Indicative timeline for disposal of prime portfolio – continued

Week Commencing	06/02/12	13/02/12	20/02/12
Title checks on all properties identified for sale			
Undertake a 'due diligence' examination of the commercial portfolio (i.e. agree and document any outstanding rent reviews and lease renewals)			
Obtain planning consent for alternative use for 73 Moore Park Road, 19 Seagrave Road and 5a Uxbridge Road.			
Pre Marketing Due Diligence			
Marketing of properties			
Short listing and final proposals invited			
Evaluation of bids and preferred bidder selected			
Confirm heads of Terms			
Legal Documentation			



FORWARD PLAN OF KEY DECISIONS

Proposed to be made in the period July 2011 to October 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 July 2011 to October 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*

Consultation

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

Reports

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

Decisions

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

Making your Views Heard

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

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2010/11

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

Forward Plan No 110 (published 15 June 2011)
Revised Forward Plan No 110 (published 20 June 2011)

LIST OF KEY DECISIONS PROPOSED JULY 2011 TO OCTOBER 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
July			
Cabinet	18 Jul 2011	Hammersmith Park Sports Facility project - appointment of works & services contractor	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	To approve the appointment of the contractor to undertake the works and services contract for the redevelopment of Hammersmith Park All Weather Pitch as selected and agreed by the project's Tender Appraisal Panel and approved by the Project Board.	Ward(s): Wormholt and White City
Cabinet	18 Jul 2011	Award of a Framework Agreement for Agency Worker Services	Leader of the Council
	Reason: Expenditure more than £100,000	A Framework Agreement to be accessible to all London Boroughs ("Participating Boroughs") for the provision of professional, technical, general and administrative agency workers inclusive of social care. School resourcing is also included within the scope of this Framework Agreement but shall be optional based upon each Participating Borough's needs.	Ward(s): All Wards
Cabinet	18 Jul 2011	Pilot Scheme for New Ways of Working	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward	To agree the future policy for LBHF on alternative delivery vehicles and agree the pilot social enterprise scheme of Services to Schools.	Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	18 Jul 2011	Serco Contract Review Following a review of the financial and service performance of the Serco Waste and Cleansing contract, a clearer performance regime is proposed that provides greater value for money, improves service quality and is based on the principles of risk and reward.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	18 Jul 2011	Tender Acceptance to Appoint a Contractor to Carry out Risk Assessments and Associated Remedial Works on Communal Hot & Cold Water Systems in Housing Properties Tender acceptance report seeking approval to the letting of the contract.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	18 Jul 2011	Tied Accommodation and Disposals The report provides a synopsis of the current situation with the Council's Tied Accommodation and details the strategy of maximising the value of the Council's assets	Cabinet Member for Children's Services, Deputy Leader (+Environment and Asset Management), Leader of the Council, Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): Avonmore and Brook Green; Fulham Reach; Hammersmith Broadway; Munster; Outside the Borough; Palace Riverside; Shepherds Bush Green; Town
Cabinet	18 Jul 2011	3rd Sector Investment Fund allocation report This report presents recommendations for the allocation of the 3rd Sector	Cabinet Member for Community Care
	Reason: Expenditure		Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
	more than £100,000	Investment Fund for from October 2011 for the areas of: * Safer Communities * Health & Wellbeing (adults) * Arts, Culture & Sport * Homelessness Prevention & Home Safety * Environment & Community Transport Cabinet is asked to approve funding allocation as set out in this report.	
Cabinet	18 Jul 2011	Funding drawdown for SmartWorking FCS project	Leader of the Council
	Reason: Expenditure more than £100,000	This report provides an update on the SmartWorking programme and requests funds for the implementation of SmartWorking across Finance & Corporate Services.	Ward(s): All Wards
Cabinet	18 Jul 2011	Leasehold Service Charge Payment Options	Cabinet Member for Housing
	Reason: Affects more than 1 ward	To seek approval for a range of payment options for leaseholders to offer flexibility in the payment of annual service charges and major works to aid consistent collection.	Ward(s): All Wards
Cabinet	18 Jul 2011	Earl's Court Regeneration Project	Leader of the Council
	Reason: Affects more than 1 ward	Potential comprehensive redevelopment of Earl's Court exhibition Centres, Lillie Bridge Depot and the West Kensington and Gibbs Green estates.	Ward(s): Fulham Broadway; North End
Cabinet	18 Jul 2011	Project: MTC for Risk Assessment & Remedial Works on Water Systems Borough-Wide in Non-Housing Properties 2011-2015 - Works: Risk Assessment & Remedial Works on Water Systems	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Tender acceptance to appoint contractor to carry out risk	Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		assessment surveys and association remedial works on communal hot and cold water systems.	
Cabinet	18 Jul 2011	Request for delegated authority to award contract for Drug Intervention Programme (DIP) and open access service	Cabinet Member for Community Care
	Reason: Affects more than 1 ward	That authority be delegated to the Director of Community Services, in conjunction with the Cabinet Member for Community Care, to award the contract for the Drug Intervention Programme (DIP) and Open Access Service.	Ward(s): All Wards
Cabinet	18 Jul 2011	Transfer of S106 Finance for the GLA to Tender for a DIF Study	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	To transfer £120k to the GLA for the purposes of tendering for a Development Infrastructure Funding Study.	Ward(s): All Wards
Cabinet	18 Jul 2011	Grant of lease to the West London Free School Academy Trust (WLFS) for temporary use of the Cambridge School Site, Cambridge Grove W6	Cabinet Member for Children's Services
	Reason: Significant in 1 ward	This report seeks Cabinet authority to grant a short-term, 3 year lease to WLFS for temporary use of the Cambridge School site, Cambridge Grove W6 for a Free School pending completion of WLFS's proposed purchase from the Council of Palingswick House and its refurbishment as its preferred Free School location. As part of the Council's Schools of Choice strategy, the Council welcomes the opportunity to host the West London Free School. The lease will enable WLFS to open in September	Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		2011, providing extra choice and opportunities at a secondary level for parents and children within the borough. The Cambridge School site will be vacant at the end of July 2011 when the existing school relocates to the Bryony Centre.	
Cabinet	20 Jun 2011	Purchase of additional police officers from the Metropolitan Police Authority for enhanced town centre policing	Cabinet Member for Residents Services
	Reason: Affects more than 1 ward	Report on the purchase of additional police officers from the Metropolitan Police Authority for enhanced town centre policing.	Ward(s): All Wards
Cabinet	18 Jul 2011	Review of Shops Portfolio	Cabinet Member for Housing
	Reason: Affects more than 1 ward	This report considers the options available for the shops portfolio, 87 of these are held in the Housing Revenue Account (HRA), the remaining 10 being held in the General Fund. It seeks to maximise the use of the assets to both maximise income and minimise debt by optimising the management of the portfolio.	Ward(s): All Wards
Cabinet	18 Jul 2011	Fire Risk Assessments	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Service for Provision of Fire Risk Assessments to Housing Properties.	Ward(s): All Wards
Cabinet	18 Jul 2011	Review of Walham Green Portfolio	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	This report provides information relating to commercialising part or whole of the garage space at Walham Green Court - revenue potential up to £200,000.	Ward(s): Parsons Green and Walham

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
September			
Cabinet Full Council	5 Sep 2011	Treasury Management Outturn Report 10-11 This report provides information on the Council's debt, borrowing and investment activity for the financial year ending 31st March 2011.	Leader of the Council
	19 Oct 2011 Reason: Budg/pol framework		Ward(s): All Wards
Cabinet	5 Sep 2011	Shepherds Bush Common Improvement Project 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	5 Sep 2011	Sex and Relationships and Substance Misuse Education Tender To approve a 1 year contract award with option to renew on a yearly basis with an approximate value of £125,000 in the first year (including £20,000 start up costs). The tender will seek a single provider to re-develop, manage and deliver the highly regarded sex and relationships and substance misuse programme currently delivered in LBHF schools, colleges and youth settings.	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	5 Sep 2011	Disposal of Air Rights at Planetree Court 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

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	5 Sep 2011	Rationalisation of Leisure Facilities	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	Existing Leisure Management Contract for Phoenix Leisure Centre and Janet Adegoke Swimming Pool has not represented value for money.	Ward(s): Wormholt and White City
Cabinet	5 Sep 2011	Possible changes to Taxicard Scheme	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000	In a context of reducing funding from Transport for London and increasing demand for the Taxicard scheme, a public consultation was carried out to seek views on future options. This report will summarise the public consultation responses and will put forward recommendations for the Taxicard scheme going forward.	Ward(s): All Wards
Cabinet	5 Sep 2011	Riverside Gardens, Hammersmith, W6 - Removal of Asbestos in Tank Room	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Tender Acceptance Report to appoint contractor to carry out the removal of asbestos in the tank room at Riverside Gardens, Hammersmith, W6.	Ward(s): Hammersmith Broadway
Cabinet	5 Sep 2011	Self Directed Support Services Delegated Authority Request	Cabinet Member for Community Care
	Reason: Affects more than 1 ward	London Boroughs of Hammersmith and Fulham, Hillingdon, Brent and Royal Borough of Kensington and Chelsea are seeking to procure a cross borough Framework Agreement to deliver Self Directed Support Services (as part of the personalisation agenda). Hammersmith and Fulham are leading the procurement	Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		process. The Director of Community Services requests delegated authority to award Framework Agreement contracts for Self Directed Support Services from October 2011.	
Cabinet	5 Sep 2011	Charecroft Estate Amenity Deck Reinstatement	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Approval is sought for use of Section 106 funding for the reinstatement of the amenity deck serving Bush Court and Shepherds Court, Charecroft Estate.	Ward(s): Addison
Cabinet	5 Sep 2011	Travel Assistance Policies	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward	SEN Travel Assistance Policy and Post 16 Transport Policy	Ward(s): All Wards
Cabinet	5 Sep 2011	Right to Move Pilot	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	To agree to a joint pilot of a Right to Move scheme for Council's tenants to move to properties outside the Borough. The pilot to run in conjunction with Notting Hill Housing Group.	Ward(s): All Wards
Cabinet	5 Sep 2011	Parking Projects Programme 2011/12	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	This report outlines the key parking priorities of the Council and presents a parking projects programme for 2011/12.	Ward(s): All Wards
Cabinet	5 Sep 2011	302 Fulham Palace Road - General Building Works	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Tender Acceptance Report to appoint contractor to carry out general building works at 302 Fulham Palace Road, London, SW6.	Ward(s): Palace Riverside

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	5 Sep 2011	DCLG Funding to Combat Social Housing Fraud This is a proposal that unringfenced funds provided by DCLG for housing fraud now be allocated for that purpose.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	5 Sep 2011	1-67 Jepson House, 2-38 & 40-54 Pearscroft Road Full refurbishment works, window and roof renewals, and works to meet Fire Risk Assessment requirements.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Sands End

Cabinet

18 JUNE 2011

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

CABINET MEMBER

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

- 1. WORKS OF ADAPTATION TO THE FORMER NDC OFFICES AT CLEM ATLEE ESTATE (PREVIOUSLY CLEM ATLEE LIBRARY) TO PROVIDE AREA BASE ACCOMMODATION FOR FULHAM PARKING ENFORCEMENT TEAM TO ENABLE THE DISPOSAL OF THE EXISTING BASE FACILITY AT FULHAM CEMETERY LODGE**

The report seeks the approval to place an order under the Council's Measured Term Contract for Non Housing Projects 2011/2015. The proposed works will enable the building to be adapted to support the relocation of the parking enforcement service to this site, the former offices of the Fulham NDC (Previously Clem Atlee Library). These works will create a new office base for the Fulham Parking Enforcement team, thereby vacating the existing base accommodation at Fulham Cemetery Lodge. The disposal of the Fulham Cemetery Lodge building will generate a significant capital receipt estimated to be in the region of £500,000. In addition to the capital receipt the disposal of this building will also reduce the backlog maintenance burden and the council's carbon footprint.

Decision taken by Cabinet Member on: 20 June 2011

That approval is given to award the works to Mulalley & Company Limited at a cost of £55,000 plus fees of £8,250 total cost of £63,250 as set out in paragraph 4.1 of the report.

The works to be awarded under the Measured Term Contract for Non-Housing Projects 2011/2015.

Ward: Fulham Broadway

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**
*Councillor Nicholas
Botterill*

2. RAVENSCOURT PARK NEIGHBOURHOOD SCHEME

The report details proposed improvements within the Ravenscourt Park Ward within the 2011/12 neighbourhood programme.

Both the initial blank canvas local residents/business consultation and the accident analysis have revealed safety concerns at the junction of Glenthorne Road with Dalling Road and Studland Street. The Council is proposing highway improvements in an attempt to eradicate these accident concerns and improve pedestrian safety by widening the footways, by the reduction of and relocation of the zebra crossings, by decluttering the local streetscape and by providing additional bicycle parking spaces.

Funding has been provided by Transport for London specifically for this project and proposals has been designed to maximise value for money and reduce the future costs of maintenance and repairs for the Council.

Decision taken by Cabinet Member on: 20 June 2011

That approval is given to officers to implement the proposals detailed in Section 4 of this report at a total cost of £150,000, as set out in paragraphs 8.1 - 8.3 in the report.

Cabinet approved expenditure on this scheme within the 2011/12 programme/budget on 21 March 2011.

Ward: Ravenscourt Park

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**
*Councillor Nicholas
Botterill*

3. WAYFINDING IN FULHAM TOWN CENTRE

The report proposes the implementation of pedestrian signage in Fulham town centre in 2011/12 based on the "Legible London" signage methodology outlined in this report.

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.

Decision made by Cabinet Member on: 20 June 2011

- 1. That approval is given to officers to implement a pedestrian signage scheme in Fulham town centre in 2011/12 using "Legible London" type signage which is to be funded by Transport for London (TfL).**
- 2. That the TfL framework contract for supply of Legible London signage be utilised.**

The total cost is £92,000, as set out in paragraph 7.1 of the report. Cabinet approved expenditure on this scheme within

the 2011/12 programme/budget on 21 March 2011.

Wards: Fulham Broadway; Parsons Green and Walham; Town

**CABINET MEMBER
FOR RESIDENTS
SERVICES**

*Councillor Greg
Smith*

4. SPONSORSHIP OF KEY ASSETS

To agree to start a market testing process, to recruit specialists, on a payment by reward basis, to find potential sponsors of community assets, such as open spaces, parks, borough entry points and libraries.

Decision taken by Cabinet Member on: 20 June 2011

- 1. To agree to start a competitive process to recruit market specialists, on a payment by reward basis, with a view to attracting borough-wide sponsorship opportunities.**
- 2. To note that the innovative use of sponsorship opportunities would provide a new income stream for the council, helping to deliver savings without impacting on frontline services.**

Wards: All

**CABINET MEMBER
FOR HOUSING**

*Councillor Andrew
Johnson*

**5. APPOINTMENT OF COUNCIL REPRESENTATIVE TO
AREA HOUSING FORUMS**

The report records the Cabinet Member for Housing's decision to appoint representatives to bodies falling within the scope of the Cabinet Member's executive portfolio.

Decision taken by Cabinet Member on: 15 June 2011

To appoint the following Councillors as Chairmen to the Area Housing Forums listed below for four year commencing from 15th June 2011:-

- Councillor Adronie Alford - Sheltered Housing**
- Councillor Rachael Ford - Fulham North Housing**
- Councillor Wesley Harcourt - Hammersmith North**
- Councillor Hamilton - South Fulham**
- Councillor Belinda Donovan - South Hammersmith**

Wards: All

LEADER

Councillor Stephen Greenhalgh

6. 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 implement the Cedar upgrade.

Decision made by Cabinet Member on: 4 July 2011

That funding of £99,745.50 is allocated from a funds recovery contingency for this upgrade implementation work.

Wards: All

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**

Councillor Nicholas Botterill

**7. CHELSEA FOOTBALL CLUB EVENT TRAFFIC
MANAGEMENT**

The report details a proposal for the responsibility of traffic management on event days, that is currently shared between the Council and the Metropolitan Police, to be transferred to Chelsea Football Club.

Decision made by Cabinet Member on: 4 July 2011

- 1. That the proposals identified in Section 3 of the report be implemented.**
- 2. That orders be made to implement the changes agreed under (1) above (after compliance with all statutory and other requirements) subject to the Council receiving no objections.**
- 3. That any objections received to the proposals contained are reported in a future Cabinet Member's Decision.**

Wards: Parsons Green and Walham; Sands End; Town; Fulham Broadway

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**

Councillor Nicholas Botterill

**8. FULHAM FOOTBALL CLUB EVENT TRAFFIC
MANAGEMENT**

The report details a proposal for the responsibility of traffic management on event days, that is currently shared between the Council and the Metropolitan Police, to be transferred to Fulham Football Club.

Decision made by Cabinet Member on: 4 July 2011

1. That approval is given to officers to carry out the implementation of the proposals detailed in the report, allowing Fulham Football Club to manage traffic management on event days.
2. That orders be made to implement the changes agreed under (1) above (after compliance with all statutory and other requirements) subject to the Council receiving no objections.
3. That any objections received to the proposals contained are reported in a future Cabinet Member's Decision.

Wards: Palace Riverside; Munster; Fulham Reach; Town

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**
*Councillor Nicholas
Botterill*

9. QPR FOOTBALL CLUB EVENT TRAFFIC MANAGEMENT

The report details a proposal for the responsibility of traffic management on event days, that is currently shared between the Council and the Metropolitan Police, to be transferred to QPR Football Club.

Decision made by Cabinet Member on: 4 July 2011

1. That approval is given to officers to carry out the implementation of the proposals detailed in the report, allowing QPR Football Club to manage traffic management on event days.
2. That orders be made to implement the changes agreed under (1) above (after compliance with all statutory and other requirements) subject to the Council receiving no objections.
3. That any objections received to the proposals contained are reported in a future Cabinet Member's Decision.

**Wards: Shepherd's Bush Green; Wormholt And White City;
College Park And Old Oak; Addison; Askew**

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

The following reports were considered in accordance with paragraph 1.21 of the Leader's Portfolio.

ITEM

1. PURCHASE OF ADDITIONAL POLICE OFFICERS FROM THE METROPOLITAN POLICE AUTHORITY FOR ENHANCED TOWN CENTRE POLICING

The report seeks approval to enter into a legal agreement with the Metropolitan Police Authority for three years from 1st April 2011 to purchase additional 38 police officers at a total cost of £1,313,000 per year.

Reasons for Urgency:

The current contract with the MPS expired on 31st March 2011. Agreement has been reached with the MPA on the number of eligible officers for the 'matched funding offer'. This agreement was reached on 21st April 2011. A Leader's Urgent Decision is required to enable the policing arrangements to continue in the new model outlined below.

Decision taken by the Leader on: 23 June 2011

Recommendations:

That approval is given to enter into a legal agreement with the Metropolitan Police Authority for three years from 1st April 2011 to purchase an additional 38 police officers at a total cost of £1,313,000 per year as set out in paragraph 4.3 of the report.

Wards: All

2. PROVISION OF FIRE RISK ASSESSMENTS IN COMMUNAL AREAS OF HOUSING PROPERTIES

Proposal to extend the previous arrangements for the provision of Fire Risk Assessments for Communal Areas to housing properties for the period 31 March 2011 to 30 June 2011 and to award a new contract under an a Buying Solutions Framework for the provision of Fire Risk Assessments for Communal Areas to housing properties from 1 July 2011 to 31 August 2013.

Reasons for Urgency:

The ongoing programme of Fire Risk Assessments is an essential part of Landlord's duties under the Regulatory Reform (Fire Safety) Order 2005. Failure to maintain the programme would leave the Council exposed to threat of prosecution.

Decision taken by the Leader on: 23 June 2011

Recommendations:

1. To give retrospective approval for the extension of the previous arrangements with Cyril Sweett for the provision of Fire Risk Assessments for Communal Areas to housing properties for the period from 31 March 2011 to 30 June 2011 at a total cost of £144,400; and
2. To approve the award of a contract to Cyril Sweett under a Buying Solutions Framework for Technical Assurance Services for the provision of Fire Risk Assessments for Communal Areas to housing properties at a total cost of £528,091. The programme of works to be carried out by Cyril Sweett under the proposed contract will commence on 1 July 2011 and be completed by 31 August 2013.

Wards: All

3. **GRANT OF LEASE TO THE WEST LONDON FREE SCHOOL ACADEMY FOR TEMPORARY USE OF THE CAMBRIDGE SCHOOL SITE, CAMBRIDGE GROVE W6**

This report sets out recommendations for the use in the immediate future of the Cambridge School site (the “premises”) that will shortly be vacated by Cambridge Special School that is relocating to the Bryony Centre.

The principal recommendation is to grant a short-term lease of the premises to West London Free School Academy Trust (WLFS) as an interim venue for a free school pending completion of WLFS's purchase from the Council of Palingswick House and its refurbishment as its preferred free school location.

The Council welcomes the opportunity to host the WLFS in the borough as part of its “Schools of Choice” strategy that includes an aim to increase the level of the borough’s resident pupil population attending borough schools.

The lease will enable WLFS to open in September 2011, providing early extra choice and opportunities at a secondary level for parents and children within the borough.

A separate exempt report provides information on the lease terms.

Reasons for Urgency:

West London Free School require urgent completion of a lease (for temporary use of the Cambridge School Site) in order to complete procurement of works for the school’s redecoration and minor works plus school equipment, including furniture, and for appointing staff and enrolling pupils in order to meet its target school commencement date of 8th September 2011.

Delayed council authority for grant of the lease would preclude WLFS from completing timely procurement and meeting its target school commencement date of 8th September 2011.

Decision taken by the Leader on: 23 June 2011

Recommendations:

- 1. That approval is given to grant a short-term lease to West London Free School for temporary use of the Cambridge School site, Cambridge Grove W6 for a Free School on lease terms as set out in Appendix 1 on the exempt part of the report.**
- 2. That authority be delegated to the Cabinet Member for Children Services in consultation with the Director for Children Services, AD Legal and Democratic Services and AD Building and Property Management to settle all other terms which they consider appropriate.**

Wards: All