



London Borough of Hammersmith & Fulham

# Cabinet

## Agenda

**MONDAY  
16 APRIL 2007  
7:00 P.M.**

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

### Membership

**Leader** – Councillor Stephen Greenhalgh  
**Deputy Leader (+ Environment)** – Councillor Nicholas Botterill  
**Cabinet Member for Crime & Anti-Social Behaviour** –  
Councillor Greg Smith  
**Cabinet Member for Education** –  
Councillor Victoria Brocklebank-Fowler  
**Cabinet Member for Community & Children's Services** –  
Councillor Antony Lillis  
**Cabinet Member for Housing** –  
Councillor Adronie Alford  
**Cabinet Member for Strategy** –  
Councillor Mark Loveday  
**Cabinet Member for Regeneration** –  
Councillor Frances Stainton

If you require further information relating to this agenda please contact: John Cheong, Room 203 Hammersmith Town Hall, King Street, Hammersmith W6 9JU. Tel: 020 8753 2062 or email: [john.cheong@lbhf.gov.uk](mailto:john.cheong@lbhf.gov.uk)

### DEPUTATIONS

Members of the public may submit a written request for a deputation to the Cabinet on non-exempt item numbers **4 – 12** on this agenda. The request, to be sent to John Cheong at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations.

**Deadline for receipt of deputation requests: Monday 9 April 2007.**

### COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 18 April**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 23 April 2007 at 3.00pm.**

Items not called in will then be deemed approved, and a confirmed decision list will be published on **Wednesday 25 April 2007.**

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

# Cabinet

## Agenda

16 APRIL 2007

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| 2.          | <b>APOLOGIES FOR ABSENCE</b>  |              |
| 3.          | <b>DECLARATION OF INTERESTS</b>   |              |
| 3.1         | <i>If a Councillor has any prejudicial or personal interest in a particular report they should declare an interest.</i>   |              |
| 3.2         | <i>A Councillor should not take part in the discussion or vote on a matter in which they have a prejudicial interest. They should withdraw from the meeting whilst the matter is under consideration unless the disability to participate has been removed by the Standards Committee or unless a relevant exemption applies under the Councils' Code of Conduct.</i> |              |
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| <b>13.</b> | <b>SUMMARY OF OPEN DECISIONS TAKEN BY THE LEADER &amp; CABINET MEMBERS</b>  | <b>210 – 217</b> |
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| <b>15.</b> | <b>EXCLUSION OF THE PUBLIC AND PRESS</b>  |                  |
| 15.1       | The Committee is invited to resolve, under Section 100A (4) of the Local Government Act 1972, that the public and press be excluded from the meeting during the consideration of the following items of business, on the grounds that they contain the likely disclosure of exempt information, as defined in paragraph 3 of Schedule 12A of the said Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information. |                  |
| <b>16.</b> | <b>EXEMPT MINUTES OF THE CABINET MEETING HELD ON 19 MARCH 2007</b>  | <b>224 – 230</b> |
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| <b>18.</b> | <b>EXTENSION OF HIGHWAY TERM MAINTENANCE CONTRACTS AND PROCUREMENT OPTIONS (E)</b>  | <b>237 – 245</b> |
| <b>19.</b> | <b>FULHAM PALACE - LOWER AND UPPER FIRST FLOORS OF GEORGIAN EAST QUADRANGLE (E)</b>   | <b>246 – 250</b> |
| <b>20.</b> | <b>OLDER PEOPLE'S ACCOMMODATION STRATEGY- DEVELOPMENT OF AN EXTRA CARE SHELTERED HOUSING SCHEME AND A COMMUNITY RESOURCE CENTRE AT IMPERIAL WHARF (E)</b>   | <b>To Follow</b> |

# Cabinet

# 1

## Minutes

19 MARCH 2007

### **PRESENT:**

|  |  |
|--|--|
| Councillor Stephen Greenhalgh          | (Leader)   |
| Councillor Greg Smith                  | (Cabinet Member for Crime & Anti-Social Behaviour)   |
| Councillor Mark Loveday                | (Cabinet Member for Strategy)                        |
| Councillor Adronie Alford              | (Cabinet Member for Housing)                         |
| Councillor Frances Stainton            | (Cabinet Member for Regeneration & Chief Whip)       |
| Councillor Antony Lillis               | (Cabinet Member for Community & Children's Services) |
| Councillor Victoria Brocklebank-Fowler | (Cabinet Member for Education)                       |

### **IN ATTENDANCE:**

#### **1. MINUTES OF THE CABINET MEETING HELD ON 19 FEBRUARY 2007**

##### **1.1 RESOLVED:**

That the minutes of the Cabinet meeting held on 19 February 2007 be confirmed and signed as an accurate record.

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

2.1 Apologies for absence were received from Councillor Nicholas Botterill.

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

3.1 No declarations of interest were notified by Councillors present at the meeting.

#### **4. THE GENERAL FUND CAPITAL PROGRAMME AND REVENUE BUDGET 2006/07 - MONTH 9 AMENDMENTS**

##### **4.1 RESOLVED:**

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

2 That the virements of £15,067,000 as set out in Appendix 2 be approved.

- 3 That the following revenue carry forwards be agreed:
  - £100,000 for the Anti-Social Behaviour Unit
  - £100,000 for the 24/7 Policing Pilot
  - £120,000 for Environment Services IT Projects
  - £95,100 for the Fulham Palace Strategy
- 4 That a transfer to earmarked reserves of £366,000 for the potential pressures and risks facing Community Services in 2007/08 be approved.
5. That delegated authority be granted to the Director of Finance, in consultation with the Leader, to approve virements and transfers to and from reserves, as required for the preparation of the Annual Statement of Accounts.

**Reason for decision:**

As outlined in the report.

**Alternative options considered and rejected:**

None.

**Record of any conflict of interest:**

None.

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

None.

**5. UNITARY DEVELOPMENT PLAN: EXTENSION OF SAVED POLICIES BEYOND 27 SEPTEMBER 2007**

By permission of the Chairman, Jane Wilmot, Chair of the Disability Forum, was permitted to address the meeting regarding her concerns regarding the decision not to extend the life of policy EN12 (Access and Design), which was duly noted.

**5.1 RESOLVED:**

1. That the Secretary of State's approval to extend the life of a number of UDP policies listed in Appendix 2 beyond 27 September 2007 for the reasons outlined be sought.
2. That the other UDP policies as listed in Appendix 2 be allowed to expire after 27 September 2007 for the reasons outlined.
3. That the Director of Environment be authorised to make any minor amendments or technical clarifications to the submission document in the light of discussions with the Government Office for London.

**Reason for decision:**

As outlined in the report.

**Alternative options considered and rejected:**

None.

**Record of any conflict of interest:**

None.

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

None.

**6. RE-CYCLING FOR ALL - COMPULSORY SCHEME**

**6.1 RESOLVED:**

1. That the cabinet member approves the development of a compulsory recycling policy which will require all eligible residents to participate in the Council's kerbside orange sack recycling scheme.
2. That the Assistant Director of Public Protection and safety be authorised to take all steps required to implement a pilot compulsory recycling scheme in the households detailed in the report and to impose such requirements under S.46 of the Environmental Protection Act 1990 as he considers necessary.
3. That Cabinet receive a further report on the outcome of the pilot.

**Reason for decision:**

As outlined in the report.

**Alternative options considered and rejected:**

None.

**Record of any conflict of interest:**

None.

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

None.

**7. KING STREET PHASE 3 STREETScape IMPROVEMENTS**

**7.1 RESOLVED:**

That the implementation of the proposed Streetscape Improvements to King Street Phase 3, as outlined in the report, be approved.

**Reason for decision:**

As outlined in the report.

**Alternative options considered and rejected:**

None.

**Record of any conflict of interest:**

None.

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

None.

**8. FULHAM PALACE - WAY FORWARD COST OVER-RUN, APPROVAL OF BUSINESS PLAN & REVIEW OF GOVERNANCE**

By permission of the Chairman, Jane Wilmot, Chair of the Disability Forum, was permitted to address the meeting regarding her concerns for a full disability access audit to be undertaken at the Palace. The Leader responded by giving a firm undertaking that this would be included out as part of the Phase 2 Heritage Lottery Fund application bid.

**8.1 RESOLVED:**

- 1 To meet the total increased cost of £80,000, for the capital works, from prudential borrowing and to meet the set-up costs of the Way Forward Strategy (WFS) from Environment Services revenue budget.
- 2 To approve the *Fulham Palace Business Plan 2007-12* (subject to approval of the deeds of variation to the head lease by the Church Commissioners) and the recommendations contained therein, in particular:
  - The establishment of the permanent post of the Fulham Palace director;
  - The establishment of the permanent posts of a full-time assistant hospitality manager and receptionist, and a part-time gallery curator;
  - The development of a 'Partnership Scheme', catering within the café-bar and ticketed events;
  - A change in Palace governance so that the Council has sole responsibility for all commercial aspects of the Palace and the Fulham Palace Trust has responsibility for all non-commercial areas.
- 3 To approve £50,000 for the refurbishment of Coachman's Lodge, subject to formal agreement to lease the building

**Reason for decision:**

As outlined in the report.

**Alternative options considered and rejected:**

As detailed in the report.

**Record of any conflict of interest:**

None.

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

None.

**9. NON-DOMESTIC RATE RELIEF FOR CHARITIES & OTHER NON PROFIT-MAKING ORGANISATIONS**

**9.1 RESOLVED:**

That the revisions to the Non Domestic Rate relief scheme for Charities and other non profit-making organisations from 2008/09, as set out in paragraphs 4.1 - 4.4 of the report, be approved.

**Reason for decision:**

As outlined in the report.

**Alternative options considered and rejected:**

None.

**Record of any conflict of interest:**

None.

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

None.

**10. SUMMARY OF OPEN DECISIONS TAKEN BY THE LEADER & CABINET MEMBERS**

10.1 Noted.

**11. FORWARD PLAN (MARCH 2007 – JUNE 2007)**

20.1 Noted.

**12. EXCLUSION OF THE PUBLIC AND PRESS**

**12.1 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.]**

**13. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 19 FEBRUARY 2007**

13.1 Agreed.

**14. CIVIC ACCOMMODATION PROJECT - PROCUREMENT OF DEVELOPMENT BIDS (E)**

14.1 Agreed.

**15. PROCUREMENT & MARKET TESTING PROGRAMME 2007 - 2010(E)**

15.1 Agreed.

**16. REVIEW OF THE EXPENSIVE VOIDS PROCEDURE & ADOPTION OF A NEW HRA LIMITED DISPOSALS POLICY (E)**

16.1 Agreed

**17. CAPITAL & REVENUE PROGRAMMES 2007/08 AWARD PROCEDURE FOR INDIVIDUAL SCHEMES & PROJECTS (E)**

17.1 Agreed.

**18. COMMISSIONING AN INDEPENDENT MENTAL CAPACITY ADVOCACY SERVICE (E)**

18.1 Agreed.

**19. SCHEDULE OF RATES FRAMEWORK AGREEMENT FOR NON-HOUSING BUILDING WORKS DURING 2007-2010 - PROCUREMENT OF QUANTITY SURVEYING SERVICES (E)**

19.1 Agreed.

**20. HIGHWAY MAINTENANCE APPROVAL OF THE 2007/08 PLANNED MAINTENANCE PROGRAMME(E)**

20.1 Agreed

**21. RECONFIGURATION OF COUNCIL-OWNED HOSTEL STOCK (E)**

21.1 Agreed.

22. **DEVELOPMENT OF WORMHOLT & WHITE CITY COLLABORATIVE CARE CENTRE & HOUSING SCHEME (E)**

22.1 Agreed.

23. **SUMMARY OF EXEMPT DECISIONS TAKEN BY THE LEADER & CABINET MEMBERS**

23.1 Agreed.

Meeting started: 7.00 pm

Meeting ended: 7.16 pm

Chairman .....

16 APRIL 2007

**CABINET MEMBER  
FOR COMMUNITY &  
CHILDREN'S  
SERVICES**

*Councillor Antony Lillis*

**VOLUNTARY SECTOR FUNDING 2007 - 2009**

This report makes proposals for the allocation of voluntary & community sector grants in 2007/08 and 2008/09 and notes funding already committed, as listed in Appendix 1.

**Wards  
All**

**CONTRIBUTORS**

CSD  
ChSD  
ENVD  
FD  
HLS

**Recommendations:**

- 1. To approve grants to voluntary & community organisations in 2007/08, as listed in Appendix 1 and additional conditions for individual organisations as detailed in Appendix 2 (circulated separately).**
- 2. To approve provisional grants to voluntary & community organisations in 2008/09 as listed in Appendix 1, subject to confirmation of the 2008/09 budget.**
- 3. To agree to establish the Fast Track small grants programme and authorise the Cabinet Member for Community & Children's Services to approve grants under the Key Decision Threshold, which will be reported periodically as Cabinet Member's Decisions.**
- 4. To note that the voluntary sector main programme budget has been maintained at the 2006/07 level in recognition of the important role that the sector plays in delivering high quality, value for money services to residents.**

|   |
|---|
| <b>HAS A PEIA BEEN<br/>COMPLETED?<br/>YES</b> |
|---|

## **1. BACKGROUND**

- 1.1 Leader's Committee, 19 November 2002, agreed a four-yearly review of voluntary and community sector (VCS) support, linked to the electoral cycle, following a recommendation in the Best Value Review of Voluntary Sector Support, October 2001. The first review in 2002 defined funding priorities for the period 1 April 2003 until 31 March 2007.
- 1.2 On the 27 November 2006, Cabinet agreed a new Voluntary & Community Sector Funding Review report. This report set out key drivers for change, namely:
- The need to set funding priorities for the next four-year cycle (1 April 2007 until 31 March 2011) in line with the new administration's objectives
  - The intention to introduce a rigorous methodology for allocating resources, linked to specified outcomes; to embed a transparent and strategic funding framework, and initiate more efficient monitoring practices

## **2. WIDER CONTEXT**

- 2.1 Members should note that the funding review is one of a series of service transformation work streams aiming to improve efficiency. Other areas include:
- a review of National Non Domestic Rate Relief, which is in train and reassesses the discretionary charitable rate relief scheme
  - a review of Council premises occupied by the VCS and levels of rent subsidy, commencing shortly
  - a review of in-kind support to the VCS, assessing the usage of seconded staff, availability of officer advice and access to the Council's payroll service etc, which is yet to commence
- 2.2 Members will be updated on each review and are asked to note that the HF Primary Care Trust (PCT) is also reviewing its commissioning framework (for the not-for-profit sector) as is the new Adult Social Care Commissioning team in Community Services Department. Developing an aligned funding approach, which can be extended to other stakeholders in due course, is therefore timely and should prove cost effective and offer greater clarity to the sector.

## **3. FUNDING REVIEW PROCESS**

- 3.1 Key stages in the review process were:
1. agreeing priority themes
  2. gathering baseline information
  3. a critical analysis of current arrangements
  4. stakeholder consultation
  5. agreeing the funding framework (criteria and implementation plan)

- 3.2 Consideration was given to previous Best Value and service reviews, funding models from other boroughs e.g. London Borough Wandsworth, and related commissioning frameworks e.g. Supporting People, and “Change Up” principles.
- 3.3 A funding round informed by new service specifications, was widely advertised in December 2006 to 817 known VCS in the borough and organisations which met the funding criteria were invited to apply for funding.
- 3.4 A weighted funding criteria was devised to assess proposals, this took into account:
- performance and value for money
  - capacity to deliver
  - leverage gearing ratios
  - evidence of resident need/satisfaction

The funding and eligibility criteria form Appendix 3.

- 3.5 Members may wish to note that 15 service specifications were developed and these are available on request. Service specifications focused on:

- |  |  |
|--|--|
| ▪ Safer communities  | ▪ Children’s services                            |
| ▪ Older people’s day services                                  | ▪ Home improvement agency                        |
| ▪ Environment  | ▪ Regeneration                                   |
| ▪ Homelessness prevention                                      | ▪ Disability and sensory loss                    |
| ▪ Community transport  | ▪ Tier 2 drug treatment                          |
| ▪ Counselling  | ▪ Leisure/recreation                             |
| ▪ Welfare benefits and legal advice                            | ▪ VCS Infrastructure /capacity building services |
| ▪ Day opportunity services for people with mental health needs |  |

- 3.6 All organisations funded in 2006/07 were required to re apply for funding. However currently funded groups who have funding arrangements, which expire on 31 March 2007, have been extended until 30 September 2007, where performance is satisfactory. This was agreed by Cabinet, at its 27 November 2006 meeting, in order to allow the VCS ample time to develop strategies and consider contingency plans, should applications be unsuccessful.
- 3.7 New service level agreements will commence on 1 October 2007 and will range from six months to eighteen months.
- 3.8 Successful applicants will be invited to negotiate service level agreements with the appropriate Council departments. These agreements will facilitate better commissioning and performance management of service level agreements. The agreements will include agreed terms, objectives, outcomes and timetables. Performance measures and monitoring arrangements will also be clearly defined.

#### 4. CONSULTATION

- 4.1 Stakeholder consultation included the local VCS, H&F PCT and other funders. In particular the VCS were consulted at three well attended public meetings and written submissions were also invited:

| Date                                   | Feedback from       | Number of people | Number of VCS groups |
|--|---------------------|------------------|----------------------|
| Aug 2006                               | Event               | 123              | 88                   |
| Sept 2006                              | Event               | 53               | 48                   |
| Jan 2007, Cabinet member in attendance | Event               | 54               | 49                   |
| Aug – Sept 06                          | Written submissions |                  | 20                   |

- 4.2 A summary of the feedback received from the VCS, much of which has informed this review, is available on request. This was circulated widely in the voluntary sector together with a Council response.

#### 5. REVIEW OUTCOMES

- 5.1 The review established new funding priorities in line with the Council's key objectives and established a commissioning and performance management approach which focuses on high quality services and value for money, with clearer outputs and outcomes for residents.
- 5.2 In response to considerable VCS interest a new small grants scheme, Fast Track, will be launched in the summer offering awards under £5,000 to local groups. These will be made available throughout the financial year and a simple application form will be offered alongside a swift decision-making process.

#### 6. BUDGET & CURRENT FUNDING

- 6.1 The Council supports the VCS specifically through the Main Programme VCS grants budget, although members should note that some VCS organisations are contracted to provide services from other funding streams or Council budgets and that sums may be significant.
- 6.2 Main programme funding is currently administered by three directorates: Community Services, Environment and Children's Services.

The total 2006/07 budget was £4,192,233.

The breakdown by directorate:

|                               |            |
|-------------------------------|------------|
| Community Services            | £3,044,951 |
| Education/Children's Services | £1,062,285 |
| Environment                   | £ 84,997   |
| Total                         | £4,192,233 |

6.3 It should be noted that the new administration have undertaken to maintain the same level of commitment to the VCS in 2007/08. The budget, inflated at 2%, will therefore be **£4,276,077** for 2007/08.

6.4 Members agreed to allocate the budget in 2007 - 2011, as follows:

|  |     |
|--|-----|
| Funding to commission key services             | 89% |
| Funding to build VCS capacity & infrastructure | 10% |
| Small grants programme                         | 1%  |

## 7. COMMITMENTS

7.1 The VCS budget currently funds a number of ongoing projects where funding will continue in 2007/08. These sums apply where the cost:

|   |         |
|---|---------|
| A) contributes to a membership scheme:  |         |
| London Councils (Greater London Enterprise)<br>This sum serves as match-funding for the GLE training and enterprise projects fund, aimed at small VCS groups. All beneficiary groups are borough-based.   | £20,000 |
| Park Royal Partnership<br>This is a business partnership which offers employment opportunities for HF residents.  | £25,000 |
| B) purchases a contracted statutory service:  |         |
| Severe Weather Payment for Older People utilised if and when weather is extreme in order to contribute to additional support for vulnerable people. Previously awarded to Age Concern.  | £20,000 |
| H&F Action on Disability (HAFAD) Direct Payments Support Service provided through H&F Action on Disability (HAFAD). Currently the only appropriate in-borough provider.   | £51,325 |
| C) provides an in-house service:  |         |
| Business Enterprise Centre<br>BEC provides a comprehensive business support service to HF businesses and residents.   | £70,000 |
| Coach Voucher Scheme<br>This scheme assists predominantly pensioners' groups with the transports costs for a summer day trip to a location of their choosing. The Council will be considering the suitability of outsourcing this service in 2008/09. | £22,000 |
| Racial Harassment Project<br>Safer Communities division lead the Council's work on improving the reporting by BME communities of racially motivated crime and this sum contributes to this project.   | £23,250 |
| VCS Indirect Support Service<br>This sum provides support to funded organisations in terms of publicity for joint events, promotion of services and other one-off costs.  | £3,500  |

|  |         |
|--|---------|
| D) is borne by the Housing Revenue Account:  |         |
| Staying Put (Furnish)<br>Provides a unique furniture recycling service for HF residents on low income.               | £71,513 |
| CALM (Confidential & Local Mediation Service)<br>Provides a neighbourhood dispute mediation service to HF residents. | £36,290 |

Committed expenditure for these initiatives totals £342,878 in 2007/08.

7.2 In addition, as organisations funded in 2006/07 have been granted a six month's extension, where performance has been satisfactory, a significant part of the budget has already been committed i.e. £2,002,238. Appendix 1 shows applicant organisations currently in receipt of funding from this budget. Please note a number of organisations who will receive extended funding have not applied for new funding.

This can be summarised as follows:

|   |            |
|---|------------|
| Expenditure 07/08   |            |
| Committed spends (section 7.1)                              | £342,878   |
| Extended funding April – Sept 2007 for 2006/07funded groups | £2,002,238 |
| 2007/08 Awards Recommended in this report (Appendix 1)      | £1,930,961 |
| Total Expenditure 07/08                                     | £4,276,077 |

## 8. LONGER TERM FUNDING

8.1 It was intended to offer longer term funding i.e. up to the end of the four year cycle 31 March 2011, where groups met the additional criteria. Applicant organisations were requested to indicate whether funding beyond the initial 18 months was desired. Members should note that for older people's services and day opportunities for people with mental health needs funding was only offered for 6 months as these areas are the subject of an Adult Social Care review.

8.2 In the event it was not possible to select applicants for longer term funding for the following reasons:

- As the budget was over subscribed the vast majority of awards have been offered at less than requested. This means that funding is conditional upon a satisfactory renegotiation of outputs and outcomes with successful applicants. It is therefore not advisable to agree longer term funding in advance of this process
- In some service areas commissioning officers were not able to identify services which met long term gaps in provision and did not wish to tie up the budget over the longer term

## **9. APPLICATIONS RECEIVED**

- 9.1 96 organisations submitted applications by the deadline. One organisation subsequently withdrew its application.
- 9.2 Officers are satisfied that their efforts to clearly define service priorities in the service specifications; give plain English written guidance to applicants including frequently asked questions on the LBHF website; speak at events organised by the VCS aimed at groups applying for funding and encourage evidence based application requests have paid off handsomely.
- 9.3 Applications total £8.4m over 18 months which is not considered excessive when taking into account that this was the first opportunity to apply for funding in over ten years. The current budget is £6.4m over 18 months. Also applicants have generally been realistic with their funding requests:
- 39 organisations have requested less than £100,000 over 18 months
  - 9 applications request in excess of £250,000 over 18 months
- 9.4 Each application was assessed by an officer group selected on experience relevant to the service specification and scored against the funding criteria and relevant service specification.
- 9.5 58 organisations, offering 74 services, are recommended for funding, total recommended expenditure £1,930,961.  
37 organisations are not recommended for funding.
- 9.6 This shows that organisations had a 61% chance of being funded, which is considered favourable.
- 9.7 Appendix 1 shows all applications, amount requested and recommended, whilst Appendix 2 summarises each application received, details recommendations and additional conditions where applicable. Members and applicant organisations should note that Appendix 2 is not intended to offer a complete rationale for the funding recommendation but aims to highlight salient points for each applicant.

## **10. HEADLINES**

- 10.1 Advertising the budget widely has successfully offered unfunded groups an opportunity to compete for funding, with 16 new organisations/projects recommended for funding i.e. 28% of the successful applicants are new organisations/projects.
- 10.2 The assessment process was robust and transparent. Members may wish to note that:
- 6 applications submitted after the deadline was rejected
  - 9 organisations were considered ineligible as their applications did not adequately demonstrate how the organisation met the eligibility criteria.

This was regrettable as officers noted well-constructed project proposals and proposed services in many applications. Nevertheless the eligibility criteria was clearly stated in the funding criteria which was circulated to all applicants in the application pack.

- 10.3 A good number of currently funded groups did not apply under this funding round and await the Fast Track scheme.
- 10.4 In celebrating the inaugural year for Fast Track, the fund has been boosted to £86,000 for 2007/08 by the Cabinet member in response to anticipated demand and interest. Any surplus from 2007/08 will be rolled forward to 2008/09. In 2008/09 and thereafter the fund will receive 1% of the main programme budget each year.

## 11. NEW ALLOCATIONS ANALYSIS

- 11.1 The review aimed to ensure that new funding mirrors the Council's priorities and this has been achieved with growth in key service areas.

The following table summarises percentage changes:

| <b>Predominant Service Area</b>                              | <b>2006/07 % of total budget</b> | <b>2007/08 Recommended % of total budget</b> | <b>Comments</b>   |
|--|----------------------------------|--|---|
| Older People Day Services                                    | 12                               | 15   | Good response from the VCS NB service review currently underway                                 |
| Day Opportunity Services for People with Mental Health Needs | 5                                | 2.5  | Limited number of applications NB service review currently underway                             |
| Tier 2 Drug Treatment Service                                | 1                                | 1  | Applications did not fully meet the specification   |
| Disability & Sensory Loss                                    | 5                                | 2.5  | Limited applications, some overlap with older people and infrastructure service areas           |
| Safer Communities  | 2.5                              | 7  | Further increases desirable as a council priority but limited number of applications            |
| Counselling  | 1                                | 1  | Limited number of applications  |
| Homelessness   | 0.5                              | 3  | Limited number of applications  |
| Housing  | 5                                | n/a  | no specification developed – funding prioritised for homelessness and home improvement services |
| Home Improvement Agency                                      | 0                                | 3  | new distinct service area   |
| Regeneration   | 5                                | 11   | Acute competition for funding   |
| Leisure/Recreation   | 12.5                             | 9.5  | Acute competition for funding   |
| Welfare Benefits and   | 16                               | 12.5   | Acute competition for funding   |

|   |      |     |                                |
|---|------|-----|--------------------------------|
| Legal Advice  |      |     |                                |
| Children's Services   | 14   | 14  | Acute competition for funding  |
| Environment   | 5    | 2.5 | Limited number of applications |
| Transport   | 2    | 2   | One application received       |
| Infra-structure/Capacity Building/2 <sup>nd</sup> tier inc Community Cohesion | 13.5 | 9.5 | Acute competition for funding  |
| Small Grants  | 0    | 4   | New scheme                     |
| Total   | 100  | 100 |                                |

11.2 It is worth noting that fewer applications than anticipated were received across all service areas with few applications received in many priority areas. Officers were therefore not able to increase funding in service areas where applications scored poorly or insufficient high quality bids were received. For this reason officers are keen to fine tune specifications and 'grow' these services in the future.

11.3 Many applications scored well but when these were considered alongside other applications there were often high degrees of duplication. A portfolio approach was used to ensure that under each service specification a complementary cluster of services were recommended. In this way cost effectiveness can be maximised, duplication limited and synergy between service providers can be developed.

11.4 To capitalise on this portfolio approach, officers will establish sectoral working groups for each service area to ensure that funded organisations work with each other to deliver and promote a portfolio of complementary, high quality and value for money services.

11.5 Officers noted the stark differences in the quality of applications received. For many organisations who submitted applications of poor quality, it is worth noting that VCS services proposed for funding in this report, will assist the VCS with fundraising and application forms. Officers will also produce general feedback for the sector on improving application form technique.

## 12. CONCLUSION

12.1 Members may wish to note that although this work stream has proved labour-intensive, the exercise has been extremely positive for a number of key reasons:

- full and fruitful engagement from the voluntary sector
- noticeable realignment of voluntary sector expectations
- increased voluntary sector accountability through the application process
- greater focus on benefits to residents
- commissioning in line with Council priorities
- the launching of Fast Track with a boosted first year fund
- a transparent process which has been firm but fair

### 13. DIRECTOR OF FINANCE COMMENTS

13.1 This report recommends expenditure in 2007/08 totalling £4,276,077, which is in line with the 2007/08 budget and is across three Departments as detailed below:

|                     |            |
|---------------------|------------|
| Community Services  | £3,105,851 |
| Environment         | £86,696    |
| Children's Services | £1,083,530 |
| Total               | £4,276,077 |

13.2 The report recommends that any surplus against the Fast Track programme element of the budget, £100,000 for 2007/08, details in Section 10.4 of the report, be carried forward to 2008/09. This will need to be done in accordance with the Council's Financial Procedures.

13.3 As detailed in Appendix 1 some of the voluntary sector organisations are recommended for 18 months' funding. The allocation covering the period from April 2008 is provisional until the Council sets the budget for the financial year 2008/09 which will need to incorporate any Medium Term Financial Strategy implications. A further Voluntary Sector funding report will be presented to Cabinet.

### 14. HEAD OF LEGAL SERVICES COMMENTS

14.1 The Council generally (although not exclusively) provides grants under S.2 of the Local Government Act 2000 which allows it to do anything, including the provision of financial assistance to others, which it considers likely to promote the economic, environmental or social well being of the area. In exercising its S.2 powers the Council must have regard to its community strategy.

14.2 Officers in Community Services have assured the Head of Legal Services that a fair and robust evaluation of all grant applications has been carried out. However, as with any publicly advertised grants scheme, potential challenges cannot be ruled out. Any such challenges will need to be dealt with on their merits.

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

| <b>No.</b> | <b>Description of Background Papers</b>       | <b>Name/Ext. of Holder of File/Copy</b> | <b>Department/ Location</b> |
|------------|---|---|-----------------------------|
| 1.         | Application forms and back ground information | Kim Dero<br>Ext. 2487                   | CSD-CL/HTH                  |
| 2.         | Application forms and back ground information | Ian Davis<br>Ext. 1170                  | CS-Cambridge House          |
| 3.         | Application forms and back ground information | Stephen McAndrews<br>Ext. 3329          | EnvD/HTHX                   |

| <b>Appendix 1</b>                              |                                 |                          |                          |                              |                              |                            |
|--|---------------------------------|--------------------------|--------------------------|------------------------------|------------------------------|----------------------------|
| <b>APPLICANT ORGANISATION</b>                  | <b>PREDOMINANT SERVICE AREA</b> | <b>2006/07 FUNDING £</b> | <b>TOTAL REQUESTED £</b> | <b>2007/08 RECOMMENDED £</b> | <b>2008/09 RECOMMENDED £</b> | <b>Total RECOMMENDED £</b> |
| Active Planet                                  | regeneration                    | 0                        | 50,000                   | 0                            | 0                            | 0                          |
| Advance  | safer communities               | 8,160                    | 146,000                  | 47,000                       | 94,000                       | 141,000                    |
| Afghan Council UK                              | children's services             | 0                        | 42,056                   | 0                            | 0                            | 0                          |
| Age Concern H&F                                | older people                    | 164,607                  | 88,783                   | 88,783                       | subject to review            | 88,783                     |
| Albert & Friends Instant Circus                | children's services             | 5,100                    | 45,000                   | 13,000                       | 26,000                       | 39,000                     |
| Barons Court Project                           | mental health                   | 103,193                  | 69,818                   | 55,000                       | subject to review            | 55,000                     |
| Bishop Creighton House                         | infrastructure                  | 56,100                   | 52,020                   | 15,606                       | 31,212                       | 46,818                     |
|  | older people                    |                          | 11,419                   | 11,419                       | subject to review            | 11,419                     |
| Care & Repair & Small Jobs Scheme              | home improvement                | 134,438                  | 210,338                  | 60,112                       | 120,224                      | 180,336                    |
| Keep Safe                                      | safer communities               | 0                        | 56,000                   | 0                            | 56,000                       | 56,000                     |
| Blythe Neighbourhood Council                   | infrastructure                  | 117,500                  | 89,222                   | 24,000                       | 48,000                       | 72,000                     |
|  | leisure recreation              |                          | Leisure & Recreation     | 76,368                       | 22,000                       | 44,000                     |
| children                                       | children's services             | 0                        | 60,000                   | 17,000                       | 34,000                       | 51,000                     |
| regeneration                                   | regeneration                    | 0                        | 75,000                   | 21,000                       | 42,000                       | 63,000                     |
|  | older people                    | 0                        | 10,000                   | 0                            | 0                            | 0                          |
|  | safer communities               | 0                        | 45,000                   | 0                            | 0                            | 0                          |
| Body & Soul                                    | children's services             | 0                        | Not specified            | 0                            | 0                            | 0                          |
| Breakaway Holiday Project                      | children's services             | 12,956                   | 19,434                   | 6,000                        | 12,000                       | 18,000                     |
| Broadway                                       | homelessness                    | 34,293                   | 76,814                   | 0                            | 0                            | 0                          |
|  | substance misuse                | 0                        | 78,000                   | 0                            | 0                            | 0                          |
| Catholic Children's Society                    | children's services             | 0                        | 13,800                   | 3,730                        | 7,460                        | 11,190                     |
| Community Education Forum                      | children's services             | 0                        | 66,513                   | 8,000                        | 16,000                       | 24,000                     |
| CITAS  | infrastructure                  | 42,075                   | 126,939                  | 10,500                       | 0                            | 10,500                     |
| Community Property/VSRA                        | infrastructure                  | 0                        | 38,991                   | 0                            | 38,991                       | 38,991                     |
| Connections                                    | regeneration                    | 0                        | 90,000                   | 0                            | 0                            | 0                          |
| Counselling & Prayer Trust: Family Life Skills | counselling                     | 0                        | 37,000                   | 0                            | 0                            | 0                          |
| deafPLUS                                       | disabilities                    | 6,571                    | 32,250                   | 0                            | 0                            | 0                          |
| Diligence Advice                               | welfare benefits                | 0                        | 52,500                   | 0                            | 0                            | 0                          |
| Domestic Violence Intervention Project         | safer communities               | 14,280                   | 54,000                   | 0                            | 0                            | 0                          |
| East European Advice Centre                    | welfare benefits                | 0                        | 27,807                   | 9,000                        | 18,000                       | 27,000                     |
| Embrace Co-op                                  | regeneration                    | 0                        | 48,333                   | 0                            | 0                            | 0                          |
| Family Friends Charity                         | children's services             | 0                        | 19,000                   | 0                            | 0                            | 0                          |

| <b>Appendix 1</b>                           |                                 |                          |                          |                              |                              |                            |
|---|---------------------------------|--------------------------|--------------------------|------------------------------|------------------------------|----------------------------|
| <b>APPLICANT ORGANISATION</b>               | <b>PREDOMINANT SERVICE AREA</b> | <b>2006/07 FUNDING £</b> | <b>TOTAL REQUESTED £</b> | <b>2007/08 RECOMMENDED £</b> | <b>2008/09 RECOMMENDED £</b> | <b>Total RECOMMENDED £</b> |
| Firsthand Limited                           | infrastructure                  | 29,399                   | 50,367                   | 12,500                       | 25,000                       | 37,500                     |
| Fulham Good Neighbours Service              | older people                    | 29,455                   | 15,000                   | 15,000                       | subject to review            | 15,000                     |
| Fulham Legal Advice Centre                  | welfare benefits                | 56,207                   | 88,566                   | 26,000                       | 52,000                       | 78,000                     |
| Funding BAMER Futures                       | infrastructure                  | 0                        | 36,153                   | 10,000                       | 20,000                       | 30,000                     |
| Grenfell Creche                             | children's services             | 0                        | 15,000                   | 0                            | 0                            | 0                          |
| Groundwork West London                      | environment                     | 43,554                   | 67,524                   | 22,500                       | 45,000                       | 67,500                     |
| Grove Neighbourhood Centre                  | infrastructure                  | 24,962                   | 42,000                   | 10,500                       | 21,000                       | 31,500                     |
| <b>H&amp;F Action on Disability (HAFAD)</b> |                                 |                          |                          |                              |                              |                            |
| <b>disabilities information</b>             | disability                      |                          | 85,902                   | 26,000                       | 52,000                       | 78,000                     |
| <b>welfare benefits</b>                     | welfare benefits                |                          | 57,997                   | 20,000                       | 40,000                       | 60,000                     |
| <b>disability benefits</b>                  | welfare benefits                |                          | 72,881                   |                              |                              |                            |
| <b>employment</b>                           | regeneration                    |                          | 58,686                   | 16,000                       | 32,000                       | 48,000                     |
| <b>training progression</b>                 | regeneration                    |                          | 60,763                   | 17,500                       | 35,000                       | 52,500                     |
| <b>strategic representation</b>             | infrastructure                  |                          | 27,708                   | 8,000                        | 16,000                       | 24,000                     |
| <b>partnership development</b>              | infrastructure                  |                          | 75,567                   | 0                            | 0                            | 0                          |
| <b>integrated volunteer programme</b>       | disability                      |                          | 37,884                   | 0                            | 0                            | 0                          |
| H&F Black Minority Ethnic                   | safer communities               | 0                        | 42,707                   | 14,000                       | 28,000                       | 42,000                     |
| H&F Carers Centre                           | older people                    | 0                        | 20,400                   | 0                            | 0                            | 0                          |
| H&F Caring for Carers Assoc                 | older people                    | 25,159                   | 16,704                   | 0                            | 0                            | 0                          |
| H&F Citizens Advice Bureau                  | welfare rights                  | 262,072                  | 426,522                  | 142,000                      | 284,000                      | 426,000                    |
| H&F Community Law Centre                    | welfare rights                  | 261,132                  | 391,000                  | 51,000                       | 102,000                      | 153,000                    |
| H&F Community Transport Project             | transport                       | 50,900                   | 145,000                  | 20,000                       | 40,000                       | 60,000                     |
| H&F Credit Union                            | regeneration                    | 0                        | 37,500                   | 0                            | 25,000                       | 25,000                     |
| H&F Mind                                    | CityFix regeneration            | 47,570                   | 81,085                   | 27,268                       | 54,536                       | 81,804                     |
|   | Employment regeneration         |                          | 45,750                   | 15,250                       | 30,500                       | 45,750                     |
|   | mental health                   | 80,633                   | 25,500                   | 0                            | 0                            | 0                          |
|   | counselling                     |                          | 28,998                   | 0                            | 0                            | 0                          |
| H&F Pre-School Learning Alliance            | children's services             | 165,227                  | 255,393                  | 80,000                       | 160,000                      | 240,000                    |
| H&F Refugee Forum                           | infrastructure                  | 0                        | 39,672                   | 11,500                       | 23,000                       | 34,500                     |
| H&F Urban Studies Centre                    | environment                     | 43,937                   | 32,500                   | 10,833                       | 21,667                       | 32,500                     |
|   | children's services             |                          | 32,500                   | 10,833                       | 21,667                       | 32,500                     |
| H&F Victim Support Scheme                   | safer communities               | 13,260                   | 21,000                   | 7,000                        | 14,000                       | 21,000                     |

| <b>Appendix 1</b>                             |                                 |                          |                          |                              |                              |                            |
|---|---------------------------------|--------------------------|--------------------------|------------------------------|------------------------------|----------------------------|
| <b>APPLICANT ORGANISATION</b>                 | <b>PREDOMINANT SERVICE AREA</b> | <b>2006/07 FUNDING £</b> | <b>TOTAL REQUESTED £</b> | <b>2007/08 RECOMMENDED £</b> | <b>2008/09 RECOMMENDED £</b> | <b>Total RECOMMENDED £</b> |
| H&F Volunteer Centre                          | infrastructure                  | 76,500                   | 141,031                  | 42,000                       | 84,000                       | 126,000                    |
|   | regeneration                    | 0                        | 132,516                  | 39,000                       | 78,000                       | 117,000                    |
| Hammersmith Bengali Association               | children's services             | 10,100                   | 24,000                   | 6,000                        | 12,000                       | 18,000                     |
| Hammersmith Community Garden Association      | environment                     | 20,891                   | 45,000                   | 15,000                       | 30,000                       | 45,000                     |
| Hammersmith Women's Aid                       | children's services             | 31,967                   | 74,800                   | 21,000                       | 42,000                       | 63,000                     |
| Hope 4 All                                    | children's services             | 0                        | 41,436                   | 0                            | 0                            | 0                          |
| Horn of Africa                                | welfare benefits                | 55,759                   | 45,900                   | 0                            | 0                            | 0                          |
| Iranian Association                           | regeneration                    | 24,174                   | 37,500                   | 12,500                       | 25,000                       | 37,500                     |
| Iraqi Association                             | older people                    | 25,500                   | 34,150                   | 0                            | 0                            | 0                          |
| Irish Support & Advice Service (ISAS)         | welfare benefits                | 0                        | 112,500                  | 0                            | 0                            | 0                          |
|   | older people                    | 0                        | 28,083                   | 0                            | 0                            | 0                          |
| Kurdish Association for New Generations/Abroc | children's services             | 0                        | 26,350                   | 0                            | 0                            | 0                          |
| Kurdish Association (for Refugees)            | welfare benefits                | 15,300                   | 30,488                   | 0                            | 0                            | 0                          |
| Life Education Centres (ROTALEC)              | children's services             | 0                        | 19,700                   | 3,500                        | 7,000                        | 10,500                     |
| Lillie Road 5 a Side League                   | children's services             | 2,958                    | 8,100                    | 0                            | 0                            | 0                          |
| London Centre for Personal Safety             | safer communities               | 0                        | 48,798                   | 0                            | 0                            | 0                          |
| Lyric Theatre                                 | leisure & Recreation            | 351,459                  | 559,136                  | 176,000                      | 352,000                      | 528,000                    |
| Mayhew Animal Home                            | children's services             | 0                        | 25,000                   | 0                            | 0                            | 0                          |
|   | safer communities               | 0                        | 20,000                   | 0                            | 0                            | 0                          |
| Mencap H&F Advocacy Service                   | children's services             | 0                        | 50,000                   | 10,000                       | 20,000                       | 30,000                     |
| Nubian Life                                   | older people                    | 111,089                  | 83,200                   | 56,000                       | subject to review            | 56,000                     |
| Old Oak Centre                                | regeneration                    | 0                        | 45,000                   | 0                            | 0                            | 0                          |
| Outside Chance                                | safer communities               | 11,220                   | 22,750                   | 7,500                        | 15,000                       | 22,500                     |
| Play Association H&F                          | children's services             | 10,200                   | 15,000                   | 5,000                        | 10,000                       | 15,000                     |
|   | infrastructure                  | 0                        | 30,000                   | 9,000                        | 18,000                       | 27,000                     |
| Radio Initiative on FM                        | infrastructure                  | 0                        | 81,000                   | 0                            | 0                            | 0                          |
| Rampage Retired Elderly Holiday Project       | Leisure & Recreation            | 16,094                   | 24,141                   | 8,000                        | 16,000                       | 24,000                     |
| Safety Net People First                       | disabilities                    | 6,289                    | 44,884                   | 14,961                       | 29,922                       | 44,884                     |
| Sands End Associated Projects in Action (SEA) | children's services             | 93,595                   | 209,149                  | 46,500                       | 93,000                       | 139,500                    |
| Senior Citizens Creative Arts & Lunch Club    | older people                    | 6,320                    | 10,050                   | 0                            | 0                            | 0                          |
| Serbian Society                               | infrastructure                  | 0                        | 16,500                   | 0                            | 0                            | 0                          |
| Shape H&F                                     | leisure & Recreation            | 33,063                   | 41,676                   | 0                            | 0                            | 0                          |

| <b>Appendix 1</b>                           |                                 |                          |                          |                              |                              |                            |
|---|---------------------------------|--------------------------|--------------------------|------------------------------|------------------------------|----------------------------|
| <b>APPLICANT ORGANISATION</b>               | <b>PREDOMINANT SERVICE AREA</b> | <b>2006/07 FUNDING £</b> | <b>TOTAL REQUESTED £</b> | <b>2007/08 RECOMMENDED £</b> | <b>2008/09 RECOMMENDED £</b> | <b>Total RECOMMENDED £</b> |
| Shepherds Bush Families Project             | children's services             | 47,825                   | 73,171                   | 23,500                       | 47,000                       | 70,500                     |
| Sir John Lillie Play Centre                 | children's services             | 0                        | 15,636                   | 4,000                        | 8,000                        | 12,000                     |
| Somali Children's Advocacy                  | children's services             | 0                        | 38,983                   | 8,000                        | 16,000                       | 24,000                     |
| Somali Community Consortium                 | infrastructure                  | 0                        | 52,830                   | 0                            | 0                            | 0                          |
| Somali Women's Support                      | children's services             | 0                        | 10,820                   | 0                            | 0                            | 0                          |
| St. Mungos Community Housing Assoc          | homelessness                    | 0                        | 932,075                  | 0                            | 0                            | 0                          |
| Standing Together Against Domestic Violence | safer communities               | 0                        | 85,000                   | 25,000                       | 50,000                       | 75,000                     |
| Staying Put Services                        |                                 |                          |                          |                              |                              | 0                          |
|   | homelessness 1                  | 0                        | 74,500                   | 0                            | 0                            | 0                          |
|   | homelessness 2                  | 0                        | 145,695                  | 28,000                       | 56,000                       | 84,000                     |
|   | children's services             | 0                        | 71,514                   | 8,000                        | 16,000                       | 24,000                     |
|   | home improvement                | 0                        | 78,345                   | 0                            | 0                            | 0                          |
|   | home improvement                | 0                        | 82,783                   | 0                            | 0                            | 0                          |
|   | disability                      | 0                        | 42,211                   | 0                            | 0                            | 0                          |
| The Asian Health Agency (Shanti)            | older people                    | 148,809                  | 68,120                   | 68,120                       | subject to review            | 68,120                     |
|   | welfare benefits                | 0                        | 10,283                   | 0                            | 0                            | 0                          |
| Third Age Foundation                        | regeneration                    | 27,744                   | 45,000                   | 0                            | 0                            | 0                          |
| Threshold Housing Advice                    | welfare benefits                | 114,315                  | 179,822                  | 44,000                       | 88,000                       | 132,000                    |
| Turning Point/Druglink                      | drugs service                   | 52,105                   | 81,111                   | 0                            | 0                            | 0                          |
| Viva Arts                                   | children's services             | 0                        | 35,871                   | 4,000                        | 8,000                        | 12,000                     |
| Voluntary Sector Resource Agency (VSRA)     | infrastructure                  | 78,540                   | 301,804                  | 65,000                       | 130,000                      | 185,000                    |
| Volunteer Reading Help                      | children's services             | 0                        | 13,069                   | 0                            | 0                            | 0                          |
| West & North West London Vietnamese Assoc   | older people                    | 43,867                   | 18,000                   | 15,500                       | subject to review            | 15,500                     |
|   | regeneration                    | 0                        | 8,528                    | 0                            | 0                            | 0                          |
| West London Action for Children             | children's services             | 0                        | 30,044                   | 8,000                        | 16,000                       | 24,000                     |
| West London Centre for Counselling          | counselling                     | 54,000                   | 84,240                   | 27,046                       | 54,000                       | 81,000                     |
| Western Kurdistan Association               | regeneration                    | 0                        | 41,952                   | 0                            | 0                            | 0                          |
| William Morris Society                      | Leisure & Recreation            | 2,705                    | 12,000                   | 3,000                        | 6,000                        | 9,000                      |
| Wormwood Scrubs Pony Centre                 | Leisure & Recreation            | 0                        | 13,786                   | 0                            | 0                            | 0                          |
| Zimbabwe Women's Network-UK (ZIWNUK) H&     | children's services             | 0                        | 35,000                   | 6,000                        | 12,000                       | 18,000                     |
| Ringfenced for 2nd Tier Drugs Services      |                                 | 26,000                   | 0                        | 26,000                       | 52,000                       | 78,000                     |
| Ringfenced for Home Reading Service         | Leisure & Recreation            | 0                        | 0                        | 10,000                       | 20,000                       | 30,000                     |

| <u>Appendix 1</u>   |                          |                      |                      |                          |                               |                               |
|---|--------------------------|----------------------|----------------------|--------------------------|-------------------------------|-------------------------------|
| APPLICANT ORGANISATION  | PREDOMINANT SERVICE AREA | 2006/07 FUNDING<br>£ | TOTAL REQUESTED<br>£ | 2007/08 RECOMMENDED<br>£ | 2008/09 RECOMMENDED<br>£      | Total RECOMMENDED<br>£        |
| Fast Track - Small Grants Scheme  |                          | 0                    | 0                    | 100,000                  | 41,000                        |                               |
| <b>TOTALS</b>   |                          | £3,468,723           | £9,152,665           | <b>£1,930,961</b>        | £3,182,179<br>to be confirmed | £4,962,095<br>to be confirmed |
| <b>Total Expenditure Recommended in this report (October 07 - March 08)</b> |                          |                      |                      | <b>1,930,961</b>         |                               |                               |
| <b>Total Expenditure already committed (April 07 - September 07)</b>        |                          |                      |                      | <b>2,345,116</b>         |                               |                               |
| <b>Total Expenditure/Available Full Year Budget 2007/08</b>                 |                          |                      |                      | <b>4,276,077</b>         |                               |                               |
|   |                          |                      |                      |                          |                               |                               |

**LONDON BOROUGH OF HAMMERSMITH & FULHAM VOLUNTARY & COMMUNITY SECTOR FUNDING CRITERIA**

**Eligibility Criteria – Are you eligible?**

In order to be eligible organisations must:

- Be managed/advised by a committee/board, which should have local representation and a user input mechanism
- Exist as a not for profit voluntary, community or social enterprise organisation
- Be based in H&F or have a demonstrable local connection.

Applicants will also be required to demonstrate that they meet the following criteria. The assessment process will consider whether each criterion is poorly met, met or well met.

These criteria will be used to assess all applications and should be read in conjunction with the appropriate service specification.

**Service Requirements**

Proposals will need to demonstrate:

- how they meet the service requirements set out in the relevant service specification
- how services contribute to council values
- how services contribute to Local Area Agreement outcomes.

Proposals will also need to describe

- the need for the proposed service, including clear and feasible outputs in line with the service specification/s, e.g. number of users/beneficiaries,
- methods of user involvement, feedback and regular assessment of user satisfaction
- use of volunteers
- measurable and feasible service outcomes for residents, including service users/beneficiaries.

Well thought out partnership proposals and innovative ways of working together are encouraged.

## **Value for money**

Proposals will need to demonstrate that:

- they do not duplicate other services, unless there is a demonstrable need for additional services
- the rationale for partnership bids is well thought through
- they are cost effective
- they have a sound financial and business case
- there is evidence of added value, e.g. ability to lever in other funding streams/income or use of volunteers
- council funding will add or maximise value

## **Good Governance**

Proposals will need to demonstrate:

- robust governance
- an appropriate mix of relevant skills in the management group
- appropriate capacity and resources to deliver proposed services, e.g. premises/space, staff and volunteers, management
- as well as practical implementation of existing or planned procedures such as:
  - Financial practices
  - Measuring quality and monitoring and evaluation of services
  - Valuing diversity and equal opportunities
  - Child Protection including Criminal Record Bureau checks

## **Longer Term Funding Criteria**

Under some service specifications, organisations may be eligible for funding extensions up to 31 March 2011, where they demonstrate strong evidence that:

- they can deliver specific outputs and outcomes under the Local Area Agreement outcomes.
- Services meet the service specification requirements and priorities.
- Services are particularly flexible and responsive and organisations are able to adapt to changing priorities and needs over the funding period.
- Services respond to long term local needs, where it is anticipated that the need will continue over the funding period.
- Organisations have a good track record of fundraising successfully from a range of external sources and have a four-year fundraising strategy.

16 APRIL 2007

**LEADER**

*Councillor Stephen Greenhalgh*

**FUNDING FOR COMMUNITY SUPPORT CENTRE PROJECT**

**Wards  
All**

This report describes the initial set of projects required to deliver the Community Support Centre component of the Customer Access Strategy, along with the associated business case. This project will provide savings as well as offering considerable benefits to our residents in how Council services are delivered.

**CONTRIBUTORS**

DF  
HLS  
DCS

**Recommendations:**

- 1. That up to £1.456M is released for the project described in this report for the implementation of the Community Support Centre aspect of the Customer Access Strategy.**
- 2. That the Director of Community Services is delegated the authority to implement the proposals described in this report.**
- 3. That the total funds for the project of £1.456m are drawn down from the funds earmarked for the Customer Access programme from the Hammersmith & Fulham Bridge Partnership (HFBP).**

|   |
|---|
| <b>HAS A PEIA BEEN COMPLETED?<br/>YES</b> |
|---|

## **1. SUMMARY**

- 1.1 This report concentrates on the investment required to deliver the Community Support Centre project.
- 1.2 The Community Support funding will achieve the strategic aims of:
  - diverting people to self help
  - promoting self management
  - reducing dependency
  - providing a robust gate keeping function to manage risks
- 1.3 The Community Support Centre was developed by Customer First based on a detailed understanding of our residents and their service requirements, and engagement with all stakeholders in the Customer Access Strategy to communicate and ratify their conclusions, gain buy-in from affected areas, and to create a compelling business case to help justify the required investment.
- 1.4 The total request for funding of the Community Support Centre project, including all resource, IT implementation and support costs over the next 18 months is estimated at £1.456m.
- 1.5 The Community Support Centre project represents value for money, achieving payback of the investment within 36 months of project inception, with projected cumulative savings of £4.067m by £2011/12 (£2.611m net of the initial investment).
- 1.6 The recommendation is therefore that the Council funds the projects identified in this report for the delivery of the Community Support Centre project. The funding required should be set aside from the £8 Million released from the formation of the Hammersmith & Fulham Bridge Partnership (HFBP), which has been earmarked for this purpose.

## **2. BACKGROUND**

- 2.1 Two years ago the Council initiated work on the Customer First and Service Transformation programme, to improve services to residents in a cost effective way.
- 2.2 The Customer Access Strategy presented to CMT and Members in June 2006 by the Director of Customer First proposed the re-engineering of front to back office arrangements across a range of Council services to both improve customer satisfaction and also to deliver cost savings.
- 2.3 The strategy proposed the development of three new business units: 'Residents Direct'; 'Smarter Borough'; and 'Community Support'. It did so based on research undertaken that revealed a strong relationship between particular customer groups and the services they consume, their access channel preference (e.g. face to face, phone or web).

2.4 The strategy was revised in November in order to streamline the approach with the following changes:

- Accountability for implementation of Residents Direct and Community Support projects should be clearly with the respective Directors of Residents Services and Community Services. Interdependencies between these work streams (such as IT, Accommodation, specialist support etc.) and the achievement of savings should be managed as part of the wider PMO/MTFS (Medium Term Financial Strategy) management process
- Presentation of the implementation business case should more transparently distinguish between projects fundamental to the achievement of MTFS savings and those investments primarily oriented towards improved customer service. Projects designed to deliver savings should be prioritised. Implementation of the strategy should concentrate on those projects that are operationally necessary to deliver savings
- Reconsider the mix of internal and external consultancy type resource and re-plan where possible so as to reduce the overall cost of investment

2.5 All of these points were duly noted, and the outcome of this re-planning for Community Support is the subject of this report.

2.6 The IT Options process resulted in the creation of the HFBP. One of the prime drivers for this was to create a mechanism allowing the additional funding required for implementation of the Customer Access Strategy to be made available. Until recently, individual projects have been funded from the Council's Invest to Save and Modernisation Fund as they have come forward. However, this fund is fully committed, and implementation of the outcomes of the Customer Access Strategy requires the use of this new funding source.

### **3. CUSTOMER ACCESS STRATEGY – COMMUNITY SUPPORT**

3.1 Full details on the Customer Access Strategy and the proposed Community Support project and investments, are set out in the documents referenced at the end of this report.

3.2 The Community Support Centre is a new business unit designed to provide a single point of contact for the holistic assessment of a person's / family's circumstances and needs. It is aligned with the Council's objective of reducing dependency by providing high quality screening at the front line, and by, where applicable, signposting users to alternative providers. It will provide better safeguards for vulnerable/at risk children and adults, a more cost effective delivery model and improved customer service (fewer visits and less need to provide the same information to different professionals), and over time, reduced dependency on high cost interventions.

3.3 Significant savings can be achieved by joining together the reception and telephone contact arrangements for Adult's, Children's and Housing services into a simplified and integrated customer interface, and by changing the jobs of staff so that they can operate this new approach. In addition to these changes, further savings can be achieved if services can utilise self service functions on the internet.

- 3.4 The projects and investments required to achieve these savings reflect the twin operational imperatives of initially providing a single “Community Support Centre” and a single telephone number “Community Support Hotline”.

#### **4. CONSULTATION**

- 4.1 The Customer Access Strategy was developed by Customer First and is based on their detailed understanding of residents, the services they consume, their service requirements and their preferences of how they would like to see those services delivered. Their research included over 1,000 direct interviews, as well as the use of internal and commercially available data sources.
- 4.2 They also had an ongoing and very detailed engagement with all internal stakeholders to communicate and ratify the conclusions, gain buy-in from affected areas, and create a compelling business case to help justify the required investment. This resulted in agreement and sign-off from CMT in June 2006.

#### **5. PROJECTS REQUIRED FOR COMMUNITY SUPPORT - OUR APPROACH**

- 5.1 For ease of understanding, activities required to implement the Community Support Centre have been categorised into type 1, 2 and 3 projects with the same definitions as used for Residents Direct:

- Type 1 projects: Projects that collectively deliver significant short-term staff and/or accommodation savings through service redesign
- Type 2 projects: Projects that can deliver medium term channel transfer savings
- Type 3 projects: Projects that are unlikely to deliver significant savings in the short to medium term but will deliver significant customer satisfaction benefits and potential savings over the long term

- 5.2 The categorisation approach has been made to enable greater transparency and to provide members with a basis for determining implementation options.

- 5.3 The business case for Community Support (see section 9 below) shows that all the type 1 projects need to be authorised to enable the staff and accommodation savings to be achieved from 2008/9 onwards.

- 5.4 The type 3 projects could also be implemented over the medium term, as these operational improvements hold the key to potential channel transfer savings over the long term - thereby helping achieve the Administration’s long term Council Tax reduction pledge.

#### **6. THE PROJECTS**

- 6.1 Type 1 Projects are shown in the table below:

| <b>Type 1 Project</b>  | <b>Cost</b>       |
|--|-------------------|
| <b>Stage 1. Children's Front Office Reorganisation</b><br>- Includes centralisation of Contact and Assessment Teams in a single location and definition of New Screening Service – Akin to the Wandsworth Model of best practice.  | <b>£24,059</b>    |
| <b>Stage 2. Adults Front Office Reorganisation</b><br>- includes reorganisation of Information and Assessment Team to separate out the screening and referral functions; develop new review and first response teams and develop non age related care functions.   | <b>£56,210</b>    |
| <b>Stage 3. Housing Integration Technology and Reorganisation</b><br>- includes review of services & processes and appraisal, implementation development of EDMS / Frameworki / CRM including on line forms development  | <b>£433,153</b>   |
| <b>Stage 4. Integrated Community Support Centre – including integrated Telephone Helpline</b><br>- includes Change Programme & Communication; Business Analysis & Process Reviews; Process Redesign; System Changes and Integration. This project includes £350K for the fit out costs of the new Community Support Centre, single reception point and for the associated consolidated office space.<br>-includes business analysis and process design in advance of creation of the Community Support Hotline. Appraisal of existing telephony software and purchase of new or reconfiguration of existing systems. | <b>£942,586</b>   |
| <b>Total</b>   | <b>£1,456,008</b> |

6.2 Type 2 Projects: There are no Type 2 Projects required to deliver the Community Support Centre.

6.3 Type 3 projects: Projects that are unlikely to deliver significant savings in the short to medium term but will deliver significant customer satisfaction benefits and potential savings over the long term.

| <b>Project</b>   | <b>Cost</b>     |
|--|-----------------|
| <b>Community Support Web Portal</b><br>- This project concentrates on development of Self Assessment Tools and Website portal development for both customers & partners. Will allow channel transfer to self assessment. | <b>£342,255</b> |
| <b>Total</b>   | <b>£342,255</b> |

## **7. DETERMINING WHICH PROJECTS / INVESTMENTS TO IMPLEMENT**

7.1 The Type 1 projects contribute towards the Council's aim to reduce Council Tax levels over the medium term. They represent value for money, giving payback of

the investment within 36 months of project inception, with projected cumulative savings of £4.067m by 2011/12 (£2.611m net of initial investment).

7.2 The Type 1 projects also achieve the strategic aims of:

- diverting people to self help
- promoting self management
- reducing dependency
- providing a robust gate keeping function to manage risks

7.3 Finally the Community Support Centre will delight residents by resolving key concerns, in particular by the ability to resolve face to face transactions on one site, reducing duplication and providing an improved call handling response (one phone number) from the call centre.

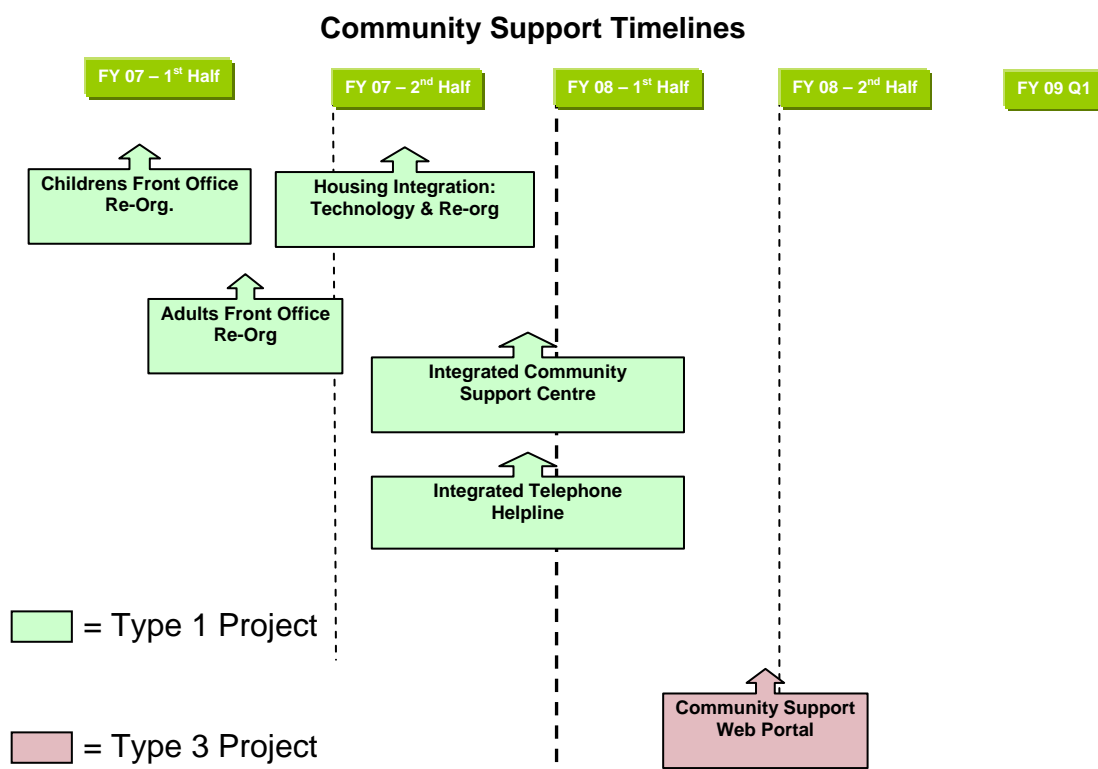
7.4 The type 3 project will assist to achieve the stretching of future efficiency targets by providing the means for some customers to fully self serve on the web.

7.5 On this basis, it is recommended that:

- The Type 1 projects set out above, delivering cumulative net savings of £2.611m by 2011/12 are approved for implementation
- Approval is given for the initial investment of £1.456m from April 2007 – October 2008
- The business case for remaining type 3 project be revisited in mid 2008/9

## 8. IMPLEMENTATION TIMETABLE

8.1 The following chart illustrates the estimated earliest delivery dates for each project, assuming the projects and investment profile detailed earlier.



## 9. SAVINGS AND BUSINESS CASE

9.1 The total request for funding of the Community Support Centre project is estimated at £1.456M.

9.2 This funding will be used to cover the project costs of internal Council staff, resources from HFBP and external resources. It is the intention of the project to use existing contacts where appropriate, otherwise competitive quotations or tenders will be sought in accordance with the Councils contract standing orders.

9.3 The table below sets out the savings profile realisable from the project:

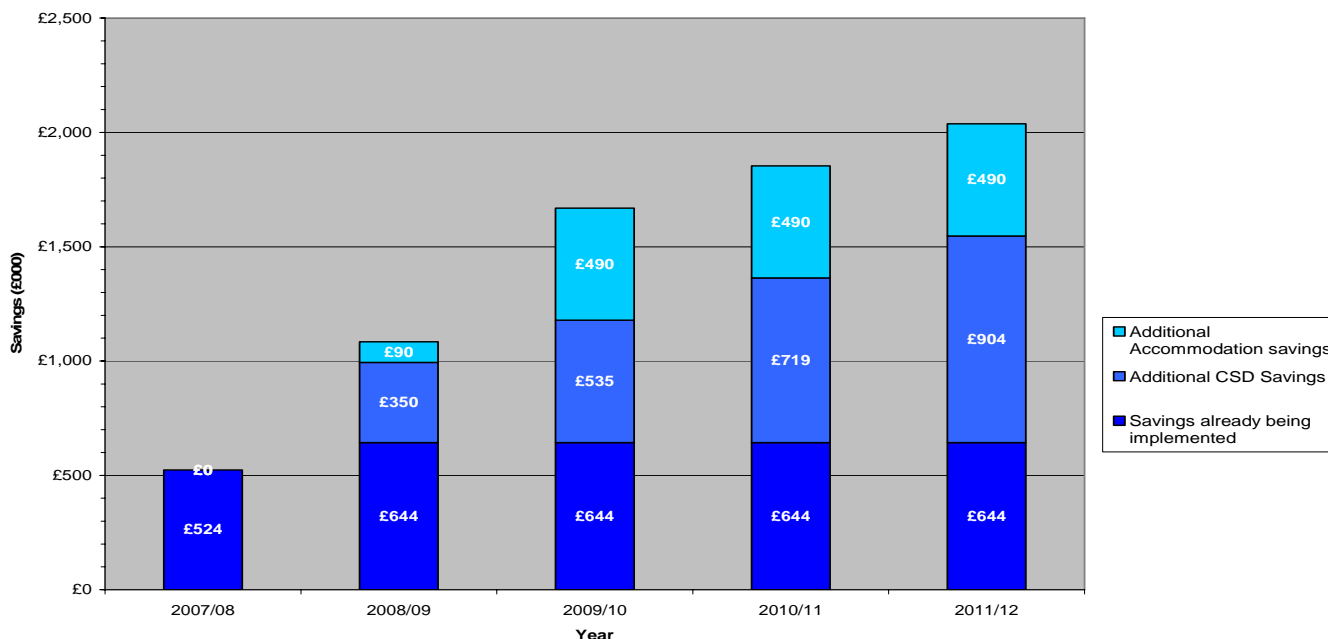
| Category                               | 2007/08      | 2008/09      | 2009/10       | 2010/11       | 2011/12       | Total by 2009/10 | Total by 2011/12 |
|--|--------------|--------------|---------------|---------------|---------------|------------------|------------------|
|  | £000         | £000         | £000          | £000          | £000          | £000             | £000             |
| Initial Investment                     | 1,456        | 0            | 0             | 0             | 0             | 1,456            | 1,456            |
| Productivity Challenge - 3%pa          | 0            | 0            | -185          | -369          | -554          | -185             | -1,107           |
| Staff Reductions                       | 0            | -350         | -350          | -350          | -350          | -700             | -1,400           |
| Accommodation                          | 0            | -90          | -490          | -490          | -490          | -1,560           | -1,560           |
| <b>Total Cost/(Savings)</b>            | <b>1,456</b> | <b>-440</b>  | <b>-1,025</b> | <b>-1,209</b> | <b>-1,394</b> | <b>-988</b>      | <b>-2,611</b>    |
| <b>Total Cumulative Cost/(Savings)</b> | <b>1,456</b> | <b>1,016</b> | <b>-8</b>     | <b>-1,217</b> | <b>-2,611</b> |                  |                  |
| Break Even:                            |              |              |               |               |               |                  |                  |

9.4 The staffing reductions achievable from merging the front of house teams will be deliverable from the point the service is anticipated to go live in April 2008. In each subsequent year the team will be expected to deliver 3% year on year efficiencies, the achievement of which will be possible due to the culture change and process analysis work undertaken as part of the project. Community Services will lead on the delivery of each of these savings.

9.5 In addition the project will facilitate the delivery of £490k full year savings in accommodation and premises costs as a result of reduced space requirements. These savings will be delivered via the corporate accommodation programme.

9.6 The savings set out above are additional to a range of MTFs savings already identified for 2007/08 and 2008/09 in these service areas. A total of £644k per annum from 2008/09 is already included in the MTFs for these services, but will be achieved irrespective of whether this project continues. The investment in project resources in this instance is required to deliver the next, more difficult, set of savings.

9.7 The chart below sets out the savings in this area, separated into those already underway, those delivered by this project to be managed by CSD, and those enabled by this project but delivered by corporate property services:  
All funding for these projects has been earmarked from the £8million JVC agreement.



9.8 The Director of Community Services will provide regular updates on progress, and in particular any significant variation on the agreed costs, timescales or outcomes, to the Leader and to Cabinet.

## 10. DIRECTOR OF FINANCE COMMENTS

10.1 The financial implications of the project are clearly set out in the body of the report. The initial investment of £1.456m is expected to lead to delivery of savings totalling £4.067m by 2011/12. These savings will all be included in the Council's MTFs, with the majority delivered by Community Services and Children's Services, and accommodation savings being realised by Corporate Property Services as part of the Civic Accommodation strategy.

10.2 The initial investment in the project is expected to be funded from the earmarked savings generated by the HFBP joint venture.

## 11. HEAD OF LEGAL SERVICES COMMENTS

11.1 Services will need to be procured either through the Bridge Partnership or by compliance with the Contracts Code.

### LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS

| No. | Description of Background Papers | Name/Ext. of Holder of File/Copy | Department/ Location                   |
|-----|----------------------------------|----------------------------------|--|
| 1.  | Customer Channel Strategy V1.    | Mike Turner                      | 4 <sup>th</sup> Fl 145. King Street W6 |
| 2.  | Resource estimations             | Mike Turner                      | 4 <sup>th</sup> Fl 145. King Street W6 |

16 APRIL 2007

**LEADER**

*Councillor Stephen Greenhalgh*

**RE-ORGANISATION OF HUMAN RESOURCES**

**Wards  
All**

The report describes the new organisational arrangements combining all the Council's human resource into one organisation.

**CONTRIBUTORS**

ACE

**Recommendations:**

1. That the organisational arrangements be agreed.
2. That implementation of the new arrangements begin in May 2007, and be concluded in October 2007.
3. That existing HR budgets be centralised under ACE from April 2007.

|  |
|--|
| <p><b>HAS A PEIA BEEN COMPLETED?<br/>YES</b></p> |
|--|

## 1. OBJECTIVE

- 1.1 The HR services previously provided within departments and at the centre will combine into the Assistant Chief Executive's department.

## 2. BACKGROUND

- 2.1 A review of the HR function in Hammersmith & Fulham was commissioned in 2006 from the Society of local authority Chief Executives and Senior Managers (SOLACE). Their brief was to examine the scope, priorities, effectiveness, organisation, capability and efficiency of HR in the centre and in departments. The overriding aim is to seek a solution, which will reduce costs while improving service levels. Their report is attached at Appendix A. SOLACE provided two potential models for improvement. Following consultation at political, CMT and senior HR level, the recommended structure for HR is attached at Appendix B.

## 3. ADDRESSING IDENTIFIED GAPS

- 3.1 Improvements to the role and operation of HR will deliver a better, cost-effective service relevant to the business needs of the organisation. The headline findings from the SOLACE review are:

- Highly committed HR staff and pockets of good practice
- Lack of strategic focus and direction and Organisational Development resource
- Inconsistency of policies and their application, of services delivered and standards of delivery
- Expensive and over staffed. HR staff/staff ratio high for London
- Managers, staff, HR not clear what HR role is or could be
- High level of HR administration activity
- Poor communication
- Concerns about Trent's ability to deliver
- Appetite for change (but concerns about HR disengagement from the business)
- Perceived gap between current skills and capabilities of HR staff and those needed

- 3.2 The recommended model addresses the challenge of improving consistency and making savings through centralising with meeting the business needs of departments. The new HR and OD offer sets out to balance the needs of the whole organisation with those of individual services.

## 4. OUTCOMES FROM RESTRUCTURE

- 4.1 The outcomes expected:

- Delivery on key corporate priorities e.g. concluding single status negotiations, support to managers to reduce sickness levels, improved appraisal and performance management introduced and embedded

- Focus on change management and talent management through diverting resources
- Realise efficiencies (Medium Term Financial Strategy - MTFs - projected savings £250k 07/08, £500k 08/09)
- Consistency of service - 'One Council' rather than individual departments
- Customer satisfaction across departments
- Simpler, speedy procedures used across organisation
- Manager's self-service through Trent investment
- Improved training and development offer to staff (including HR staff)
- Clarity and confidence in HR and management roles

## 5. ORGANISATIONAL ARRANGEMENTS

5.1 In order to deliver this agenda for change HR and OD will be organised into three divisions bringing together resources to provide a more joined up, consistent, flexible service. Each division will feature staff with a specialised knowledge of departments' needs and individual circumstances.

The three divisions comprise:

5.2 **Organisational Development** responsible for:

- An enhanced Learning and Development team planning, commissioning and monitoring training and development activities that support corporate priorities. The team will support leadership and management programmes and generic personal and career development
- A team of five business partners dedicated to service departments advising and supporting Senior Management to shape services to meet future needs and challenges. Business partners will deliver analytical and assertive solutions to embed the organisation's values at a practical level
- Employee communication and engagement

5.3 **Human Resources** responsible for:

- Developing, promoting and monitoring consistent HR strategy and policy, developing terms and conditions of employment, and liaising with trades unions
- Specialist support to line managers on day-to-day performance issues supporting grievance and discipline processes. Dedicated officers will be responsible for working with specific departments within the team, but will ensure consistency across the Council
- Specialist pay and benefits support developing comprehensive remuneration policies as part of a consistent workforce strategy
- Occupational Health Unit; providing medical advice & support in managing sickness absence pro-actively

5.4 **HR Support Services** responsible for:

- A team of technical experts developing and maintaining HR information systems (e.g. Trent) and providing workforce information to the organisation and managers
- Providing transactional services to line managers and employees covering all areas of HR activity
- Specialist recruitment and selection support to departments
- Establishing and monitoring performance standards

## 6. MTFs SAVINGS AND HEADCOUNT REDUCTIONS

6.1 Following the re-organisation the current headcount of 88.5 HR staff working across the Council will reduce to 75 staff over a two-year period. The proposals will result in MTFs savings of £250k in 07/08 and £500k in 08/09. The following points should also be noted:

- There are three Assistant Director posts in the new structure. Two permanent appointments will be externally advertised. The third will be a temporary appointment for two years and will be advertised internally. These senior posts are necessary at this time to ensure that the transfer to the new structure is achieved smoothly and with minimum disruption to services. The need for three Assistant Directors is not believed to be necessary in the medium term
- An assessment process will be used to ensure that posts are filled by appropriately qualified staff
- Occupational Safety unit will transfer to the Environment Department as part of this re-organisation
- Trent Team will transfer from the Finance Department to ACE as part of this re-structure
- The Learning and Development Team will incorporate staff and resources from departments. A small team will remain in Community Services for professional training for Social Services

## 7. COMMENTS OF DIRECTOR OF FINANCE

7.1 The Director of Finance has costed the existing HR establishment in consultation with each department. The 2007/08 establishment is £3,978,000 and is split between departments as follows:

| Departments               | £000         | FTE's       |
|---------------------------|--------------|-------------|
| Children's Department     | 1,141        | 26          |
| Community Services        | 729          | 16.5        |
| Corporate Human Resources | 1,238        | 26.5        |
| Environment               | 502          | 11.5        |
| Finance                   | 100          | 2           |
| ACE/Residents Services/OD | 268          | 6           |
| <b>Total</b>              | <b>3,978</b> | <b>88.5</b> |

7.2 This represents the salary costs of the HR establishment. The non-staff costs associated with the transferred staff will now be identified and will need to

transfer to ACE with the salary budgets. A reduction of 13 posts within the HR establishment will be sufficient to secure the required MTFS savings.

- 7.3 The Director of Finance is currently liaising with departments to transfer the HR posts to ACE with effect from 1 April 2007.
- 7.4 Options for managing training and development budgets across the Council are currently being developed with a view to identifying the most cost effective way of meeting the objectives of the learning and development review.

## **8. COMMENTS OF HEAD OF LEGAL SERVICES**

- 8.1 The Head of Legal Services has advised the Assistant Chief Executive separately on the employment law aspects of the proposed re-organisation

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

| <b>No.</b> | <b>Description of Background Papers</b> | <b>Name/ Ext. of Holder of File/Copy</b> | <b>Department/Location</b>  |
|------------|---|--|---|
| 1          | SOLACE HR Review Report                 | Lesley Courcouf                          | Ext 2100<br>ACE, Room 138,<br>Hammersmith Town Hall,<br>King Street |



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London Borough of Hammersmith  
and Fulham  
Review of Human Resources

Report for CMT  
By Jill Shortman and Carol Sharp  
5 October 2006

# LONDON BOROUGH OF HAMMERSMITH AND FULHAM

## REVIEW OF HUMAN RESOURCES

5 October 2006

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## **LONDON BOROUGH OF HAMMERSMITH AND FULHAM**

### **REVIEW OF HUMAN RESOURCES**

#### **1 INTRODUCTION**

- 1.1 This summary report provides recommendations for a restructured HR function.
- 1.2 Initial recommendations have been refined through discussion with the Reference Group (established to monitor and contribute ideas and information to inform the development of a new HR structure). This report provides the basis for further discussion with the Corporate Management Team (CMT) prior to further internal consultation and ultimately implementation of a new HR structure.
- 1.3 The consultants would like to acknowledge the support and cooperation received in undertaking the project. Thanks go particularly to the reference group; CMT members, HR staff and others who took part in interviews and focus group; HR staff who recorded their time for the workflow analysis; and all line managers and HR staff who completed the online survey of HR. We are extremely grateful for your input, which has been invaluable in carrying out the review and informing the outcome.
- 1.4 A copy of a more detailed report is available on request.

#### **2 AIMS OF THE REVIEW**

- 2.1 The review was commissioned to examine the scope, priorities, effectiveness, organisation, capability and efficiency of HR in the centre and in departments.
- 2.2 The overriding aim is to seek a solution which will reduce costs while improving service levels.
- 2.3 The Council has been reviewing and redefining the culture and style of leadership required for the future success of the organisation during the course of the review. The evolving view of culture that H&F is developing has been incorporated into this review as it has progressed.

#### **3 BACKGROUND**

- 3.1 The London Borough of Hammersmith and Fulham (H&F) employs around 6,300 staff with around half of these based in schools and directly employed / managed by their school.
- 3.2 HR comprises around 90 staff and is largely de-centralised and devolved. The ratio of HR staff to total staff varies by directorate ranging from 1:46 to 1:150, with an overall average of 1:72 compared to an average of 1:96 for all London Boroughs (see Appendix 1).
- 3.3 A Central HR Team (CHR) is responsible for strategy, policy development, pay and reward, learning and development (L&D) and operational support to central departments. This team also has responsibility for occupational health & safety

(OHS), although the 'safety' element currently reports elsewhere. Doctor provided OHS services are bought-in. The team reports to the Assistant Chief Executive, Organisational Development (ACE OD), who is a member of the Corporate Management Team (CMT).

- 3.4 The Head of Diversity and Organisational Development also reports directly to the ACE OD (not as part of HR).
- 3.5 Sizeable multi-functional HR teams in Children's Services, Community Services, and Environment Services, and a smaller team in Finance (largely focussed on L&D) report, directly or indirectly, to their functional Directors (with no dotted or professional reporting line to the Central team or ACE OD). The Children's Services team also provides HR services to schools under Service Level Agreements.
- 3.6 A central 'call centre' has recently been introduced and provides administration services associated with most external recruitment.
- 3.7 HR related budgets (including L&D) are devolved with no central control.
- 3.8 HR policies and procedures are held on the intranet, but there is limited other use of e-HR.
- 3.9 The 'Trent' system, introduced a few years ago, is used for both HR and payroll administration. Online recruitment is planned, but not yet in place. Similarly, there is no manager or staff self-service facility, although a manager module is currently under consideration.
- 3.10 HR received a CPA assessment of 'fair' at the last audit (2002).

#### **4 METHODOLOGY**

- 4.1 To add value to an organisation, an HR structure must be appropriate for that organisation at its current stage of development. Therefore, in undertaking this review, it has been important to understand the overall nature of the Council, its strategic aims and objectives, and the short and medium term challenges it faces.
- 4.2 The current HR structure has been examined in detail to identify strengths and areas for improvement.
- 4.3 Research has also been undertaken into HR practice in external public and private sector organisations to identify examples of best practice and provide comparisons.
- 4.4 In summary, the following research was undertaken in compiling this report:
  - \* Review of internal plans, policies, etc
  - \* One-to-one interviews with key management and HR personnel
  - \* Focus groups with managers, non-managers, HR staff, and TU representatives
  - \* Online surveys of line managers and HR staff

- \* An analysis of HR workflow
- \* Comparative data from other public and private sector organisations

## 5 HR ROLES AND MODELS

5.1 Research has been undertaken into best practice in respect of HR roles and delivery models in other Local Authorities and sectors.

5.2 The 'Ulrich model' is used as the basis for many modern HR departments. Dave Ulrich defined four HR roles:

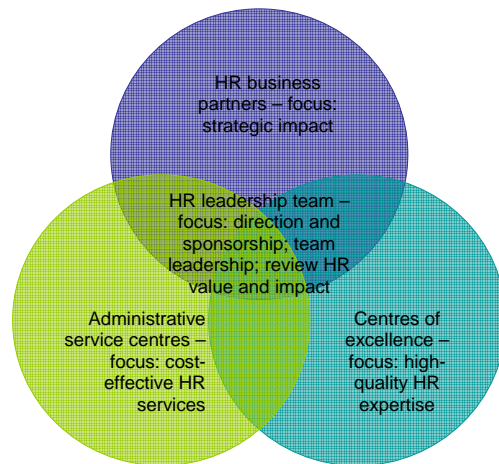
- \* strategic partner – aligning HR and business strategy
- \* administrative expert – creating an efficient infrastructure, re-engineering processes, and providing shared services
- \* employee champion – listening and responding to employees to increase employee commitment and capability
- \* change agent – managing transformation and change

5.3 All roles are important and must be carried out effectively. They exist to varying degrees in all HR jobs, although specific jobs may focus more on one aspect than others.

5.4 The Local Government Employers Organisation (EO) in their people management survey of 2005 asked local authorities to classify the roles of their HR team into one of the four categories identified by Ulrich. London Boroughs responded as follows:

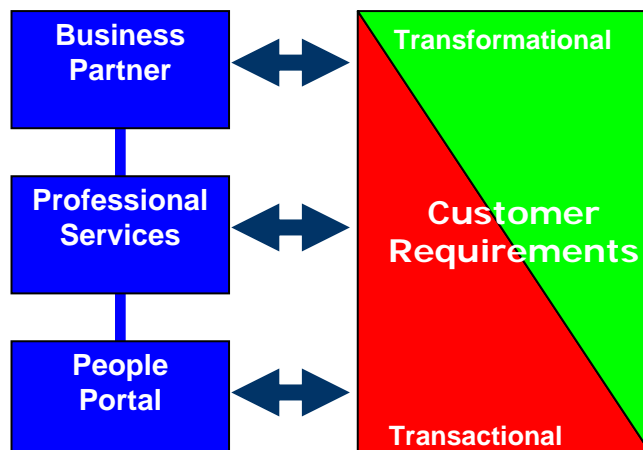
| <b>Ulrich Model</b>   | <b>London Boroughs</b> |
|-----------------------|------------------------|
| Strategic partner     | 68%                    |
| Administrative expert | 5%                     |
| Employee champion     | 0%                     |
| Change agent          | 26%                    |

5.5 Research among national public sector organisations reveals that other organisations also operate their HR function based on the Ulrich model – eg the MOD, HSE, DWP and the Cabinet Office:



5.6 The private sector, too, utilises the Ulrich model. In a presentation to H&F managers and HR staff, the Royal Mail's Group Director, People and Organisational Development described a 'three-box model' of:

- \* Business partner – primarily interacting with management teams and focusing on strategic issues
- \* Professional services – primarily interacting with line managers and focusing on operational issues
- \* People portal – primarily interacting with employees and line managers and focusing on transactional issues



5.7 Unilever also offers a useful model:

|   |  |
|---|--|
| Strategic Business Partner                  | Given insights into people and organisations, how do we get competitive advantage through people?                |
| Strategic HR                                | Given the business strategy what does HR need to do in the long term? Building organisational and human capacity |
| Proactive, engaged, energetic HR operations | One jump ahead, anticipating needs, flawless execution   |
| Effective service function                  | Cost effective, reliable transactions  |

5.8 A comparison of centralised and devolved HR structures shows the following potential benefits / disbenefits:

| <b>Centralised</b>   | <b>Devolved</b>  |
|--|--|
| Consistent standards of delivery                           | Standards of delivery potentially dependent on one or two key team members |
| Strategic approach – primary focus on council objectives   | Primary focus on local priorities  |
| Better appreciation of council-wide issues and priorities  | More in-depth appreciation of local issues and priorities                  |
| Seen as remote   | Face to face contact (at least for some customers)                         |
| Sharing of good practice                                   | Proliferation of policies and procedures                                   |
| Economies of scale   | Duplication of effort  |
| One size fits all  | Service tailored to client department's needs                              |
| Variety of contacts  | Continuity of contacts   |
| Slow / unresponsive  | Fast / responsive  |
| Good cover for absence                                     | Limited cover for absence  |
| Standardised management information                        | Inconsistent quality and nature of management information                  |
| Wider exposure / development opportunities                 | Potential for greater understanding of a single business unit              |
| Ability to set / manage / monitor HR performance standards | Variable standards, no consistent monitoring                               |

|  |   |
|--|---|
| Ability to build centres of excellence | Uneven spread of resources and expertise                          |
| Improved facility to specialise        | Limited facility to specialise – need to call on external experts |
| Not customer focused                   | Dedicated to supporting a single area                             |
| Consistency                            | Differing practices with increased potential for ET claims        |
| Accountability for delivery unclear    | Clear accountability to local line management                     |

5.9 The above benefits / disbenefits are not automatic – the benefits have to be gained and it may be possible to manage out (or at least down) some of the disadvantages. However, the list gives a broad indication of potential pros and cons of each broad approach.

5.10 The major advantages of a centralised function include an improved ability to support the achievement of strategic corporate goals, consistency of approach and service, and the potential to benefit from economies of scale.

5.11 The modern trend is a move towards such a model with a greater degree of shared services supporting manager and employee ‘self-service’ to exploit these benefits and those that can be gained from increased use of technology solutions. Indeed, the Public Sector People Managers' Association (PPMA, formerly SOCPO) has commented that shared-service centres will become "the norm" in local government by 2009.

5.12 The major advantages of a devolved service include the ability to create a more agile local organisation that can respond more speedily to satisfy local needs based on greater in-depth knowledge of a single business unit.

## **6 RECOMMENDATIONS**

### **6.1 HR – a Strategic Function?**

6.2 *“We believe that strategic HR management is essential to ensure that councils develop the capacity to improve services for local people, engage more with communities and better represent their interests”* – Local Government Employers Organisation ‘a window on HR – survey of people management 2005’

6.3 To maximise the potential of its workforce and achieve its corporate aims and objectives, the Council needs a strategic HR function with strong leadership to direct and deploy resources to meet the challenges facing the Council and develop the culture that it is starting to articulate.

6.4 Strategic HR has a business focus that supports rather than constrains what the organisation seeks to achieve. It means being fully engaged in developing and implementing organisational strategy. This is not currently the case in H&F.

- 6.5 A strategic HR function in H&F would:
- \* link the HR function with the strategic goals and objectives of the Council and ensure that attention was focused on their achievement across the whole organisation
  - \* provide corporate capacity for new and / or cross-cutting people initiatives aimed at achieving corporate goals
  - \* create the capacity and skills to ensure a strategic approach to making the best use of current and future resources
  - \* provide a consistent and pro-active approach to policies and service delivery
  - \* provide the flexibility to temporarily focus resources on short term, high level activities (current examples include single status negotiations, and creation of an IT JVC)
- 6.6 An indication of the changes that could be seen by developing a strategic HR function is shown at Appendix 3.

## **6.7 Corporate Management of HR**

- 6.8 The current devolved nature of HR inhibits effective leadership of the function and its activity. Consequently, activity is not directed to ensure that it is focused on the Council's strategic aims.
- 6.9 Research within the Council indicated that lack of strategic direction and capacity, inconsistency of HR policies and procedures, and inconsistency of HR delivery standards are the areas that give rise to the greatest concerns.
- 6.10 A comparison of centralised and decentralised HR (see above) demonstrates that these issues can best be addressed through a centralised structure.
- 6.11 It is therefore recommended that the Council consolidates the HR resource under the line management of the ACE OD.
- 6.12 This will enable the function to achieve a better balance of focus on corporate and departmental priorities and ultimately provide better services to the community.
- 6.13 Co-locating HR staff will facilitate better communication, sharing of best practice and knowledge of individual departments, team-working, career development, flexibility and cover.
- 6.14 A single council-wide HR service will have the capacity to improve the quality and consistency of service delivery at both strategic / council-wide and operational / local levels by pooling the resource into a single team that can respond more efficiently and effectively to workload peaks in individual areas without having to call on outside assistance.
- 6.15 Nevertheless, at least in the early stages of its development, the Council may wish to nominate specific personnel in the central team as 'lead officers' or primary contact points for each department. This could provide a degree of

continuity during the transition phase and also reassure managers that there are nominated personnel to support for their area.

## **6.16 Strengthen OD Capacity**

- 6.17 In its Policy Statement for Organisation Development, the Public Sector People Managers' Association states: *'organisations must adopt OD approaches if they are to ensure that they have the capacity for change and improvement. The emphasis of OD must be on the development of the organisation as a whole not on individual parts of the organisation or uncoordinated activity across the whole.'*
- 6.18 The Council should strengthen its OD capacity to provide expert advice to Corporate and Department Management Teams on shaping and positioning the organisation to meet the challenges of the future as well as the present.
- 6.19 The OD resource should remain under the line management of the ACE OD outside of, but working very closely alongside, the HR Department. It is recommended that OD Advisors / Business Partners are dedicated to specific business areas but pool their knowledge to design interventions that are appropriate for both their own areas and the wider Council.
- 6.20 These Advisors would take a high-level and long-term view of the business area that they support rather than becoming involved in day-to-day HR issues. Nevertheless, they would interface with HR to ensure that their area's needs were fully taken into account in formulating HR strategies and policies. They would also act a bridge between their Department and the wider HR team and could be called upon to chase through actions on the Department's behalf.
- 6.21 Additionally, their wide-ranging view would enable them to spot trends and so commission support from other areas of HR / OD to tackle emerging problems or issues at an early stage.

## **6.22 Development and Training**

- 6.23 Currently, development and training activity is inconsistent – eg some areas have paid little attention to leadership training while others have taken a systematic approach to implementing programmes to provide management skills.
- 6.24 Overall spend is not known but, based on anecdotal evidence, is likely to vary very considerably from area to area. There is no evidence of systematic evaluation of development and training activity.
- 6.25 Generic development and training and the associated budget should be centralised to ensure the most effective targeting of resources and active reinforcement of key cultural messages.
- 6.26 Reporting and monitoring of quality and costs of specialist training attracting external funding (eg teaching, social care) should be also centralised to ensure consistent standards. However, HR can add only limited value to the management and administration of such training, therefore those aspects should remain in the relevant department.

## **6.27 Employee Communications and Engagement**

- 6.28 Effective employee communication and engagement are essential ingredients in a successful organisation: *“EO research has shown that ‘excellent’ authorities rank internal communications more highly than any other HR intervention”* – Local Government Employers Organisation ‘a window on HR – survey of people management 2005’.
- 6.29 Council-wide employee communication mechanisms are acknowledged to be (at least primarily) one-way (ie downwards) at present. While such communication is obviously vital, greater benefit can be obtained by genuinely engaging with employees, but this requires mechanisms for effective upwards and sideways communication.
- 6.30 A Council-wide team briefing system was introduced early in 2006, and no measure has yet been made of its penetration or effectiveness. Similarly, the effectiveness of the internal staff magazine has not been audited. Such audits may present an opportunity to review the purpose of these media and whether they are achieving their aims.
- 6.31 However, even the best formal communication systems and written communication media are not as effective as routine face-to-face communication between line managers and their staff, and there has been no council-wide programme to ensure that line managers communicate at a consistently high standard.
- 6.32 Additionally, communications (both internal and external) can be used as a powerful tool for articulating the employer brand, and this opportunity is not currently being fully exploited.
- 6.33 The Council should incorporate employee communications within HR to support strategic activity by ensuring that the workforce receives consistent messages that reinforce organisational aims, values, etc. Close links will need to be maintained with those responsible for external communications to ensure that a consistent approach is taken to positioning the Council with its employees and the wider audience including the community and other stakeholders. The amalgamation of the two current ACE posts should facilitate such arrangements.

## **6.34 Develop HR Staff**

- 6.35 HR staff were mainly seen as helpful, and many individual staff are respected for their professional HR knowledge. However, mixed views about the overall professional HR capability and competence, and the degree of business knowledge within the function were noted in one-to-one interviews, focus groups, and the on-line survey.
- 6.36 Although there were exceptions, many perceived HR as primarily reactive and focussed on process taking a policing role that was seen to limit managers’ ability to achieve objectives.
- 6.37 Lack of consistency in HR service delivery came through the research as a major issue.
- 6.38 An analysis of HR workflow shows that only around a quarter of HR staff time is spent on operational HR activity. Administration consumes more than 40% of

staff time. This very high volume of low-level activity must give rise to concern about the function's cost-effectiveness and efficiency – all the more so when compared with the grade distribution of HR staff (86% of staff are grade SO1 or above). Senior staff are spending far too much time on activity below their level of ability, which means the Council is not getting good value for money. Additionally, this gives rise to frustration among staff, which was born out by comments in the HR staff survey.

- 6.39 There are no obvious strategies or plans for developing HR staff or mechanisms to expose them to different areas of the organisation or aspects of HR work to increase their range of skills or experience.
- 6.40 If the Council seeks a strategic OD / HR function, it staff will need a different skill-set to that required in an HR function more focused on operational delivery.
- 6.41 The Local Government Employers Organisation 'a window on HR – survey of people management 2005' suggests that *"To work strategically, HR professionals also require strong leadership and influencing skills. They need to connect well with the business and support managers in managing their people well. Making more use of electronic HR is also important to help streamline transactional processes and free up time to spend on more strategic HR activities."*
- 6.42 Other sources suggest that business skills are more important in a strategic HR function than pure HR skills and expertise.
- 6.43 It will therefore be essential to ensure that HR staff have the opportunity to acquire the skills to effectively fulfil their roles in a strategic HR / OD organisation. While external recruitment may help to boost these skills in the short-term, it will be necessary to grow them in-house for long-term sustainability and success.

#### **6.44 Make greater use of ICT**

- 6.45 There were mixed views of HR information held on the intranet and the extent to which it is used. HR staff and managers alike commented that managers often found it easier to contact HR for information rather than seek out information on the net.
- 6.46 However, there was general consensus about the lack of consistent and meaningful management information generated from the Trent system. Information is not necessarily presented in a manner that has impact and managers are often left to interpret it for themselves.
- 6.47 Some HR teams have made strides in this area, but again lack of consistency inhibits a cross-council approach.
- 6.48 Significant savings can be made by reducing the time and cost of administering routine or transactional HR processes by automating paper based processes and removing duplication of tasks (eg recording of absence). Similarly, greater use of the intranet to provide information to support managers has significant potential to reduce costs.

- 6.49 Therefore it is recommended that the Council addresses this area alongside organisational changes to reap the maximum benefits in terms of both cost and efficiency savings.
- 6.50 The improvement in the consistency, quality and accessibility of management information will provide managers with an effective management tool and greatly improve the Council's ability to manage and control absences such as sickness.
- 6.51 However, it must be recognised that manager self-help mechanisms might require more line management time in the short term, although ultimately managers will be better equipped to seek out HR information for themselves, and more confident in dealing with people issues.
- 6.52 The cultural and attitudinal change required to support a self-service model will be significant. Managers will need to be educated to recognise the benefits of such a regime. Failure to do so could result in managers feeling that HR work is being 'dumped' on them and / or setting up local mini-HR admin functions. HR staff will need to be self-disciplined in directing managers to self-help mechanisms rather than providing ready answers to their questions.
- 6.53 This will require considerable effort and will need to be implemented alongside a management development programme that will equip managers to fully take on, and be effective in, people and performance management.
- 6.54 A further move to employee self-service would allow all staff to take responsibility and accountability for their personal information.
- 6.55 However, many commented that the Trent system is not user-friendly. This is a major concern and could be a significant inhibitor to gaining efficiencies through greater automation of transactional HR activities and manager self-service. Therefore it is recommended that further investigation into user-friendliness and ease of use and access is undertaken before further investment is made (eg in recruitment and / or self-service modules).
- 6.56 Additionally, it should be noted that not all staff have access to the intranet. While this should become the primary and preferred access route to HR information, it cannot be the sole source.

#### **6.57 Transfer Trent Team into HR**

- 6.58 This has already been discussed and agreed in principle within the Council. Transfer of this team into HR will support development of ICT in the function as previously described.

#### **6.59 Set Standards and Measure**

- 6.60 No means of measuring the overall performance of HR was apparent. Considering the level of investment in the HR function, there should be a cohesive approach to measuring its impact, effectiveness and efficiency.
- 6.61 HR can be difficult to measure – some 'hard' measures can be identified, but more accurate data can often be ascertained through 'soft' measures that, by definition, can be difficult to quantify.

6.62 A possible model for measuring the success of the HR service is attached at Appendix 4.

### **6.63 Review the HR Strategy**

6.64 The current HR strategy appears to exist (at least largely) as a written document only – there is little evidence of it having ‘living’ meaning. It should therefore be reviewed and refreshed to refocus strategy to align with the required change of culture. Refreshment could enable ‘quick wins’, eg management of sickness absence.

6.65 Corporate policies and procedures were criticised for being complex, bureaucratic, over-prescriptive, out of date, and too highly slanted towards employees.

6.66 New policies and procedures take too long to develop and are not always seen as appropriate.

6.67 This has led to departmental teams implementing local solutions to local problems without necessarily considering how these might impact on, or be shared by, the wider organisation.

6.68 Consequently, policies and procedures and their application are inconsistent across the Council. These issues were consistently the subjects of comment throughout the research and seen as among the most significant areas for improvement.

6.69 Managers and HR staff alike want ‘fit for purpose’ policies and procedures, and an HR function that is accessible, consistent, professional, responsive and proactive, and that offers solutions that facilitate the achievement of business aims.

6.70 The strategy should allow for such policies.

6.71 The strategy should also allow for measurement of performance of the HR function (eg based on Appendix 4).

### **6.72 Develop Managers**

6.73 Just as managers have mixed views of the quality of HR staff, so HR staff have mixed views on the quality of line managers – indeed, managers themselves recognised that there is a wide range with respect to the quality of leadership and people management skills.

6.74 There was considerable comment that managers lack clarity in terms of what is expected of them as managers. A corporate management style, required management behaviours, and the split of people responsibilities between HR and line managers have not been defined or clearly communicated.

6.75 A strategic HR structure will mean a significant shift for some managers who have relied on the HR function for day-to-day support. Mutual expectations between the HR team and line managers need to be explicit and understood. Managers will have to take more responsibility for people management. Therefore effective implementation of a strategic HR function will require considerable simultaneous investment in the people management skills of line

managers so that they are fully equipped and confident to take the decisions that are required of them.

6.76 The Council's planned Leadership Programme is the ideal opportunity to define and instil the management behaviours and competencies required.

### **6.77 Summary**

6.78 A strategic, strengthened, centralised and reshaped OD / HR function will:

- \* Provide clear leadership and development for the function
- \* Enable the development of a meaningful HR strategy to direct and focus HR activity towards achieving corporate goals and culture change across the organisation
- \* Provide better support to senior and line management with consistent and improved quality of advice and the development of strategic HR solutions
- \* Provide better support to senior and line management considering long-term organisational requirements and changes and how to achieve them
- \* Reduce administrative costs through the standardisation and improvement of processes and the automation of paper-based processes
- \* Improve the quality, availability and accessibility of management information to inform planning and decision making

## **7 POTENTIAL MODELS**

7.1 An 'Ulrich-based' model based on the following broad roles is proposed to provide the strategic focus that the Council requires, improve the effectiveness and efficiency of HR in the centre and in departments, and reduce costs while improving service levels:

- \* OD Advisors / Business Partners working with Departmental Management Teams to support organisational development in their department and influence short and long term HR plans for the Council
- \* Central HR 'experts' to develop strategy and policy, and support operational requirements
- \* Central services to deal with transactional issues (note: this could later combine with similar centres dealing with similar issues in other local authorities and / or incorporate transactional work from other areas in H&F)

7.2 Special consideration needs to be given to the provision of HR services to schools.

7.3 It has been suggested that this area is unique as HR staff need specialist knowledge (eg teacher terms and conditions, CPD, and particular recruitment

and retention difficulties). However, this argument could be applied to all areas.

- 7.4 Schools can buy their HR provision from alternative sources and it is clearly important to maintain high levels of customer satisfaction to avoid them going elsewhere. However, the fact that other departments do not have such freedom should be no reason to allow customer satisfaction in those areas to dip.
- 7.5 We see no compelling reason to structure this area differently from the rest of HR. It has already been suggested that, at least in the short term, the Council may wish to nominate individuals within central teams to provide the primary interface with departments, and the same could apply for schools. This would enable continuity of service while knowledge is shared among the wider HR team to enable them to progressively take on a fuller role with respect to servicing schools, and vice versa (ie HR personnel with expertise and experience in Education will be able to broaden their knowledge and application of their skills into other areas).

## **7.6 Concluding comments**

- 7.7 Whatever model is adopted, it will need strong leadership from new roles heading up HR / OD and reporting to the ACE OD.
- 7.8 All staff will need the skills that are appropriate for their role in the new model, or the ability to acquire them within an acceptable timescale.
- 7.9 It would be appropriate to implement an assessment and selection process to appoint to new posts.
- 7.10 To maximise efficiency and financial benefits, it will also be essential that self-service is seen as the preferred route for managers and all staff to access information. Therefore early steps to improve and promote Trent, and educate managers and others in its use and benefits will be critical.

## **8 IMPLEMENTATION**

- 8.1 Transformation of the HR service is a considerable undertaking. It must be treated as a long-term project with commitment at all levels. It will require up-front investment in terms of time, effort, and finance, but the Council can expect a far greater and on-going return in all of these areas.
- 8.2 Investment in communication and further consultation on the proposed changes and their implementation will be essential to ensure the benefits are understood and supported across the Council.
- 8.3 It will be essential to resource the project and create the capacity to bring about the changes while at the same time keep the service running. Formal project management arrangements will be necessary and will require a range of specialist skills. A small steering group may be appropriate to direct and oversee implementation of the new HR structure and associated / complementary activities. It may be appropriate to take a phased approach to staffing the new structure with early appointments to senior positions so that they can play a full part in selecting and shaping their teams. Additionally, it

may be appropriate to create a small number (say up to around 6) of short-term project posts to support implementation of the new structure

- 8.4 It will be critical to review and re-engineer HR processes and policies to ensure consistent and effective implementation.
- 8.5 An education / communication programme for managers will be required to ensure they understand the new structure and its benefits, and do not see changes as HR 'dumping' people management issues and admin on them.
- 8.6 Development of line managers to enable them to undertake a changed role in respect of people management will be essential.
- 8.7 HR restructuring and relocation, the development of technology solutions, redesign of business processes, development of line managers, and effective communication of the changes to all staff must all be coordinated and combined for the new structure to succeed.
- 8.8 The new structure will comprise HR roles that are significantly different to those in the current structure and need different skill-sets. Therefore it would be reasonable and appropriate to appoint to them via a competitive process.
- 8.9 Finally, it must be remembered that HR staff will be expected to lead change across the Council while simultaneously being subject to major change and upheaval themselves. This has the potential to create considerable pressure and stress, and they will need to be supported to achieve a smooth and successful transition to the new structure.

## **9 FINANCING THE NEW STRUCTURE**

- 9.1 It has not been possible to ascertain the full costs of providing the current HR service during this exercise – which is telling in itself. Staff salary costs are known, but other areas that are likely to represent significant spending are not collected. For example, training and development typically amounts to one to two percent of overall paybill. Centralising this activity could be expected to a) achieve savings through economies of scale, and b) achieve better value for money and effectiveness by targeting development activity on supporting strategic aims.
- 9.2 Through economies of scale, it should be possible to make savings on development and training activity alone, although this is obviously impossible to quantify accurately without any benchmark data. However, as previously stated, significant investment in management development will be required, and this could cancel out such savings in the first year.
- 9.3 A separate report on Learning and Development is being presented to CMT and will cover this issue in further detail.
- 9.4 Further investment in IT will also be essential to support self-service, improve efficiency, and maximise savings on transactional activities. This investment would be significantly front-end loaded (purchasing new modules, providing systematic training, etc) with costs in future years limited to license and updating costs. It is suggested that HR paybill savings could be diverted into this area in year one, with the Council continuing to benefit from those savings on an ongoing basis.

9.5 It has been estimated that the following additions and improvements to the Trent system will cost c£460k:

- \* Moving Trent to a web-based solution
- \* Self-service for managers and employees
- \* Providing a web-based HR reporting solution for HR and H&F managers
- \* Establishing an HR statistical production facility via the intranet, and production of key automated HR reports to desktops
- \* Learning and development module within Trent

9.6 There may also be one-off costs associated with the displacement of some HR staff. However, a phased approach to implementation of a new structure could alleviate such costs.

**RATIOS OF HR STAFF TO COUNCIL STAFF****1 H&F RATIOS BY DEPARTMENT**

| <b>Department</b>               | <b>HR staff</b> | <b>All staff</b> | <b>Ratio of HR staff to all staff</b> |
|---------------------------------|-----------------|------------------|---------------------------------------|
| Education                       | 23              | 3,223            | 1:140                                 |
| Community Services (pre-merger) | 20.5            | 959              | 1:46                                  |
| Environment Services            | 10              | 1,504            | 1:150                                 |
| Finance                         | 4               | 231              | 1:57                                  |
| Central Services                | 3               | 393              | 1:131                                 |
| Central HR                      | 27              |                  |                                       |
| <b>Total</b>                    | <b>87.5</b>     | <b>6,310</b>     | <b>1:72</b>                           |

Source: H&F August 2006

**2 COMPARISON WITH OTHER COUNCILS**

| <b>Type of authority</b> | <b>Ratio of HR staff to all staff</b> |
|--------------------------|---------------------------------------|
| District                 | 1:78                                  |
| London Borough           | 1:96                                  |
| Met District             | 1:146                                 |
| Unitary                  | 1:178                                 |
| Shire County             | 1:181                                 |
| <b>H&amp;F</b>           | <b>1:75</b>                           |

Source: Local Government Employers Organisation 'a window on HR – survey of people management 2005'

### ONLINE SURVEY OF HR STAFF AND LINE MANAGERS

The following comments are taken from the online survey of manager and HR staff views on the HR service. They have been selected based on providing a reasonable balance of views expressed in the survey as they relate to issues that attracted the greatest degree of comment.

#### Role of HR

A strategic approach to HR is essential if we are to achieve culture change in the council *Manager*

There is no apparent strategic capacity in HR at either the departmental or corporate levels *Manager*

HR needs to take a strategic role that operates a consistent approach promoting good practice and driving out poor practice. Managers should manage staff and processes *Manager*

HR is not consulted strategically. Decisions are made and HR jump. HR need to be consulted on corporate decisions *HR*

Need for better joined up work although the latter point is not unique to HR, it seems to be prevalent throughout the Council *Manager*

If HR is not perceived as an integral role to achieve the business needs we can never deliver a customer focused service *HR*

HR concentrate too much on individual manager queries rather than empowering managers to manage tasks and lead people *HR*

We are too reactive. Boggled down in process, too much time spent on administrative tasks undertaken by highly graded HR officers. The current distribution of HR resource and expertise leads to inconsistent service delivery *HR*

I think some work should be given (back) to managers and the resources freed up could then be committed to providing strong and influential support to managers, and to developing coherent and persuasive policies for the Council which make a difference *Manager*

HR do far too much administration, opposed to HR work *HR*

High graded HR staff have to do their own administration as there is not enough admin staff. This is not cost effective and puts pressure on the few admin staff *HR*

HR are constantly dealing with what I consider to be administrative tasks. Would prefer that a lot of these tasks were centralised into an administration service centre where experts in the field of administration were employed. This would release HR to be more proactive, etc *Manager*

#### Central / Local HR Services

One central HR section would be far more cost effective, professional and provide a more consistent service *Manager*

To provide strategic leadership, HR should be centrally managed and should coordinate more *Manager*

The localised specialist knowledge is important to me, but not at the expense of a clear, consistent vision. Resources need to be diverted from the mundane stuff managers should be doing anyway to higher-end people management and a focus on better communication with managers and a clearer outline of where responsibilities lie *Manager*

There are many roles within HR that are repeated and the only way of making HR more efficient and cost effective is to review the roles and expectations of the service and centralise its whole function *HR*

It is extremely important to retain a direct link to the service areas. Managers will need to feel that they [have] easy access to advice guidance etc *HR*

I don't think that having lots of local HR is efficient *Manager*

Local based HR currently allows for a wider knowledge and understanding of the business and aims *Manager*

### **HR Services and Staff**

The service HR provides is OK. However for some of us OK isn't good enough *HR*

It depends who answers the phone *Manager*

My experience of HR in this authority is that it: Provides inconsistent advice Is risk adverse Is reactive rather than proactive Provides poor quality or no management information Does not experiment, partly as a result of a poor strategic (or indeed other) relationship with the Trade Unions *Manager*

[HR] can improve on the quality of information it provides and the accuracy. At times the information may vary from one department to another. It lacks consistency *HR*

Good interaction with managers and staff - Professionalism - Helpful - Responsive *Manager*

The current HR service is poor and not provided cost effectively *Manager*

There is no clear direction from the centre. Communication between departmental HR and Corporate HR sections is not effective *HR*

HR lacks leadership and direction. There is no uniform approach to HR role within the Council. Employees are not receiving support they should from their managers, this included HR employees themselves, which makes it even harder to send the right message to other employees *HR*

Currently there is limited direction with everyone doing things in isolation with no strategic purpose. So what then happens is you get pockets of good and bad practises across the organisation and no consistency *HR*

Some staff in HR have been moved up to four times in the past 9 months. Staff are demoralised and undervalued with yet more change, moves and possible job cuts to come, with it less than 2 months since the last reorganisation was finalised *HR*

When HR are communicating, in writing mostly and to staff, it should be in plain and good English. There is no point in writing and staff need their managers to interpret or even the managers need to reach for the dictionary before understanding some words *Manager*

Service is inconsistent, so excellent in some places and less good in others *Manager*

The let's 'blame HR' culture needs to be eliminated and managers need to take responsibility *HR*

I feel that HR need to fully understand how the services are provided to enable them to be fully focussed service. Managers equally need to know how HR works. The two together could be a very powerful force in moving staff and services forward *Manager*

With the diverse range of services the Council provides (and the staff needed to provide them), HR will always have a tough job – far tougher than most companies in the private sector. Add to that the bucketloads of government inspired initiatives (eg liP, Equality Standard for Local Government, DDA etc, etc - all of which have an HR impact) & the ideologically perverse stance taken by unions, I often get the impression that HR are trying to cover too much ground – and as a consequence not doing anything particularly well *Manager*

[HR] needs clear Leadership and identity across the Council but robust and responsive at departmental level, needs to take more responsibility for internal communication particularly in times of change, should be working to develop an engaging brand for the Council to attract and retain staff, needs to be much more proactive in challenging cumbersome procedures developing new ideas and advocating change. The current image is too passive and bureaucratised *Manager*

To enhance and support my role as a manager, I would want an HR service that provides a high quality responsive service. A service that is measurable by its outcomes and time lines for tasks. A service that is provided by staff, whose role carries categories of skills that are measurable and tested at interview. A service that is regarded as professional by its consistent and experienced advice and support. A service that is a seamless support element of the managerial role in this organisation. A service that is robust to see outcomes of cases at whatever level the matter reaches. A service that is robust to work alongside changes; organisational, environmental, personnel, etc *Manager*

### **HR Performance Management**

I feel there is little monitoring of the HR function's productivity on anything other than recruitment. They should publish an internal service level agreement and their performance measured against it just like frontline staff *Manager*

In order to run effective HR service, HR needs to work with senior management / line management as a business partner and have a performance management process *HR*

Strategic direction of the service is needed. Good performance measures need to be put in place to monitor and evaluate that objectives are being met *HR*

## **HR Policies and Procedures**

I don't think our policies and procedures make us an employer of choice so however well HR implements them they will still not be able to achieve this *HR*

All existing HR policies should be reviewed. Some do not comply with current employment law *HR*

Policies, procedures and their use are particularly bad *Manager*

There is a distinct need for a review / overhaul and update of HR policies and procedures to more clearly reflect the current time / climate we work in *Manager*

Policies and procedures need to be reviewed, updated, written in simple language that everyone can understand *Manager*

Stop creating jargon filled policies. Update them and support managers in interpreting good practice. Not get wrapped up in process *HR*

## **Consistency of Procedures / Application**

Consistency is an issue. Staff spot variations in the application of HR policy in other departments and it's a source of disgruntlement *Manager*

Consistency is a major issue, departments operate separately and not always in line with each other *HR*

Too many examples of different departments developing and using their own HR practices / policies, rather than a single "message" for the whole workforce - we work for the same one-council, we don't work for "X" Dept *Manager*

If you ask the same question to 3 HR staff, you get 3 different answers *Manager*

For equal ops to be a real concept for staff and service users it is imperative that there is an equal application of corporate policies and procedures throughout each department *Manager*

## **Manager Self-service**

HR staff (and line managers) need to embrace the use of new technology and utilise the systems to good advantage *Manager*

The key issue is managers being able to self-serve rather than having to ask *Manager*

There is far too much reliance on individual managers having to know and understand complex systems and processes and learning to input to every system. Bring back services who do the work rather than advise me on how to do their job! *Manager*

If service managers were able to be responsible for input of absence for their own staff (as they have to submit absence returns anyway this would not take any more of their staff's time) this would free up time ... so that officers could provide a more effective advisory service to managers *HR*

A high percentage of time is wasted on admin ... line managers (and staff) need to take ownership of day to day HR information ... This would enable resources to focus on the added value elements – the specialist advice and guidance *HR*

There is very little information on-line and considerable time and effort could be saved by introducing more self-service functions using IT *Manager*

Can we have a system that allows managers to enter sickness directly onto Trent rather than having to pass it to someone else who incorrectly adds the data *Manager*

### **Survey**

The survey findings should be available in order that to monitor how / if they have been implemented and the effect those changes have had *Manager*

Further details of results of the surveys are available if required.

## HR FUNCTION – HOW WILL THINGS BE DIFFERENT ?

| OLD HR   | NEW HR  |
|--|---|
| Focus on policy and procedure  | Focus on people, culture and change   |
| Managers feel disempowered. Lack of clarity about levels of delegated authority. Inconsistent standards of management                    | Appropriate levels of delegated authority. Managers equipped to fulfil their people management role                                       |
| HR deals reactively with people implications of business / service strategy. Spends time 'firefighting'                                  | HR takes proactive role in shaping business / service strategy. Spends time growing the desired culture and driving organisational change |
| HR strategy focused on activity, not outcomes. Lack of function wide commitment to achievement   | Overarching strategic framework, outcomes integrated into performance management process  |
| Employee communications not seen as part of HR role  | Employee communications owned by HR as key lever for achieving organisational effectiveness and culture change                            |
| Policies built up over time and ad hoc. Not necessarily aligned with overall direction and desired culture, eg too generous entitlements | HR policies and interventions all joined up and driving in the same direction to deliver desired organisational characteristics           |
| Inconsistent policies and application of policies  | Clear standards. Consistent application unless compelling reason for difference   |
| Lack of cohesive leadership and direction of the HR function as a key professional resource to the council                               | Strong presence at strategic level, clarity of purpose and direction for HR staff   |
| Levels of HR resourcing / staff ratios based on historical factors   | Expertise and resources targeted at organisational priorities. Career structure to ensure ongoing capacity / capability                   |
| HR people viewed as well meaning and hard working; may know lots about HR but not necessarily about the business / service               | HR people are highly competent individuals with strong business understanding and insight into the service/ organisation                  |
| Ad-hoc cooperation across HR function based on informal contacts   | Full engagement of all HR staff, based on shared agenda   |
| Service not viewed as business-like in its operation   | Delivery culture exemplified and driven by HR   |
| Senior HR staff engaged in administration  | Less time on admin, more time on professional, added value action   |
| Ad hoc development of systems, overall e-hr strategy for the function not well understood  | Streamlined processes, shared services and synergies. Increased use of technology within overall e-hr strategy                            |

## BALANCED SCORECARD FRAMEWORK FOR HR PERFORMANCE MEASUREMENT

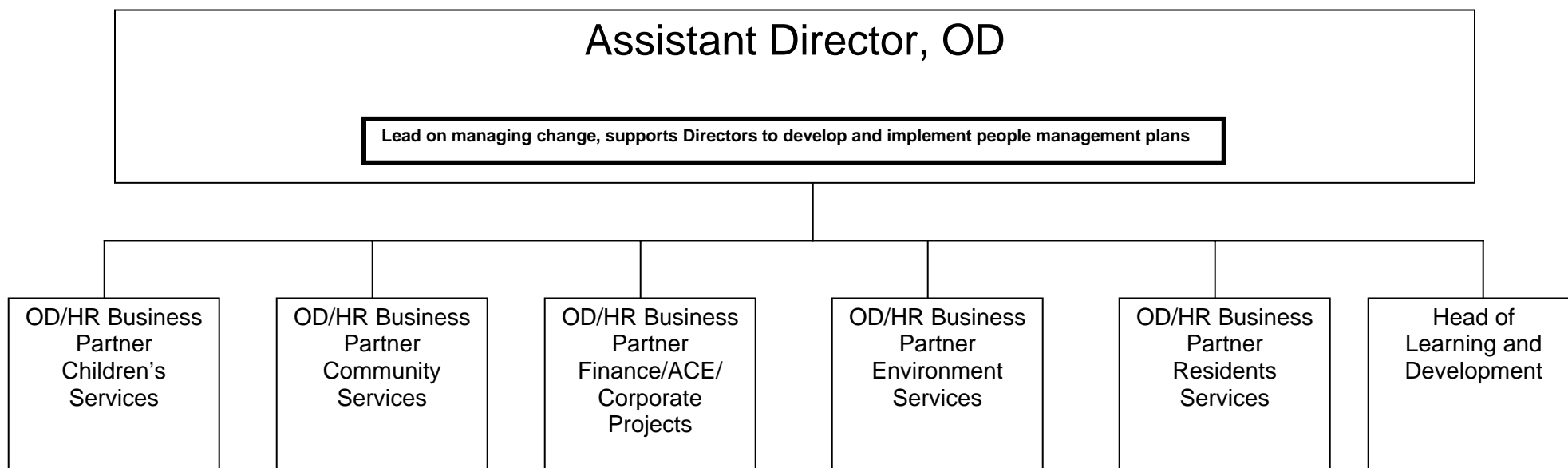
|   |   |
|---|---|
| <p><b>Customer Service</b></p> <p>Understands the business</p> <p>Focused on helping to achieve cross-cutting organisational goals and business objectives</p> <p>Interprets complex data into easily digestible information</p> <p>Communicates in simple, straightforward language</p> <p>'Can do' attitude</p> <p>Responsive</p> <p>Trusted</p> <p>Offers self service</p>   | <p><b>Delivery</b></p> <p>Accessible</p> <p>Clear about priorities / results focused</p> <p>Professional standards in HR</p> <p>Business-like management (clear plans, performance management)</p> <p>High calibre, professional staff, experts in their field</p> <p>Consistent approach and advice</p> <p>Uses data intelligently</p> <p>Delivers consistently on speed, reliability and timeliness</p>   |
| <p><b>Development</b></p> <p>Has the strategic capacity to drive the future HR agenda</p> <p>Analyses shortages and develops workforce and development plans</p> <p>Training actively reinforces organisational goals and required culture</p> <p>Proactive – takes the initiative in enhancing strategy and operations</p> <p>Flexible in approach and capacity</p> <p>Innovative, leading edge, takes risks</p> <p>Proactively seeks customer feedback to inform service development</p> <p>Challenges the status quo</p> | <p><b>Efficiency, effectiveness and impact</b></p> <p>Clearly defined strategy that is widely understood and impacts positively on perceptions of employer brand</p> <p>Policies and procedures reflect and reinforce key cultural messages and specific aims of the council</p> <p>Measures own performance and reports on the things that matter</p> <p>Appropriate levels of delegated authority, clearly understood by managers</p> <p>Slick administration with performance standards / targets</p> <p>Exploits use of technology</p> <p>Cost of whole service / constituent parts</p> |

## METHODS OF MEASURING OVERALL PERFORMANCE

|                        |   |
|------------------------|---|
| <b>Staff survey</b>    | Feedback on quality of internal communications, competence of managers, quality of appraisals, equality / diversity, perception of H&F as an employer |
| <b>Customer survey</b> | Feedback on customer service, delivery, development and efficiency  |
| <b>Other data</b>      | eg, liP reports, Charter Mark assessments, overall organisational performance, costs of service and constituent parts                                 |
| <b>Workforce data</b>  | BVPIs, time / cost of recruitment, employee retention / stability index, completed appraisals, development and training, management development       |
| <b>Benchmarking</b>    | Comparisons with national and local organisations eg CIPD, LG Employers, specific local groups  |



# Assistant Director - OD



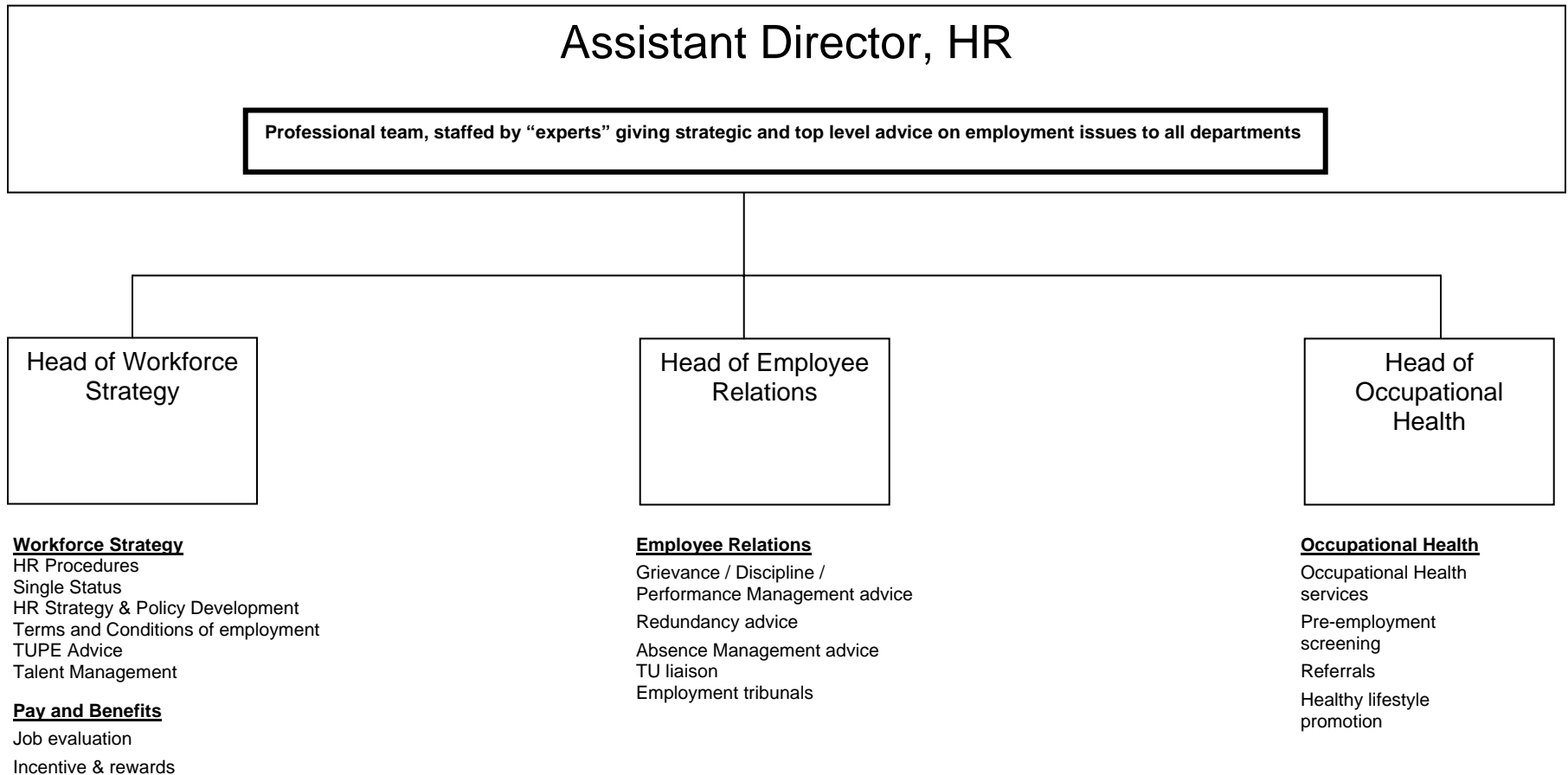
**OD/HR**

- Talent Management
- Organisational Structures
- Team and Management Coaching
- Change Management
- Flexible Working
- Retention advice and support
- Workforce Planning

**Learning and Development**

- e-learning
- Training needs analyses
- Succession planning
- Management programmes
- Change programmes / corporate initiatives
- iP
- Corporate Induction
- Internal Communications**

# Assistant Director, HR

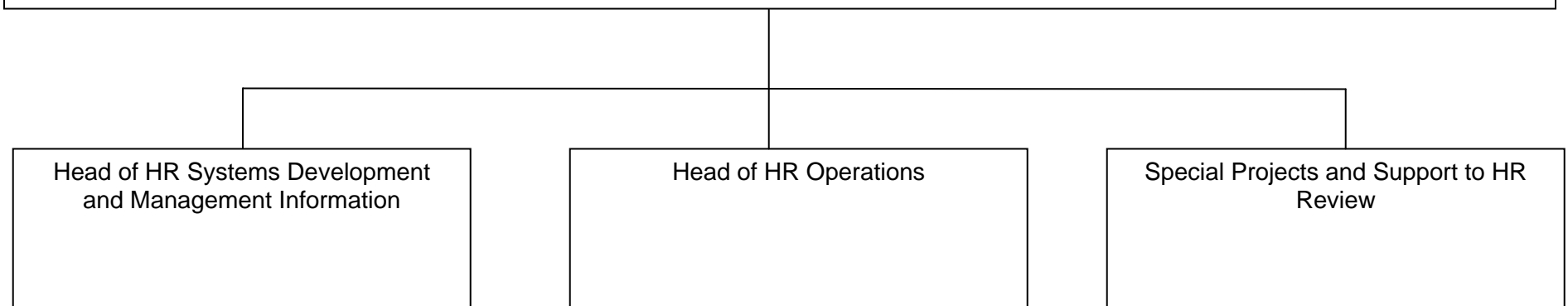


# Assistant Director HR Support Service



Assistant Director, HR Support Services — Temporary appointment for two years

Operational support, HR transactions, processing, advice to employees & Managers



**Trent Systems**

- HR systems development
- HR systems security
- HR systems promotion and education
- Intranet maintenance

**Hart Team**

- Management information
- Statutory returns
- Surveys
- Workforce planning

**Head of HR Operations**

- Employee records
- Recruitment admin/re-deployment/pay
- Support self-service
- Promotions / Transfer / Exit processes including exit interviews data
- Training admin
- Payroll liaison
- Sickness Management

16 APRIL 2007

**CABINET MEMBER  
FOR COMMUNITY &  
CHILDREN'S  
SERVICES**

*Councillor Antony Lillis*

**FUTURE USE OF TAMWORTH CENTRE**

This report summarises the consultation process and outcomes in relation to the future use of the Tamworth Day Centre for adults with mental health needs at Farm Lane, Fulham.

This report is informed by the review of day services for adults with mental health needs and the intention to recommission a single-base day service, as well as by accommodation issues evident at the Tamworth Centre.

**Wards  
All**

**CONTRIBUTORS**

DCSD  
DF  
HLS

**Recommendations:**

- 1. That the consultation process and outcomes in relation to the future of the Tamworth Centre are noted.**
- 2. That the Tamworth Day Centre is permanently closed.**
- 3. To note that the recommissioned model will offer service improvements.**

**HAS A PEIA BEEN  
COMPLETED?  
YES**

## **1. INTRODUCTION**

- 1.1 This report sets out recommendations with regard to the future use of the Tamworth Day Centre for adults with mental health needs at Farm Lane, Fulham. These recommendations are in line with the review of day services for people with mental health needs conducted in 2005/06 and the outcomes of the consultation process conducted at that time and now more recently.

## **2. BACKGROUND**

- 2.1 A review has been carried out into day services for people with mental health needs. The review was carried out under the auspices of the strategic commissioning group for mental health.
- 2.2 The review looked at day services managed by West London Mental Health Trust on behalf of the Council at Tamworth and Ellerslie Road, together with voluntary sector provision comprising the Baron's Court Project and Mind's Consumer Forum. The day hospital commissioned by the Primary Care Trust (PCT) was also reviewed.
- 2.3 A short summary of the review was included in the report to the Health and Adult Social Care Scrutiny Committee (HASCSC) in November 2006 on Mental Health Investment and Developments. A full report of the review was presented to Scrutiny Committee in January 2007.

## **3. KEY FINDINGS FROM THE REVIEW OF DAY SERVICES**

- 3.1 The review concluded early in 2006. Its key conclusions were that whilst the current users value the existing services, these services were not generally focused on promoting social inclusion and did not operate in a way designed to maximise independence. Some of the services were not attractive to individuals who were entitled to use them, particularly younger people.
- 3.2 The outcome of the review clearly signaled the need to re-model day services for people with mental health needs. It is therefore intended that all mental health day services will be re-commissioned including those provided by the voluntary sector (MIND and Baron's Court) to meet the objectives of creating a network of day opportunity services that promote access to mainstream opportunities and which focus on supporting people to acquire the confidence, motivation and skills required to achieve the maximum level of independence.

## **4. DESIGNING A NEW MODEL SERVICE**

- 4.1 The new model of day services for adults with mental health needs was outlined in the Scrutiny Report in January 2007. The model of the services will provide for a continuum of need; from those with severe and enduring mental health needs where day services will be provided as part of a package of support to aid recovery and restoration of maximum functioning to those with a lower level of need where the provision of some day opportunity services will assist people to maintain their independence and reduce the risk of the

need for more intensive intervention. The service design will include making sure that there are clear pathways between the services from the acute end provided by the psychiatric day hospital provision which focuses on individuals with the most acute needs to services provided for those with lesser needs.

- 4.2 It is intended that there will be an increase in the total number of people receiving day opportunity services overall and that more of these users will receive the service on a time limited basis as part of an agreed plan.
- 4.3 There will be less emphasis on buildings, although some drop-in provision is likely to be required. The experience gained from earlier reviews of day services for people with learning disability and for physically disabled people is that the requirement has been for one main base only. An options appraisal will therefore be carried out to determine how many satellite sites will be required for the new service.
- 4.4 The model will place greater focus on accessing mainstream community services and the development of strong referral arrangements and links with community services and local partners will be made. The service will also complement the psychiatric day hospital provision.
- 4.5 The new service will look to the development of a strong component directed towards equipping users to access training and employment. The Council is currently developing an employment strategy for disabled people and the re-commissioning process will be consistent with and feed into the wider employment strategy, as it is developed.
- 4.6 The day service provision will ensure that where applicable beneficiaries will be referred to skills, employment and learning programmes to support those seeking employment. These will include Skills for Life, Information Advice and Guidance and employment counseling programmes funded through the London Development Agency, Learning Skills Council and Jobcentre plus.
- 4.7 A review of day services for older people is currently being undertaken and links will be made with this review in order to ensure a common approach, where appropriate.
- 4.8 The new service model will promote social inclusion and in line with this will encourage users to access other day opportunities with staff support. Sites will not duplicate work unnecessarily and may be encouraged to develop expertise in particular areas.
- 4.9 Services and site opening times will be collectively planned and developed, and information will be shared across the day services to ensure needs are met and positive and measurable outcomes are achieved. Common referral documentation will be developed.

- 4.10 Specifications for the service are being drawn up which will be consulted upon. In the interim, where possible, changes will be made to the existing services that follow the principles of the new model.
- 4.11 It is anticipated that the new service will be established during the first half of 2008. The re-commissioning process will be linked to the Council's Voluntary Sector grants review and a review undertaken by the PCT of voluntary sector provision that they fund.

## **5. TAMWORTH DAY CENTRE**

- 5.1 The current Tamworth Centre provides for 14 non self contained bedsits for people with mental health needs and a day centre. The accommodation is less than desirable and redevelopment and reconfiguration of the service offers an opportunity to provide better services for users. The User Evaluation Project, carried out as part of the Best Value Review of Mental Health accommodation concluded that the vast majority of service users prefer self contained accommodation with access to support staff as and when they require it. This is also clear from the Supported Housing panel where service users have turned down nominations to voids in schemes where they need to share space with other tenants, and so remain vulnerable and at risk. The provision of accommodation in the form of independent tenancies with support emphasising daily living and community links will also address the Council's corporate priority of tackling social exclusion. Initially, the plan for the Tamworth Day Centre was to rebuild the existing day centre and provide self contained supported mental health accommodation as part of a redevelopment of the Tamworth site. The Tamworth redevelopment would have required the service to close down in April 2007 whilst a new day centre was built with users being provided with alternative services.
- 5.2 Since the original decision to re-develop Tamworth was made, three significant factors have come into play.
  - 5.2.1 Firstly, as already mentioned the outcome of the review has concluded that the service which should be developed, should be less building based and much more outward looking.
  - 5.2.2 Secondly, as part of the Council's Medium Term Financial Strategy (MTFS) process mental health services have been required to find savings of £ 530K over two years from their social care budget to meet pressures in providing residential care placements for people with higher and more complex mental health needs. In light of the outcome of the day services review and this financial context a decision has been taken to re-structure the service in order to deliver it from a single base from April 2007.
  - 5.2.3 Thirdly, an alternative site in the Council's ownership is potentially available to provide the supported mental health accommodation. The site is well located and would provide for mixed tenure accommodation, integrating the mental health accommodation into a mixed and

balanced community, rather than being stand alone. The site is also close to the single base planned for day services. This presents the opportunity of providing excellent new accommodation to current building specifications, within a pleasant environment and transport linkages. A planning consultant has undertaken a feasibility of the development potential of the site which includes the mental health supported housing accommodation and officers are currently assessing proposals, which will be subject to a separate key decision later in the year.

- 5.3 All existing users of the service have been individually re-assessed and alternative provision agreed, where necessary. Of the 65 Tamworth users, 12 have been assessed as likely to benefit from the Ellerslie Road service. All other users will be accessing a range of other community services.
- 5.4 The managers and staff of Tamworth and Ellerslie Road day centres have been advised of the service change and the Council's re-organisation procedures are being followed. The service users of both centres have also been informed about the proposals. The MTFs savings require the staff teams of the two centres to be merged and scaled down. Duplicate posts have been deleted as have an additional two centre worker posts, leaving 6.6 staff plus an occupational therapist. All the affected staff are being kept informed about these implications. The resulting single staff team will work from the Ellerslie Rd Day Centre, at least in the first instance. Some of the Tamworth users will continue to receive a service from this team.

## **6. SUMMARY OF CONSULTATION RE FUTURE USE OF TAMWORTH**

- 6.1 The review of day services and the resultant new service model for adults with mental health needs was informed by a full consultation with service users and carers. The range of consultation mechanisms included:
- service user representation on the Review Steering Group
  - a questionnaire for prospective users, administered by CMHT staff
  - a set of questions for current day centre users, administered by Steering Group service user representatives
  - service users of both day centres directly informed as to the agreed recommissioning strategy
- 6.2 Consequently, the West London Mental Health Trust Patient and Public Involvement Forum have written to Councillor Tobias (Chair of HASCSC) to express concern with regard to plans to close the Tamworth Centre and request consideration at the Overview and Scrutiny Committee (letter dated 18 December 2006, background paper).
- 6.3 The 31 October 2006 meeting of the multi-agency Mental Health Strategic Commissioning Group was advised of the likelihood that a proposal to permanently close the Tamworth Centre would be likely and the plans for the re-commissioning of day services. Service user representatives were not in attendance at the meeting. Consequently, the Strategic Commissioning Group

Chair, the Head of Commissioning, Community Services Department, met with service user representatives separately, who expressed support of the new model of day services. Users also expressed some disappointment at the likelihood that a proposal to permanently close the Tamworth Centre would be made, but understood why this was so.

- 6.4 Users are also represented on the Mental Health Care of Older People Strategy Group and have had a long standing interest in what happens at the Tamworth Centre. At the meeting which took place on 7 November 2006 the meeting was advised that a proposal to permanently close the Tamworth Centre would be likely. Users were also advised of the plans for the re-commissioning of day services. Concerns were raised by existing service users with regard to the new model of day services, for which they would not be eligible.
- 6.5 The Assistant Director, Adult Social Care, met with outgoing service users at the Tamworth Centre on 23 January 2007. The then service users wrote collectively to the Assistant Director Adult Social Care, summarising their concerns and expressing their strong disagreement with regard to the permanent closure of the Tamworth Centre. The letter was supported by a petition signed by twenty-six of the then current service users. The letter and petition are available as background papers.
- 6.6 Verbal representation has also been received from an ex-service user, expressing his strong disagreement with regard to the permanent closure of the Tamworth Centre. Written representation from the same person has also been made with regard to the transfer of certain items of furniture to another service should the Tamworth Centre be closed.
- 6.7 The Assistant Director, Adult Social Care, met with those users still receiving a mental health day care service at the Tamworth Centre on February 13 2007. Of the twelve current users, only three wished to attend this consultation event, one of whom was accompanied by a carer. The key issue raised was that of the need for a central location at such time as the day service is provided from one base. Service users and the carer were concerned that Ellerslie Road was too far in the North of the Borough for it to be considered accessible as the base for Borough wide mental health day services.
- 6.8 The remaining nine current service users did not wish to participate in further consultation with regard to the future of the Tamworth Centre.
- 6.9 The Assistant Director, Adult Social Care, consulted with carers on 28 February 2007. Only a few carers attended. Again, the key issue raised was the issue of traveling to the North of the Borough and the need for a central location for mental health day service users. There was disagreement at the proposed closure of the Tamworth Centre.

## **7. CONCLUSION AND RECOMMENDATIONS**

- 7.1 It is acknowledged that those past service users and carers with whom we consulted will very much regret the closure of the Tamworth Centre. However, as outlined above, these service users have been assessed as being ineligible for either the current or the recommissioned model of day services. The new model will provide greater benefits for a wider community of people.
- 7.2 It is not considered appropriate to consult further with the nine existing service users who declined the invitation to attend a consultation meeting in February, given their indication that they do not wish to engage in any further consultation.
- 7.3 One of the main issues raised through consultation was the accessibility of future provision, given that Ellerslie Road is in the North of the Borough. This is a legitimate concern but the benefits of the proposed closure in terms of delivering the recommissioned service model outweigh this factor.
- 7.4 In the light of the consultation outcomes as outlined and the plans to recommission day services, it is the recommendation of this report to permanently close the Tamworth Centre.

## **8. DIRECTOR OF FINANCE COMMENTS**

- 8.1 The Council as part of its Medium Term Financial Strategy (MTFS) is making savings of £250k in 2006/07 and a further £280k in 2007/08 in Mental Health Day Care Services budgets, £530k over two years as mentioned in section 5.2 of the report.
- 8.2 Following the closure of the Tamworth Centre, the staff team currently based there will merge with that at Ellerslie Road, with duplicate posts being deleted, as detailed in section 5.3. This will ensure that the MTFS savings will be achieved.
- 8.3 The future of the site will be determined upon the evaluation of options for the residential components of the site.

## **9. HEAD OF LEGAL SERVICES COMMENTS**

- 9.1 Whilst there is plentiful case law regarding consultation in the context of closure of residential care homes there is not regarding the closure of Day Centres. Nevertheless Legal Services have advised as to the consultation process and that advice was acted upon as set out in paragraph 6 above.
- 9.2 The case law regarding the general principles of consultation requires that consultation must include the following:
- 9.2.1 It must be undertaken at a time when proposals are still at a formative stage.

9.2.2 It must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response.

9.2.3 The consultation process must allow adequate time.

9.2.4 The product of consultation must be conscientiously taken into account when the ultimate decision is taken.

9.3 On the basis of the consultation process detailed above in paragraph 6, it would appear that the consultation which has taken place is compliant with the case law requirements set out above.

9.4 Therefore at this stage the decision makers must conscientiously take into account the result of the consultation as detailed in paragraph 6 above.

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

| <b>No</b> | <b>Brief Description of Background Papers</b>  | <b>Name/Ext. of holder of file/copy</b> | <b>Department/Location</b>    |
|-----------|--|---|-------------------------------|
| 1.        | Modernisation of Day Services in Hammersmith & Fulham – Draft Service Model March 2006 | Tim Parkin<br>x5395                     | Community Services Department |
| 2.        | Tamworth Centre Service Users' petition and responses                                  | Angela Jenkinson<br>x5093               | Community Services Department |
| 3         | West London Mental Health Trust Patient and Public Involvement Forum letter            | Angela Jenkinson<br>x5093               | Community Services Department |

16 APRIL 2007

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

**CABINET MEMBER  
FOR REGENERATION**  
*Councillor Frances  
Stainton*

**PARKING PROJECTS PROGRAMME OF  
WORKS 2007 - 2009**

**Wards  
All**

This report outlines the key parking priorities of the Council and presents a parking projects programme for 2007-2009 (two financial years).

**CONTRIBUTORS**

DF  
DENV

**Recommendations:**

1. To approve the parking projects programme of works for 2007 – 2009 as shown Appendix 1.
2. To approve the allocation of £200,000 from the Parking Reserve to fund the revenue element of the parking programme in 2006-07, 2007-08 and 2008-09.

|  |
|--|
| <p><b>HAS A PEIA BEEN<br/>COMPLETED?<br/>YES</b></p> |
|--|

## **1. STRATEGIC OBJECTIVE**

- 1.1 This report relates to Unitary Development Plan (UDP) policies TN1 and TN14 whereby the Council is committed to:
- a) Maintaining (or securing) a satisfactory local environment.
  - b) Developing, monitoring and periodically reviewing on-street parking control.
  - c) Strictly enforcing those regulations for which the Council has the necessary authority.

## **2. BACKGROUND**

- 2.1 Following the election of the new administration in May 2006 there has been lengthy discussions regarding the new parking priorities for the Council.
- 2.2 The key priorities that have been identified are as follows:
- Priority 1 - Variable pay and display tariffs and residential visitor parking
  - Priority 2 - Match-day only parking
  - Priority 3 - Congestion Charge Parking Impacts
  - Priority 4 - White City Shopping Centre Parking Impacts
- 2.3 This report summarises how these priorities will be addressed within the parking projects programme for the next two financial years (2007 – 2009).

## **3. KEY PARKING PRIORITIES**

- 3.1 **Priority One - Variable Pay and Display Tariffs and Residential Visitor Parking**
- 3.2 Parking demand from visitors to the Borough varies from area to area. In order to address the parking requirements of different areas it is intended to trial the introduction of an increased pay and display tariff into two different types of areas. Hammersmith (Zone A) will be used as an example of a town centre and part of Askew Road will be used as an example of a busy local shopping area. The trial in these two types of areas will establish the best approach to localised tariff increases ie. zone-by-zone or street-by-street. The review of Hammersmith Town Centre will also consult residents regarding the existing hours of operation of the zone and discuss a reduction in the maximum stay for pay and display.
- 3.3 Whilst it is intended that the increased tariffs will help to discourage long-stay commuter parking, it is recognised that increased tariffs may have an impact on residents and their visitors. This is a particular concern for vulnerable residents who rely on visitors for their health and well-being. To address this

concern it is proposed to trial a residential visitor permit as part of the Hammersmith Town Centre Review.

- 3.4 In combination, the factors described above will help to address the following parking concerns:
- a) Long stay commuter parking.
  - b) Demand for short-stay parking for commercial visitors and.
  - c) Provision for residents and their visitors.
- 3.5 Whilst the elements within these schemes focus on the specific parking demand within town centres and local shopping areas, the outcome of these trials will be used to inform the development of other schemes within the parking programme.
- 3.6 **Priority Two - Match Day Parking**
- 3.7 Previous schemes to address match-day parking demand have been met with mixed reactions in areas close to Chelsea Football Club due to the variety of additional parking demands generated by local bars, restaurants and local amenities as well as the demand generated by the residents and their visitors.
- 3.8 The Council has been investigating an alternative approach to address parking concerns in these areas and is proposing the introduction of additional parking restrictions on match-days only.
- 3.9 Zones X and Y near Fulham Football Club have been identified for the first consultation and match-day scheme development. This will take place in 2007-08. The success of this scheme will then inform two further consultations in Zones Q and R and Zones F and S in 2008-09.
- 3.10 **Priority Three - Congestion Charge Impact Assessment for Boundary Zones**
- 3.11 On 19 February 2007 the congestion charge zone was extended up to the eastern boundary of Hammersmith and Fulham. Funding from TfL has already been secured to conduct pre-congestion charge parking surveys across the entire Borough including Clem Atlee Estate. Funding has been provisionally approved for the post-congestion charge parking surveys that will take place in April/May 2007 and which will be used to determine the impact of the extended zone on our residents.
- 3.12 Consultation with effected residents and businesses will take place once the impact has been ascertained and funding from TfL has been secured.

3.13 It is anticipated that Zones B/C, D and E will be most effected and that reviews of these zones, in a similar approach to the Hammersmith Town Centre Review, may include the following elements:

- a) Changes to the operational hours of some zones.
- b) Protection against unnecessary long-stay parking by reducing the maximum length of stay for pay and display and increasing pay and display tariffs.
- c) Parking provisions for residential visitors.

3.14 Funding from TfL will need to be secured for this element of the programme to be progressed.

### **3.15 Priority Four - White City Shopping Centre Parking Impacts**

3.16 The new White City Shopping Centre development in Shepherd's Bush is due to open in 2009. Whilst a car park containing 4,500 spaces will be included within the development it is anticipated that parking demand in the local area may increase.

3.17 To address this anticipated increase in demand the adjacent zones will be consulted in a similar approach to those zones affected by the congestion charge extension as detailed above. Provisional consideration will be given to those zones which currently have the least restrictive parking schemes in place and will therefore include Zones O, J and K.

3.18 Funding from the White City Shopping Centre S106 will need to be secured for this element of the programme to be progressed.

## **4. COST AND PROGRAMME**

4.1 This report is intended to seek approval for the programme of works and not for the cost of individual schemes since each scheme will be reported in detail to the elected members at the appropriate time. However, Table One summarises the anticipated costs and risks associated with the delivery of this programme. Details of the programme are shown in Appendix 1.

**Table One – Cost Summary for 2007 – 2009**

| Priority   | Schemes   | Internal Cost of scheme | External Funding requirements | Risk to funding |
|--|---|-------------------------|-------------------------------|-----------------|
| <b>2007 - 2008</b>                                 |   |                         |                               |                 |
| Priority One<br>– Variable Pay and Display Tariffs | Hammersmith Town Centre Review  | £225K                   |                               | Low Risk        |
|  | Askew Road One-hour Bays and differential pay and display tariff  | £18K                    |                               | Low Risk        |
| Priority Two<br>– Match day Parking                | Stage One – Match-day Parking Zones X and Y   | £220K                   |                               | Low Risk        |
| Priority Three –<br>Congestion Charge Impacts      | Post-Congestion Charge Parking Surveys  |                         | £50K - TfL                    | Low Risk        |
|  | Clem Atlee Estate Parking Review  |                         | £200K - TfL                   | High Risk       |
|  | Zone B/C Review   |                         | £200K – TfL                   | High Risk       |
|  | Zone D Review   |                         | £150K - TfL                   | High Risk       |
|  | Zone E Review   |                         | £150K - TfL                   | High Risk       |
| Completion of Minor reviews                        | Loading bay, box junctions, overnight parking ban and crossover Policy Reviews  | £25k                    |                               | Low Risk        |
| On-going tasks                                     | General correspondence, minor amendments to signs, lines and TROs, Borough-wide permit increase and general TRO review. | £200K                   |                               | Low Risk        |
| <b>Total for 2007-08</b>                           |   | <b>£688K</b>            | <b>£750K</b>                  |                 |

| Priority   | Schemes  | Internal Costs | External Funding requirements | Risk to funding |
|--|--|----------------|-------------------------------|-----------------|
| <b>2008 - 2009</b>                                   |  |                |                               |                 |
| Priority Two<br>– Match day Parking                  | Stage Two Match-day Parking Scheme Zones Q and R   | £250K          |                               | Low Risk        |
|  | Match-day parking scheme Zones F and S   | £180K          | £70K                          | High Risk       |
| Priority Four<br>– White City Shopping Centre Impact | Zone O Review  |                | £150K – S106                  | High Risk       |
|  | Zone J Review  |                | £150K – S106                  | High Risk       |
|  | Zone K Review  |                | £150K – S106                  | High Risk       |
| On-going tasks                                       | General correspondence, minor amendments to signs, lines and TROs, Boroughwide permit increase and general TRO review. | £200K          |                               | Low Risk        |
| <b>Total for 2008 - 09</b>                           |  | <b>£630K</b>   | <b>£520K</b>                  |                 |

## 5. RESOURCE REQUIREMENTS

- 5.1 The Parking Projects Team currently includes one Team Manager and two Project Engineers. If the full allocation of funding is gained from TfL and through the section 106 agreement with the Westfields shopping centre development then it is anticipated that the team would require at least another two Project Engineers in order to deliver the programme.
- 5.2 These new posts would be funded by the external funding obtained and would not require additional funding from the Council.

## 6. DIRECTOR OF FINANCE COMMENTS

- 6.1 The total annual sum allocated to the Parking programme is £800,000. £600,000 is funded from the Council's Capital Programme. The remainder is revenue expenditure and is to be funded from the parking reserve.
- 6.2 The parking programme contains different elements of work, £100,000 is reserved for preliminary work undertaken by engineers on Traffic programmes. A further £70,000 is used to fund the rolling programme of sign and line marking for all Controlled Parking Zones. This leaves £630,000 to

fund the parking programme. The programme for 2007-08 is currently estimated at £688,000. There is currently forecast to be an underspend greater than this sum on the 2006-07 programme, in part due to a review that has established the prioritise of the programme. As such it is proposed to apply the underspend as slippage to fund the shortfall in the programme. The programme for 2008-09 is within the funds available.

- 6.3 In order to proceed with the externally funded part of the programme, officers need to ensure that the funding has been confirmed.
- 6.4 At present the costs are based on an estimate. This is subject to change once the details of the schemes have been costed. The funding however is limited to the amounts approved by the various bodies. Any variation in costs in excess of the estimate can not be assumed to be funded unless this is approved in advance. As such, officers may need to manage the workload to ensure that expenditure is contained within the approved provisions.

**7. HEAD OF LEGAL SERVICES COMMENTS**

- 7.1 There are no legal implications.

**8. COMMENTS OF ASSISTANT DIRECTOR (PERFORMANCE & PROCUREMENT)**

- 8.1 There are no implications in relation to performance and procurement.

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

| <b>No.</b> | <b>Description of Background Papers</b> | <b>Name/Ext. of Holder of File/Copy</b> | <b>Department/ Location</b>     |
|------------|---|---|---------------------------------|
| 1.         | Parking Programme Project               | S Amey                                  | Environment Services Department |



# Highways & Engineering

## Parking Projects Programme 2007 - 2009

| ID | Outline Level | Task Name   | Cost        | Comments                                    | Qtr 1, 2007 |     |     | Qtr 2, 2007 |     |     | Qtr 3, 2007 |     |     | Qtr 4, 2007 |     |     | Qtr 1, 2008 |     |     | Qtr 2, 2008 |     |     | Qtr 3, 2008 |     |     | Qtr 4, 2008 |     |
|----|---------------|---|-------------|---|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|
|    |               |   |             |   | Jan         | Feb | Mar | Apr         | May | Jun | Jul         | Aug | Sep | Oct         | Nov | Dec | Jan         | Feb | Mar | Apr         | May | Jun | Jul         | Aug | Sep | Oct         | Nov |
| 45 | 3             | Design / TRO / Procurement                            |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 46 | 3             | Implementation  |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 47 | 2             | Zone D review   | £150,000.00 | Funding to be approved                      |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 48 | 3             | Proposal Development                                  |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 49 | 3             | Consultation  |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 50 | 3             | Design / TRO / Procurement                            |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 51 | 3             | Implementation  |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 52 | 2             | <b>Minor Reviews</b>                                  | £25,000.00  |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 53 | 3             | Loading bay singage, layout & enforceability          | £10,000.00  |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 54 | 3             | Box Junction review                                   | £5,000.00   |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 55 | 3             | Crossover Policy Review                               | £5,000.00   |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 56 | 3             | Review of overnight parking ban signage               | £5,000.00   |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 57 |               |   |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 58 | 1             | <u>2008/09 Financial Year</u>                         |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 59 | 1             | <b>Priority 2: Match-day Parking</b>                  |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 60 | 2             | Stage 2 - Zones Q & R                                 | £250,000.00 |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 61 | 3             | Consultation  | £15,000.00  |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 62 | 3             | Design  | £40,000.00  |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 63 | 3             | Implementation  | £195,000.00 |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 64 | 2             | Stage 2 - Zones F & S                                 | £250,000.00 |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 65 | 3             | Consultation  | £15,000.00  |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 66 | 3             | Design  | £40,000.00  |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 67 | 3             | Implementation  | £195,000.00 | £70K needed from TfL - To be approved       |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 68 |               |   |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 69 | 1             | <b>Priority 4 - White City Shopping Centre impact</b> |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 70 | 2             | Zone O - Shepherd's Bush Area consultation            | £150,000.00 | Funding to be approved                      |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 71 | 3             | Consultation  |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 72 | 3             | Design / TRO / Procurement                            |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 73 | 3             | Implementation  |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 74 | 2             | Zone J - Shepherd's Bush Area consultation            | £150,000.00 | Funding to be approved                      |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 75 | 3             | Consultation  |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 76 | 3             | Design / TRO / Procurement                            |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 77 | 3             | Implementation  |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 78 | 2             | Zone K - Shepherd's Bush Area consultation            | £150,000.00 | Funding to be approved                      |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 79 | 3             | Consultation  |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 80 | 3             | Design / TRO / Procurement                            |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 81 | 3             | Implementation  |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 82 |               |   |             |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 83 | 1             | <b>Ongoing Tasks</b>                                  | £200,000.00 |   |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 84 | 2             | <b>General Correspondence</b>                         | £110,000.00 | Peaks will occur during consultation stages |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 85 | 2             | <b>Amendments to signs, lines &amp; TRO's</b>         | £75,000.00  | On-going                                    |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 86 | 2             | <b>Boroughwide Permit increase</b>                    | £10,000.00  | On-going                                    |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |
| 87 | 2             | <b>Review of Legal order</b>                          | £5,000.00   | Bi-monthly legal order review               |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |     |             |     |

Project: CPZ programme  
Date: Fri 09/03/07

Approval  
Consultation

Design/TRO  
Implementation

Data collection/analysis  
Ongoing programme requirements

Milestone



Proposed by S. Amey

\\LBHF\Root1\ENV-HIGHWAYS-ENGINEERING\Projects\Controlled Parking Zones\Parking Projects Programme 2007-2009\Report\Background\CPZ programme.mpp

Version 1 Printed Fri 09/03/07

Approved by (Signatures):



# Cabinet

# 9

16 APRIL 2007

**LEADER**

*Councillor Stephen Greenhalgh*

**ECONOMIC DEVELOPMENT STRATEGY  
2007 - 2012**

**Wards  
All**

**CABINET MEMBER  
FOR REGENERATION**

*Councillor Frances Stainton*

The Economic Development Strategy for Hammersmith and Fulham has been commissioned to provide actions to increase economic growth improve skill levels and reduce unemployment in line with the Council's Borough of Opportunity priority.

The EDS will help secure investment from external funding bodies and help lever in the resources of other agencies to promote economic growth, skills and reduce welfare benefits dependency.

**CONTRIBUTORS**

**Recommendation:**

DCS  
DF

**That the strategy be endorsed.**

**HAS A PEIA BEEN  
COMPLETED?  
YES**

## **1. BACKGROUND**

- 1.1. The Economic Development Strategy (EDS) sets out a five-year framework to steer the activities of the Council and other local stakeholders to achieve the Council's aspirations for Economic growth within the Borough between 2007 and 2012.
- 1.2. The development of the Economic Development Strategy has involved a detailed process of consultation involving residents; businesses; delivery agencies; and voluntary and community sector bodies, as well as senior-level representatives of key departments within the Council.
- 1.3. A Steering Group comprising Council officers and key local organisations has overseen the development of the strategy.
- 1.4. The Economic Development Strategy provides a mechanism to bid for additional resources for the borough. The actions and activities to deliver agreed targets are based on better coordination of activities between agencies. They require no additional spend from the local authority and do not call on the resources of the Council.
- 1.5. The EDS is attached in Appendix A.

## **2. TARGETS**

- 2.1. It is recommended that the following are agreed as the key targets to be delivered in the 5 year remit of the strategy. These targets would be measured and reported on an annual basis.
- 2.2. Business Growth: total Business Rates to increase by a greater rate than the average increase in West London neighbouring boroughs. (The average growth 2006/7 for the area was 3.7% and 2.0% for Hammersmith and Fulham. The London average was 2.1%. A target based on neighbouring boroughs would be more stretching).
- 2.3. Business Confidence: an increase in the satisfaction of local businesses with the area as a place to do business in by 10%. (This will be measured by the annual business confidence survey. The first survey will be conducted in April 2007 and will serve as the baseline to measure progress).
- 2.4. Basic Skills: a 3% reduction in the proportion of local residents lacking basic skills in literacy or numeracy. The Governments Skills for Life survey indicated that the level of poor numeracy skills amongst adults in H&F, is 47% (compared to a national average of 47%), the level of poor literacy skills is 9% in H&F (compared to a national average of 11%).
- 2.5. Welfare Benefit Dependency (Worklessness): a reduction in the proportion of working age residents in receipt of out of work benefits (Income Support, Incapacity Benefit, and Jobseekers Allowance) by 2% from 14.1% of the working age population to 12.1% of the working age population. (This is in line with the Neighbourhood Renewal Floor target. As of August 2006 18,130

working age residents were on welfare benefits; jobseekers allowance, income support, or incapacity benefit).

- 2.6 Employment Rate: a 2% increase in the employment rate, from 69.5% to 71.5%. The working age population in the borough is 128,500 The London rate employment rate is 68.6%.

### **3. STRATEGY OVERVIEW**

- 3.1 The Economic Development Strategy sets out a five year framework to steer the activities and actions of the Council and other partners in assisting the sustainable and equitable development of the local economy. Overall the strategy will be used for the following purposes:

- To provide a vision for economic development within the borough
- To provide a framework to coordinate the achievement of the vision
- To assist in determining priorities and the allocation of resources
- To co-ordinate activity with other local, regional and sub regional strategies and bodies
- To set targets and a monitoring framework to measure progress

- 3.2 The EDS aims to achieve these objectives by focusing on three major themes:

- Economic Growth and Job Creation
- Reducing Welfare Benefit Dependency (Worklessness)
- Improving Economic Prospects Through Learning and Skills

### **4. ECONOMIC GROWTH AND JOB CREATION**

- 4.1 The Council and its partners have set out a series of four key strategic priorities within the Economic Growth & Job Creation theme, which we consider as imperative to delivering positive and sustainable economic improvements in Hammersmith & Fulham:

- Supporting The Competitiveness Of Our Three Town Centres
- Encourage Sustainable Growth Within Existing & New Business Sectors
- Seed And Support An “Enterprise Culture” Within The Borough
- Promoting The Borough As A Business Location In Sub-Regional and Regional Developments

### **5. REDUCING WELFARE BENEFIT DEPENDENCY (WORKLESSNESS)**

- 5.1 The Council and its partners have set out a series of 3 key priorities within the worklessness theme:

- Delivering Balanced Communities
- Improving Coordination To Achieve Better Access To Services & Robust Progression Routes to Work
- Stimulating Accessible Economic Opportunities For Disabled Residents

## **6. IMPROVING ECONOMIC PROSPECTS THROUGH LEARNING AND SKILLS**

6.1 Two key priorities have been identified:

- Helping Residents To Overcome Basic Skills & Circumstantial Barriers to Sustainable Employment
- Stimulating The Supply Of Suitably Skilled Local Labour To Meet The Needs of Growing Sectors & Improved Routes to Employment

## **7. DELIVERY THE STRATEGY**

7.1 The members of the Economic Development Strategy Steering Group have provided detailed activities that they are undertaking to deliver against each priority area. These have been used to define targets, and allocate resources (externally secured funds) to deliver those targets. The work will be coordinated through the Local Area Agreement.

## **8. REPORTING**

8.1 It is proposed that the Economic Development Steering Group is constituted as the Economic Opportunities block of the Local Area Agreement. This group will then continue to coordinate activities, monitor progress against targets, and propose remedial action if appropriate. Corporately, progress will be monitored and managed through the Council's Regeneration Board.

## **9. COMMENTS OF HEAD OF LEGAL SERVICES**

9.1 The Council has the power to do anything it considers likely to promote the economic well-being of its area.

## **10. COMMENTS OF DIRECTOR OF FINANCE**

10.1 The development and implementation of this 5 year Economic Development Strategy will not create additional costs for the Council. A steering group has already been established and the officer time spent on this scheme is funded through existing salaries budgets.

10.2 The delivery of the strategy targets will be through the more effective deployment of existing grant-funded agencies and staff, and it will not therefore result in additional costs to the Council.

## **11. COMMENTS OF THE CLEANER AND GREENER SCRUTINY COMMITTEE**

11.1 The report be noted.

11.2 The Committee supported the idea of the Council acting as a facilitator rather than a deliverer of economic development.

11.3 The Committee recommended that the proposed measures of change be defined in absolute rather than relative terms to provide benchmarks for performance.

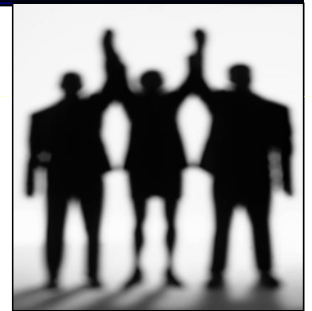
- 11.4 The Committee asked the Head of Regeneration and consultants from CSC to discuss the Economic Development Strategy with representatives from HAFAD before the strategy was further developed.
- 11.5 The Committee suggested that the Head of Regeneration look at the outcome of the Local Neighbourhoods Scrutiny Committee meeting on 27 March 2007, concerning public engagement on housing estates, and if appropriate feed any ideas into the development of the Economic Development Strategy.

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

| <b>No.</b> | <b>Description of Background Papers</b>           | <b>Name/Ext. of Holder of File/Copy</b> | <b>Department/ Location</b>                         |
|------------|---|---|---|
| 1.         | Economic Development Strategy                     | Mark Billington ext 4229                | Community Services / Regeneration – Riverview House |
| 2.         | Cleaner Greener Scrutiny Committee Report 21/2/07 | Mark Billington ext 4229                | Community Services / Regeneration – Riverview House |

# An Economic Development Strategy for Hammersmith and Fulham

March 2007



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## FOREWORD

I am pleased to introduce the Five Year Economic Development Strategy for Hammersmith & Fulham, covering the period 2007 to 2012.

This strategy is launched amidst a period of considerable change both in the way that the Council and local stakeholders set priorities for the borough; and in the underlying structure of our local economy - in view of the significant £1.6 billion Westfield London retail and leisure development at White City and London's Olympic Games in 2012, amongst these changes.

Hammersmith & Fulham is widely recognised to be amongst London's strongest performing boroughs, in terms of our achievements in education, public services, tackling crime and economic growth. These are all important reasons why many people chose Hammersmith and Fulham as a place to live, raise their children, grow their business, work, or visit.

This Strategy is directly underpinned by the Council's "Borough of Opportunity" ethos. We believe that Hammersmith & Fulham must continue to grow and thrive economically, but we must also ensure that this growth is participative and inclusive of all local residents, local businesses and voluntary & community sector bodies, so that all residents can become active stakeholders in our economy. If we fail to achieve this aspiration, not only are we failing these individuals, but we will all have to shoulder the wider consequences of a society of "haves" and "have nots"; and the effects that this will have on our health, quality of life, physical environment, and our resources.

To achieve participative economic growth, we have sought to set out a bold strategy, equal to our strong intentions and to the immense potential of local people and organisations to become stakeholders in economic growth. This strategy takes a truly 21<sup>st</sup> Century approach to economic development, recognising the wealth of talent within the Borough and the need for effective stakeholder collaboration, which transcends the traditional barriers between the public, private and third sectors and is underpinned by effective plans for action.

Furthermore, this strategy does not consider Hammersmith & Fulham as an island, but rather within the context of the West London Sub-Region with the inherent geographic opportunities of the "corridor", between Central London and Heathrow; and within the broader context of one of the world's leading capital cities.

A critical first step in laying the right foundations for partnership working has been the detailed and inclusive consultation approach we have adopted to set the aims and priorities for this strategy and I would like to conclude this foreword by offering my sincere thanks to everybody who has given their time and input to making this possible. We have started as we mean to go on and we all now have a role to play in meeting the aspirations that this strategy captures.

*Name*  
*Position*

## 1. INTRODUCTION

The London Borough of Hammersmith & Fulham (LBH&F) sits at the inner edge of the West London “wedge” which provides a combination of favourable economic opportunities. To the East the borough abuts the affluence of the West End with all its retail, tourism and leisure prospects; to the West the new opportunities of Heathrow and Terminal 5 are economic beacons for local people and businesses; to the North of Hammersmith & Fulham the economic potential of the new Wembley will soon cascade down into the borough; whilst to the South, the under utilised river Thames and the regenerating South London Boroughs offer potential for the future. Overall the borough is prosperous with a thriving local economy based on a number of diverse sectors including: creative industries, finance, and manufacture of fresh foods. In addition new opportunities such as the Westfield Shopping and Leisure Centre will provide a dynamic new stimulus to the local economy.

Despite the boroughs outward economic success it is still necessary to address the internal and external challenges that the borough's economy faces. Internally there are still stubborn pockets of deprivation where the overall success of the borough fails to reach and where there is real disadvantage including: unemployment, educational underachievement, lone parents, ex offenders, refugees and asylum seekers. This coupled with the external challenge posed by the focus that East London will receive over the next 5 years as a result of the Olympic development of 2012 and the Thames Gateway, means that LBH&F will need to continue to strive and assert clear economic strategies that build on existing success, foster growth in emerging sectors and minimise external threats.

As well as supporting the right conditions for business growth, it is the Council's intention that the EDS provides a series of actions that will enable workless residents and those in low and middle-level incomes benefit from economic opportunities in the borough, by securing employment, developing new skills, moving up the career ladder and being able to benefit from home ownership.

It will put in place mechanisms to ensure joint working between housing providers, PCT, learning providers, Jobcentre plus, and others to ensure that residents will benefit from linked initiatives to move them from dependency and to employment.

### 1.1 THE ECONOMIC DEVELOPMENT STRATEGY & VISION

At the heart of building on the boroughs strengths and meeting its challenges will be the Economic Development Strategy (EDS). The EDS sets out a five year framework to steer the activities and actions of the Council and other partners in ensuring the sustainable and equitable development of the local economy. Overall the EDS will be used for the following purposes:

- To provide a vision for economic development within the borough
- To provide a framework to coordinate the achievement of the vision
- To assist in determining priorities and the allocation of resources
- To coordinate activity with other local, regional and sub regional strategies and bodies
- To set targets and a monitoring framework to measure progress

The EDS aims to achieve these objectives by focusing on three major themes:

#### **i. Economic Growth and Job Creation**

We aim to secure and support inward investment to stimulate growth within new sectors of the economy and create new jobs for residents, whilst ensuring that the existing business base is also supported to compete and flourish in the changing competitive climate, both locally and farther afield.

The strategy also aims to ensure that economic growth is equitable and participative, in that dedicated efforts will be made to provide focused support for individuals and organisations that have traditionally benefited less from economic growth in the borough to enable them to become proactive in our economy.

**ii. Reducing Worklessness**

Although the borough is a net importer of labour overall, a significant proportion of local residents are workless. This proportion has remained relatively stable for almost a decade and is principally focused within the most deprived wards of the borough.

Therefore, within a climate of the local authority's new ambition to become a Borough of Opportunity, evolving central government policies on worklessness and the recognition that previous efforts have not delivered the impacts that were hoped for, this strategy embraces new and effective approaches to tackling worklessness, though partnership delivery, better coordination of routes to employment, and more opportunities for people to beat the benefits trap and become active stakeholders in the economy - such as opening up home ownership opportunities for residents.

**iii. Improving Economic Prospects Through Learning and Skills**

A further key ingredient in addressing the polarisation of economic opportunity locally is ensuring that all local people have access to learning and skills development opportunities. The availability of labour and relative ease to commute from outside Hammersmith & Fulham to within often leads to an over supply of labour, which in turn has raised the informal minimum qualification requirements for many jobs in the borough and impacts this polarisation.

Addressing this challenge (amongst others) will be essential if local people are to truly benefit from the opportunities and new jobs created locally; and can only be achieved by adopting leading edge educational approaches and building more effective learner progression routes that are focused on the needs of the individual.

These themes each play a critical role in achieving the overall shared Vision for this Strategy, as follows:

**HAMMERSMITH & FULHAM ECONOMIC DEVELOPMENT STRATEGY 2007-2012: OUR VISION**

The Council and local stakeholders will adopt an effective, partnership-driven approach to stimulating economic development in Hammersmith & Fulham, which is built upon the effective collaboration of public, private, and third sector organisations; and local people.

We will seek to secure investment and will leverage resources to deliver coordinated actions that tackle worklessness, improve economic prospects through learning and skills, and stimulate economic growth and job creation in Hammersmith & Fulham, whilst also seeking to improve the physical environment and to cherish what is special and unique about our borough.

This Strategy is directly underpinned by the Council's "Borough of Opportunity" ethos. We aim to enable all local people to play a direct role in the local economy by supporting them to make the best of their abilities and talents and to support them to become active stakeholders in the economy. We recognise that the diversity of our citizens is our strength and will adopt a tailored plan of action that recognises diversity and the different barriers that our communities face.

Further to these three themes, there is a clear requirement to deliver a number of cross-cutting actions, which will enable the Strategy to draw greatest value by nurturing proactive and productive stakeholder

relationships in the Borough; by aligning with emerging strategies that can add value, or impact to the EDS; and by leveraging funding and resources over and above the Council's inputs. To ensure that this requirement is formally built into the EDS, a series of crosscutting priorities are also set out as a requisite element within the EDS' plans for action.

### 1.1.1 EMBRACING INCLUSIVITY WITHIN THE EDS

In order that the EDS is fit for purpose and can create inclusive economic opportunities for all local people, it must recognise and embrace the rich diversity within the borough and must ignite a series of targeted actions which respond to the different needs of our diverse communities.

- Whilst the EDS is intended to create positive outcomes to the benefit of all who work in, live in, or visit Hammersmith & Fulham, it also has a special focus on the needs and challenges faced by under-represented groups and those who are the most vulnerable within our community. These groups will logically reflect those set out within the Mayor's Economic Development Strategy, but we will also target groups which are recognised to face particular challenges within the borough which are not presently tackled sufficiently through mainstream regeneration agendas.

Furthermore, the EDS acknowledges the vital contributions made by organisations across the public, private and third sectors as stakeholders in driving economic growth and in sharing the benefits that it creates. This is reflected in the approach adopted in developing the EDS, its aims and aspirations, and delivery plans.

## 1.2 DEVELOPING THE ECONOMIC DEVELOPMENT STRATEGY

The Council has not produced this strategy in isolation; instead it has been developed as a shared vision involving local people, delivery agencies, Voluntary & Community organisations and businesses.

The consultation process combined a series of interlinked methods of engagement, to provide the rich understanding of views, needs, priorities and further involvement necessary to deliver an inclusive and participative strategy. Engagement methods used included:

- Convening, consulting and supporting an EDS Steering Group and capacity-building this group to take shared responsibilities in the delivery of the EDS' Action Plans
- Round table discussions and focus groups
- Key stakeholder interviews
- Surveys of local residents and visitors, local SMEs and Voluntary & Community sector groups
- Circulation of scoping documents and drafts
- A Stakeholder workshop to agree priorities and action plans

The feedback and support from these organisations has helped shape and develop the EDS into a functional and representative strategy capable of guiding the development of the local economy in line with our three key themes and shared Vision.

Key organisations and bodies consulted and engaged in the development of the EDS included the following:

|  |  |
|--|--|
| Local Small & Medium Enterprises                 | Local Voluntary & Community Sector organisations |
| BBC  | Park Royal Partnership                           |
| Westfield  | Urban Partnership Group                          |
| Greater Hammersmith BID                          | Ealing Hammersmith & West London College         |
| Town Centre Managers                             | Notting Hill Housing Group                       |
| W12 Shopping Centre                              | Shepherds Bush Housing Association               |
| Community & Voluntary Sector Network             | Acton Housing Association                        |
| Hammersmith & Fulham Primary Care Trust          | Octavia Hill Housing Trust                       |
| North Fulham NDC                                 | Catalyst Communities Housing Association         |
| JobCentre Plus                                   | Family Mosaic Housing Group                      |
| London Development Agency                        | Threshold Housing & Support                      |
| BBC  | SW12 Traders Group                               |
| JobCentre Plus                                   | Hammersmith & Fulham Chamber of Commerce         |
| West London Learning & Skills Council            | Stenning Consultancy                             |
| Hammersmith & Fulham Refugee Forum               | LB Hammersmith & Fulham Environment Department   |
| BME & Refugee Forum                              | LB Hammersmith & Fulham Regeneration Department  |
| Hammersmith & Fulham Housing Management Services | LB Hammersmith & Fulham Education Department     |
| Hammersmith & Fulham Action on Disability        |  |

## 2. THIS IS HAMMERSMITH & FULHAM

Like many other London Boroughs, Hammersmith & Fulham is always in a process of transformation. The general churn in population together with social and physical changes in the borough mean that we are faced with a continuing range of options and priorities.

Equally, Hammersmith & Fulham sits within one of the most economically powerful and complex regions in Europe, which creates significant strengths and weaknesses for local businesses. London and the West London Sub-Region in particular are also faced with a multitude of transformational strategic and market influences that present both opportunities and threats to the borough's economy.

This section presents both a local and sub regional overview, to establish the context for the strategic priorities and Action Plans that will translate the EDS Vision into meaningful impacts.

### 2.1 THE BOROUGH IN FIGURES

The EDS is rooted in a participative and inclusive consultation process and a necessarily robust and far-reaching body of research, undertaken by the Council and its partners. This section provides a succinct "snapshot" of the key characteristics of Hammersmith & Fulham; its people; and its economy, to add to the context for the EDS. Headline figures are considered under the following areas of interest<sup>◇</sup>:

- Location & geography
- Population & educational attainment
- Economy & business base
- Employment & worklessness

#### LOCATION & GEOGRAPHY

- Hammersmith & Fulham is one of 13 inner London boroughs and is situated on the centre-west of London on the transport routes between the City and Heathrow airport.
- It is bordered by 6 London boroughs: Brent to the north; Kensington & Chelsea to the east; Wandsworth and Richmond-Upon-Thames to the south; and Ealing and Hounslow to the west.
- Excluding the City of London, it is the third smallest of the London boroughs in terms of area, covering 1,640 hectares and comprises 16 electoral wards.
- The borough has 53 parks, open spaces and cemeteries. The Northern border of the borough is home to Wormwood Scrubs nature reserve, the largest area of green space in Hammersmith & Fulham. Seven acres of "the scrubs" were designated as a Local Nature Reserve by the council in 2002.
- Hammersmith & Fulham is situated on key strategic road and rail routes between Central London and West London. The busiest roads in the borough are the A4 and the A40, followed by the A3220 (TLRN roads).
- The borough is served by 42 daytime bus routes, 11 night bus routes, 4 underground lines and 1 national rail line – the West London line, which runs along the borough's Western boundary.

<sup>◇</sup> "A Borough Profile of Hammersmith & Fulham 2006"

## POPULATION & EDUCATIONAL ATTAINMENT

- The 2001 Census identified that Hammersmith & Fulham has a population of 165,242, with a population density of 101 people per hectare, making Hammersmith & Fulham the fourth most densely populated local authority in England and Wales.
- The population of Hammersmith & Fulham has been increasing over the last 20 years and estimates project that the population grew by over 4% between 2001 and 2004, which is the six highest in London for this period.
- The total population of Hammersmith & Fulham is projected to continue rising in future, but at a slightly slower rate than recently, with the largest proportionate increases projected within the 40-54 years and then 5-19 years age groupings between 2006 and 2016.
- There are 4 nursery schools, 35 primary schools, and 9 secondary schools in Hammersmith and Fulham. The borough also houses 5 special schools and 2 Pupil Referral Units (PRUs).
- The proportion of children in primary schools who speak English as an additional language (EAL) is nearly 4 times the national average, but around 8% less than the inner London average. In secondary schools the proportion of EAL students is 4 times the national average and approximately 10% less than the inner London average.
- Excellent GCSE results in 2005 meant that the borough was the most improved in London on the 5+ A\*-C grades measure, which is almost 2 % above the national average and 3.5% above the average for inner London.
- 18% of adults aged between 16-74 living in Hammersmith & Fulham have no formal qualifications, which is better than the overall rates for London (24%) and England as a whole (29%), but severe concentrations exist in the most deprived wards of the borough, where almost a third of the population have no qualifications.

## ECONOMY & BUSINESS BASE

- Hammersmith & Fulham has a level of local business activity that is almost 20% higher than the average across London and nearly double the national average.
- The last formal business survey identified that there were almost 11,000 businesses in total in Hammersmith & Fulham in 2004, which employ more than 110,000 workers.
- The vast majority of firms in the borough are micro-businesses with under 5 employees, making up just over 76% of the business base, which is higher than both the London and National averages. Fewer than 1% of firms in the borough have 200 or more employees
- The largest sector in the borough is the Finance and business sector which employs over 25% of the total workforce, but is lower than the London average
- Hammersmith & Fulham has a larger proportion of self-employed residents (10.3%) than the London and national averages. (9.0%).
- The town centre wards of Hammersmith Broadway and Town have the highest proportion of local businesses (24% of local businesses by number in 2004).
- The total number of VAT registered businesses in Hammersmith & Fulham exceeded 8,000 in 2004 – but business start up and closure rates in the borough are amongst the highest in London.

## EMPLOYMENT & WORKLESSNESS

- Hammersmith & Fulham is a net importer of workers, with 17% more jobs in the borough than local residents in employment, but less than 1/3 of residents on work are employed in the borough - the majority commute to jobs outside of the borough.
- Over four in ten adults in Hammersmith & Fulham (44.2%) are "Large" employers (with over 250 employees), managers, or professionals, which is higher than the averages for inner London, greater London and England & Wales.
- 11.3% of the borough population aged 16-74 are in "routine" or "semi-routine" operations, which is lower than the averages of inner London, greater London and England & Wales.
- 5.5% of the borough's population aged 16-74 have never worked or are in long-term employment, which is lower than the equivalent rates for inner London and greater London, but is higher than in England & Wales.
- The local unemployment rate in Hammersmith & Fulham was 3% in October 2005, but this relatively low figure (compared with the London average) masks severe differences between wards - for instance, College Park & Old Oak has an unemployment rate more than four times the rate in Palace Riverside.
- Long-term unemployment in Hammersmith & Fulham (the proportion of unemployed residents claiming Jobseekers Allowance for more than 6 months) was 36% in October 2005, which is slightly lower than the London rate.

## 2.2 THE BOROUGH'S ROLE IN THE LONDON ECONOMY

Although the local manufacturing base is still amongst the strongest and most significant in Southern England, there has been a pronounced shift from manufacturing to services within the overall composition of Hammersmith & Fulham's economy, which has its origins in the longer-term general decline of the UK's manufacturing sector, but has escalated significantly over the past ten years.

### KEY SECTORS WITHIN HAMMERSMITH & FULHAM'S ECONOMY

- **Financial Services** – Including professional services and consultancies, this is one of the most established and strongest sectors in the borough, reflected in the high concentration of office space in the borough. The sector is also proliferated by a large proportion of SME and micro-businesses
- **Manufacturing** – A long established sector, with growth in publishing, printing and reproduction of recorded media in particular
- **Creative & Media Industries** – A key growth sector exhibiting clustered growth driven partly by the supply chains of major industry players based in the borough
- **Fresh Foods** – A key growth sector which benefits from the strong geographic links with Central London and Heathrow in particular
- **Logistics** – A key growth sector which benefits from the strong geographic links with Central London and Heathrow in particular
- **Leisure & Tourism** – A source of key growth in the borough and the sub region, with particular opportunities for business tourism and leisure in Hammersmith & Fulham
- **Retail** – An important and growing sector, which will be transformed exponentially through the development of Westfield London in White City, on a level of regional significance
- **Health & Social Work** – A large local sector in terms of employment with two large hospitals in the borough

Alongside a stable and established financial services sector, key growth sectors in Hammersmith & Fulham include creative and media, fresh food, retail, leisure and hospitality. Park Royal as the UK's largest business park and was traditionally amongst the largest sites of light manufacturing in the UK. It now hosts some 2,000 businesses, employing around 40,000 people. Approximately half these firms are involved with fresh food production (servicing the needs of Heathrow airport and central London, amongst its key markets) and there is also a significant cluster of small and micro firms in the creative and media sector in this area, including a large number of production and post-production firms in particular.

The West London Creative Industries framework identifies Hammersmith & Fulham as the largest creative sector economy in West London across all indicators, BBC in White City is the largest single organisation locally, but the borough is also home to some of the largest creative globals in London, including Haymarket Publishing, EMI, Polydor, BMG and AOL, all of which subsequently provide myriad commercial opportunities for small creative content and service companies locally.

When also considering related sectoral growth in neighbouring areas within the West London Sub-Region (Ealing and Acton most notably), it is predicted that the concentration of creative media firms within the West London Region is set to become the most important cluster for this industry in the UK, outside of Central London.

The £1.6 Billion Westfield London leisure and retail development in White City will rank amongst the largest and most significant of its kind in the Europe, with a catchment radius of at least 25 miles and a programme of associated transport infrastructure developments (including new tube and bus terminals and road improvements). Westfield London will bring the leading multiple retailers and leisure businesses to the borough in force, creating 2 million square feet of floorspace and thousands of jobs; as well as injecting much needed physical regeneration and improvements to the Shepherd's Bush Green area.

An indicator of the significance of this development and the seismic shift that it will create in the shopping habits of Londoners is the fact that shops in the Business Improvement District of the traditional "West End"/Oxford Street area of London are setting out a contingency plan to tackle the possible loss of revenue that they could face. As such, this strategy will take cognisance of the need to protect and support its existing retail and shopping offer, which principally includes the W12 Centre, and the three town centres of Hammersmith, Fulham and Shepherd's Bush to ensure that a necessary balance of homes, offices, public amenities and shopping facilities is achieved throughout the borough.

Tourism and the visitor economy have been recognised as significant contributors to the sub-regional economy and are projected to grow further, with an expected increase of 30 million passengers per annum passing through Heathrow. The borough does not have the same levels of traditional "heritage" sites and attractions as other London boroughs (although Fulham Palace is due to be re-opened in 2007), but it has a strong and broad offer in terms of leisure and cultural attractions for visitors; including two Premiership football clubs and one Championship club, the Queen's Club tennis club that hosts the Stella Artois Championships, the Lyric theatre, and the Hammersmith Apollo and Palais music venues. The considerable expansion of the retail and leisure offer will when Westfield London opens for business will also add significantly to the visitor flow to the borough.

Hammersmith & Fulham also includes some of London's premier conferencing and events facilities, including Earls Court Two and Olympia. Also building on excellent travel links to Heathrow and Central London, planned expansion at Heathrow and pro-activity in promoting the borough as a destination for business tourism, the business tourism sector is expected to increase in importance as a contributor to economic growth.

The excellent transport linkages for Central London, Heathrow and the rest of the UK have led to the development of a cluster of firms within the logistics sector, both with Hammersmith & Fulham (an offspring of the manufacturing heritage of Park Royal in particular), and other boroughs within the West London Sub Region. Logistics is projected to grow further alongside the anticipated increases in the numbers of residents and businesses in the area, recently mooted plans to build a further runway at Heathrow would also have a significant affect on growth in this sector and should be monitored as a longer-term consideration for inclusion in this strategy.

## 2.3 SPATIAL OVERVIEW & PLANS

Hammersmith & Fulham is effectively linked into a series of strategies that exert major influence on the usage of spaces and physical planning, from a London-wide (Regional) and West London (Sub-Regional) context. It is essential that the Economic Development Strategy is effectively aligned with these strategies and is developed in tandem with the emerging Local Development Framework; so that shared aspirations and plans of action are established that do not treat the borough in isolation, but recognise these strategies and draw value from them.

It should be noted that at this point in time the statutory development plan for the Borough consists of The London Plan (February 2004) and the Hammersmith & Fulham Unitary Development Plan (August 2003).

### 2.3.1 REGIONAL & SUB-REGIONAL OVERVIEW

London is a major centre for international business and commerce and is one of three "command centres" for the global economy (along with New York and Tokyo). As Europe's largest city economy, year-by-year, London's economy generates approximately 19% of the UK's GDP (at an estimated £90 billion per annum) and provides some 4.6 million jobs.

The West London Sub-Region comprises the seven boroughs of Hammersmith & Fulham, Brent, Ealing, Harrow, Hillingdon, Hounslow and Kensington & Chelsea and is one of the most significant economic powerhouses in the region, with a population of approximately 1.6 million residents; providing over 940,000 jobs; and contributing almost £3 billion to the nation's wealth annually. [London Plan Further Alterations (September 2006)]

The sub region lies on a strong east-west axis of London, benefiting from robust transport infrastructure and major arterial roads that have stimulated strong business growth locally particularly in industries that thrive on Heathrow's position as a major international gateway and the UK's largest passenger and freight airport. West London's diverse economy includes clusters of international businesses, a growing knowledge economy and a significant concentration of manufacturing; logistics; tourism; recreation & culture; food processing; biotechnology; and creative/media related companies, which have each undoubtedly benefited significantly from the unique national and international linkages in the sub region.

Heathrow's Terminal 5 extension will sustain the airport as one of the main economic drivers in West London, alongside effective access to London's Central Activity Zone (CAZ), and growth within key sectors in the sub region. Projections suggest that West London could accommodate over 40,000 new homes by 2016 and could provide 140,000 extra jobs by 2026, which would largely be driven through economic growth in the corridor extending from Paddington, through Park Royal, and Wembley, to Heathrow and its environs. [London Plan Further Alterations (September 2006)]

Furthermore, there are significant and differentiated growth opportunities in each of the other designated Opportunity Areas in West London, including Park Royal/Willesden Junction; Wembley; and White City, which cover some 981 Hectares, could theoretically support an indicative employment capacity of 40,900 by 2026, and projected minimum of 9,000 homes by this date [London Plan Sub-Regional Development Framework: West London (May 2006)]

West London contains the largest share of London's industrial capacity (27%), which includes 15 Strategic Industrial Locations (SILs) and there is a clear risk that valuable industrial sites could be lost through pressures from competing uses and sites with real long-term potential for industrial use must be protected. This must also account for the need to balance the retention of land for continuing industrial purposes - such as provision for waste management in line with principle of self-sufficiency and to address some of central London's needs. [London Plan Further Alterations (September 2006)]

Furthermore, the overall prosperity of the sub region masks pockets of extreme deprivation and several communities that have not benefited equitably from economic growth locally. Key strategies which aim to channel and shape future growth in the sub-region seek to ensure that it is more inclusive and to also stimulate and support the development of sustainable communities locally. To achieve this, dedicated plans have been established which address the need to significantly increase in the provision of social and community infrastructure and town centres, housing, and transport to accommodate the projected growth in the economy and the influx of people and goods that this entails.

The two overarching strategies which govern these issues and manage the spatial developments and aspirations for the West London Sub Region are The London Plan and the West London Sub-Regional Development Framework (SRDF).

### 2.3.1.1 The London Plan

The Mayor is responsible for producing the planning strategy for London, which replaced the previous strategic planning guidance for London (known as RPG3), issued by the Secretary of State. The London Plan is the name given to the Mayor's spatial development strategy, originally established in February 2004. Updates to the London Plan are intermittently proposed, then put out for stakeholder consultation and ratified, in order to re-align the Plan's strategies with new developments and opportunities and respond to stakeholder feedback. Whilst it is not appropriate to include reference to all updates at this stage, it will be necessary within the ongoing delivery of this EDS and its Action Plans to consider and respond to these updates as and when they are agreed.

Major influences and linkages of the plan to the EDS are considered below in terms of employment linked policies and West London Sub-Region Policies.

The London Plan (February 2004) sets out the key employment-linked policies of relevance to Economic Development Strategy and includes the following

#### EMPLOYMENT LINKED POLICIES

- A significant increase to office accommodation including the provision of a variety of type, size and cost of office premises; and investigate ways to bring forward further potential capacity. (Policy 3B.2)
- Office based activities in strategically specified locations will be rejuvenated to assist in their contribution to the London economy. (Policy 3B.3)
- Within Opportunity Areas, wherever increases in office floorspace are proposed where appropriate they should provide for a mix of uses, including housing. (Policy 3B.4)
- Strategic Employment Locations (SELs) will be promoted and managed as London's strategic reservoir of industrial capacity. Outside the SELs regard should be had to locational strategy, accessibility to local workforce, quality and fitness for purpose of site, the release of surplus land for other uses to achieve the efficient use of land in light of strategic and local assessments of industrial demand. Within Hammersmith & Fulham there are two SELs; Park Royal a Preferred Industrial Location and Industrial Business Park, and Wood Lane an Industrial Business Park. (Policy 3B.5)
- In order to meet the needs of key creative industries policies should identify and support development of clusters of creative industries, and the protection of existing clusters. (Policy 3B.9)
- The establishment of green industries/green practices in business will be supported, with policies to safeguard land and premises for river and rail based locations for the siting of environmental industries. (Policy 3B.11)
- London's skill base should be improved with regard to the spatial context, and ensure that opportunities are provided by major development to assist the local community. (Policy 3B.12)

#### STRATEGIC POLICIES FOR THE WEST LONDON SUB REGION

The Strategic Policies for West London include (but are not limited to) the following aims:

- To capture the benefits of economic generators (including Heathrow) in sub-region for residents
- To identify capacity to accommodate new job and housing opportunities and mixed use development, especially important in Opportunity Areas and Areas for Intensification; including co-ordinating skills development, transport and planning to improve access to jobs for people from deprived communities

- To improve the variety, quality and access to available employment sites, especially within SELs, to meet the identifiable demands for employment land. (Policy 5D.1)

Within the West Sub Region there are five identified Opportunity Areas, which include White City and Park Royal; and include targets for job and housing growth. In White City there is a need for 11,000 new jobs and 1,200 new homes up to 2016, while in Park Royal, there is a requirement for 10,000 jobs over the same period. (Policy 5D.2)

In addition, there is one Area for Intensification (Willesden Junction) where there is a need for 3,600 new jobs and 500 new homes up to 2016. (Policy 5D.3)

### 2.3.1.2 West London Sub Regional Development Framework (May 2006)

The West London Sub Regional Development Framework (SRDF) brings together data and information about the sub-region and outlines suggestions for boroughs and others on the issues that should be addressed in implementing the London Plan.

It outlines the structural changes facing West London and highlights the potential of its town centres, 'Opportunity Areas' and 'Area for Intensification'. These are set to experience significant development in the future. The scale of change means that this SRDF emphasises the need to co-ordinate the provision not only of new housing, but of transport infrastructure, jobs, schools and local shops, and new or enhanced green spaces. Its key Policy Actions include:

- *Action 1B (Employment and Offices)*: The market should be encouraged to provide and enhance viable, affordable provision for small and medium sized enterprises (SMEs) in appropriate locations, to meet their specific needs for business support and training.
- *Action 1G (Industry and Warehousing)*: Through the Industrial Land Availability Study (conducted every 4 years), industrial land within the sub-region will be monitored and its release will be managed. A positive and proactive approach to accommodating warehouse provision should be taken in appropriate locations.
- *Action 2B (Opportunity Areas and Areas for Intensification)*: The frameworks should be refined and implemented as soon as practicable:
  - White City Opportunity Area – has an indicative employment capacity of 24,400 jobs, and a minimum of 3,500 homes.
  - Park Royal Opportunity Area – has an indicative employment capacity of 11,000 jobs, and a minimum of 500 homes. The development framework will consider the prospects of different elements of the manufacturing sector, including its construction to the wider economy, as well as logistics and other business demands.
  - Willesden Junction Area for Intensification – this area has been taken forward as part of the wider Park Royal Opportunity Area. One of the key issues is this area should have particular regard to London's future rail freight requirements and the land use implications.
- *Action 2D (Industrial Locations)*: Boroughs are required to take into account the boundaries of SELs in defining them in LDFs and to identify Locally Significant Industrial Sites in light of local and strategic industrial demands and assessments and London Plan Policy 3B.5.

- *Action 3B (Access to Employment):* Linkages between disadvantaged communities, areas of deprivation and access to labour markets should be considered. Transport for London and other partners should identify a package of measures to improve the situation.

### 2.3.2 BOROUGH-SPECIFIC CONSIDERATIONS

Further to the Regional and Sub Regional influences on the spatial environment and development strategies that influence Hammersmith & Fulham and its economy, the particular physical characteristics of the borough itself and the spatial regeneration policies operated by the Council will have a significant impact on the types of initiatives and priorities that this EDS should champion and the impacts that can be achieved.

As highlighted earlier, the regeneration environment is evolving to bring about much greater fusion between physical and socio-economic driven regeneration strategies. This is reflected in the new policy approaches adopted by the Council and this EDS fulfils a critical bridging role, informing and linking Economic Development Block 4 of the Local Area Agreement, and the Local Development Framework.

The location, quantity, users and uses of commercial floorspace and identified Employment Zones (EZs) within the borough provides an insight into the areas of concentration within the Hammersmith & Fulham's economy:

#### OVERVIEW OF COMMERCIAL FLOORSPACE IN THE BOROUGH<sup>1</sup>

- Office floorspace occupies 1,154,000 sq m. The largest organisations occupying office space include: BBC (Wood Lane); EMI (45 Brook Green); Harper Collins (77 Fulham Place Road); Hammersmith & Fulham Council; Bechtel (245 Hammersmith Road); Disney (Broadway Centre); and Leo Burnett (Kensington Village).
- Industry floorspace occupies 192,000 sq m, and has been in long-term decline. Industrial floorspace is fairly widely distributed but with a clustering in the north, in the Hythe Road area.
- Storage and Warehousing floorspace occupies 284,000 sq m. Storage floorspace tends to be clustered around Town Centres, South Fulham and the Hythe Road area.
- Retail floorspace occupies 569,000 sq m.

The level of retail floorspace will increase dramatically when the Westfield London development at White City becomes operational

#### EMPLOYMENT ZONES IN THE BOROUGH<sup>2</sup>

Within the Borough there are 10 Employment Zones (EZs), which contain concentrations of traditional employment uses, which cover 11.5% of the Borough's land. The EZs contain 33% of office floorspace, 36% of industrial, and 68% of the storage floorspace. The largest four EZs are as follows:

- Hythe Road – contains various industrial estates with a large number of units which change between industrial and storage uses.
- Wood Lane – has the largest amount of office floorspace. The major use in the EZ is the BBC; recent major change was the departure of Dairy Crest, whose premises have been taken over by other users, including the BBC.
- Townmead Road/Imperial Road – mostly consists of the ex British Gas land on Townmead Road. The zone includes the Townmead Business Centre, developed as 38 business starter premises.

<sup>1</sup> [Source: Land Use Changes in Hammersmith & Fulham 1992 – 2003]

<sup>2</sup> [Source: Land Use Changes in Hammersmith & Fulham 1992 – 2003]

- iv. Kensington Village and Little Bridge Depot – has the second largest amount of office space of all EZs, and includes Kensington Village, Earls Court 2, and Empress State building.

The 1992 -2003 Land Use survey advises that there has been an overall fall in the amount of industrial and warehousing space and increases in office space and space devoted to car retailing and transport uses.

As the Employment Zones are spread geographically over the Borough, range in size and are occupied by a diverse range of use. In order to ensure that the individual EZ's are still providing suitable space to meet current needs, we would recommend that individual assessments are taken of the ten EZ's, in order that bespoke strategies can be developed based on current use, level of activity and need to change to meet current requirements, including the provision of affordable employment space, including incubator units and move on space for 'start-up businesses'.

Key sites within the borough of particular relevance to this EDS are introduced in more detail below.

### 2.3.2.1 White City Opportunity Area

White City was level arable farm fields until it famously became the site of the Franco-British Exhibition and the Olympic Games in 1908 and the Japan-British Exhibition in 1910, which saw considerable development of the site, including a greyhound stadium and athletics stadium, amongst others.

During the 20<sup>th</sup> Century the area fell into general decline, due largely to inherent failures in the social housing policies of the post World War II period and shifts in the traditional employment sectors in the borough which resulted in particularly pronounced levels of unemployment amongst residents of White City, whilst the spaces and facilities created towards the start of the century had failed to create significant and longstanding economic opportunities in the area.

More recently White City has become home to the BBC Television Centre and BBC White City, and a significant cluster of relative media and creative businesses have subsequently developed locally, of which a large proportion are micro businesses with 5 or fewer employees.

However the area has and still does face issues of deprivation and it received funding through the Single Regeneration Budget, which sought to tackle these issues, but the challenges it faces are deeply ingrained and it still includes some of the most deprived and poorly performing wards in the borough in key areas such as employment, health, and education.

White City is a designated Opportunity Area and faces one of the most significant transformational periods in its history and of that of the West London Sub Region. Through the development of Westfield Europe White City become one of the most significant leisure and retail sites in Europe.

#### WESTFIELD LONDON

Westfield London will be a £1.6 billion development, which will be amongst the key retail hubs in South East England.

Projected to open in 2008, this significant 40 acre development will include 150,000 square metres shopping centre with 4 anchor stores and approximately 265 other retail outlets, a leisure complex spanning 130,000 square feet, (approx 12,000 square metres) a cinema, 2 new public transport hubs and 4,500 car parking spaces.

With a catchment radius of at least 25 miles, practitioners have acknowledged that the development will very much put Shepherd's Bush "on the map" as a premier shopping destination. Once completed, it will have a capacity of over 25,000 patrons at one time.

Local infrastructure will also undergo significant development to regenerate the immediate vicinity and upgrade transport linkages to cater for the projected volumes of visitor traffic. Transport improvement works include:

- A new 16 track London Underground tube depot
- A new station on the West London Line (overground) station, named Shepherds Bush
- A fully renovated and rebuilt Shepherd's Bush Underground Station on the Central line
- A new bus terminus in the North West of the borough
- An addition to the tube map with a White City Station built on the Hammersmith and City Line, named Wood Lane

This development will create new employment requirements across a broad spectrum of skill levels, within the retail and leisure industry itself, as well as other sectors commensurate with the ongoing operation of a site of this scale.

Extensive Section 106 agreements for the site include a structured programme of regeneration-focused actions, including the development of a retail-training facility on the northern border of the borough.

It is acknowledge that the Westfield shopping centre will change the landscape of the retail provision of Shepherds Bush. One of the key issues is to ensure that the new facility not only links up to the existing centre but as importantly is successful in regenerating this area by acting as a 'growth pole' for the area.

With regard to the existing premises on Shepherds Bush Green (in particularly those on the northern side), it is important to ensure that these units do not become secondary/tertiary and become vacant. The approach would be look at developing these premises as small flexible retail spaces, which are affordable and accessible to as wide a range of retailers and services as possible. With the desire to create an area with a boutique feel similar to that of The Lanes in Brighton, which would offer a different type of space to that proposed in the new shopping centre.

### 2.3.2.2 Park Royal Opportunity Area

Park Royal traverses the boundaries of Hammersmith & Fulham, Brent and Ealing and has a proud manufacturing heritage of over 100 years. This area is home to some 1900 companies employing approximately 40,000 people, making it one of the largest commercial groupings of its type in Europe; and is the site of largely successful manufacturing clusters, despite the widespread impacts of overall decline in this sector.

In order to ensure co-ordinated and effective regeneration in the estate, the Park Royal Partnership was established in the early 1990's. In the past, the Partnership has been consistently successful in securing grant funding from the Single Regeneration Budget to promote the regeneration of the estate.

The Partnership is funded by the private sector through subscriptions from its members and by the public sector including local authorities and the London Development Agency. Its board of directors is drawn from the private, public and not-for-profit sectors. The Partnership has established its key growth objectives in its 10 year plan 2002 – 2012, within which is the creation of 25,000 jobs.

This Opportunity Area is closely associated with the longer term development potential at Willesden Junction and the railway lands, old industrial and vacant land south to Old Oak common (previously identified as an intensification area).

Plans for the area build on its importance as one of London's key industrial locations and its potential to meet modern logistics and waste management requirements in particular. These plans will also address the need for site assembly and decontamination and improvements to local access and the

environment; take account of London's future rail freight requirements; and establish whether there is scope for mixed use intensification in locations outside the SIL with good public transport accessibility.

### **2.3.2.3 North Fulham New Deal for Communities (NDC) Partnership**

The North Fulham NDC partnership is a Government-funded programme which operates until 2011 under the New Deal for Communities (NDC) initiative. New Deal for Communities is a key programme in the Government's strategy to tackle multiple deprivation in the most deprived neighbourhoods in the country. It gives some of the England's poorest communities the resources to tackle local problems in an intensive and co-ordinated way. The aim is to bridge the gap between these neighbourhoods and the rest of England and all partnerships are tackling five key areas in particular: poor job prospects; high levels of crime; educational under-achievement; poor health; and problems with housing and the physical environment.

Covering parts of the North End and Fulham Broadway wards, the NDC's population combines a traditional white working class community with sizeable BME communities, including a growing number of refugees and asylum seekers. Although the bulk of housing locally is either council or housing association-owned, house prices in the owner-occupied sector are high, reflecting the affluence of the areas immediately surrounding the NDC. The North End Road market represents an important element in the local economy and local culture.

### **2.3.2.4 Town Centres at Shepherd's Bush, Hammersmith and Fulham**

There are three recognised Town Centres within the borough, at Shepherd's Bush, Hammersmith and Fulham which are the traditional shopping hubs, but are distinctive from each other in both appearance and offer. Hammersmith Town Centre is amongst the principal office locations within the borough and is a centre of sub-regional significance, with 331,577 sq m (29%) of office floorspace, but neither Shepherd's Bush, nor Fulham Town Centres are major office locations.

Key spatial strategies for the Sub-Region dictate that town centres should be considered as opportunities for more intensive development and boroughs should consider how their roles could be consolidated, or enhanced to make retail and other needs and to increase capacity for mixed-use development, including housing.

There is a Town Centre Management Initiative in operation in each of the three centres. In Hammersmith the town centre management initiative takes the form of a Business Improvement District called Greater Hammersmith, (which is funded by a levy of 1%, applied to the rateable value of each business property in the BID coverage area). Each of these initiatives takes a business-led approach to help local businesses work together and develop a competitive edge for their Town Centre, by keeping the centres vibrant; improving street-scaping and shop frontage; lobbying for local business priorities;; linking into the visitor development agenda; and promoting economic opportunities in the borough.

Partners widely recognise the important role that each of the centres play in providing a mixture of key services for local business and a mixed shopping offer to meet the varying needs of different residential communities. In view of the potential displacement of trade that Westfield London could create and the competitive pressures that are faced by local firms (such as rising costs and availability of parking for shoppers), it is essential that dedicated efforts are made to establish a clear "brand", "tangible" offer, or sense of place for each of the three centres; and to work with businesses to support sustainable economic growth for these vital local hubs. This will also include a review of development opportunities, in line with the strategic drivers in the sub region and local needs.

The three town centres have different characteristics, including location, size and predominate land uses, whilst also facing differing development pressures. Therefore, the strategies that are to be developed must be on a centre-by-centre basis. These strategies will need to draw on the findings of

the Retail Study that is currently being undertaken on behalf of the London Boroughs of Hammersmith & Fulham, Ealing and Hounslow in order to get the right actions for the town centres.

There are a number of themes/pressures that should be given particular attention and include amongst other things:

- All the town centres have car parking, but shoppers still want more located adjacent to the shops
- The need for mixed use schemes (including housing) in town centres
- More good quality hotels, especially of four stars and above which will support growth in the borough's Business Tourism sector.

In respect of Hammersmith Town Centre, although this is already established as the principal office location within the Borough, there is still the need for consolidation and the growth of this sector, while still making appropriate provision for additional housing.

With regard to Shepherd's Bush Town Centre as previously stated the key challenge is to ensure that the existing centre is connected and benefits from the Westfield development.

#### 2.3.2.5 The Wharves on the Southern Waterfront

In the south of the Borough, fronting onto the River Thames, there are two EZ's; Carnwath Road and Townmead Road / Imperial Road. The former has a number of industrial estates, business parks, while the later after excluding the former British Gas site (which has been developed predominately for residential), consists of a variety of office, industrial and storage uses. Within these EZ's there is a wharf.

One of the key challenges is to safeguard the wharves and riverside sites as these contain the last remaining areas of significant employment accommodation in the southern part of the Borough. These sites are currently under utilised. In order to develop strategies for these sites it will be necessary to consider how the redevelopment of these sites could maintain the wharf status, while improving the sites appearance and improving public access to the river.

## 2.4 ECONOMIC REGENERATION STAKEHOLDERS & PLANS

Regeneration in Hammersmith & Fulham is influenced by a number of public and third sector stakeholders and strategies, locally; in the West London Sub-region; and further afield.

The Council recognises that it is not best placed to deliver its economic regeneration agenda alone; and in order that the Economic Development Strategy can optimise the impacts it seeks to create, it is essential that we build strong and dynamic linkages with these key stakeholders and the major strategies they work to. A summary of the major strategic linkages of this EDS is included in the Appendix.

Furthermore, the Council recognises that the viability of the EDS as a value-adding tool throughout its five year lifespan is largely dependant on its ability to link into, steer, and lever inputs from other major strategies adopted by the Council and other stakeholders. If not, there is a clear risk of "strategic creep", whereby the EDS could lose its ability to stimulate the impacts it seeks by failing to reflect the major policy and strategy changes that affect this ability. Therefore, a cross-cutting priority is built into the EDS which will enable it to remain current, innovative and effective throughout its lifespan.

## 2.5 THE LOCAL VIEW

The Council has sought to engage with a random selection of groups and individuals locally, who could be considered as the overall “customers” of the EDS. It was not intended to undertake widespread engagement of these groups at this stage as the consultation drew heavily on the body of existing research already undertaken by the Council and local stakeholders; and also involved extensive consultation<sup>3</sup> of local organisations and stakeholders with long-standing involvement and experience of local issues and needs. However, the following findings provided an interesting “snapshot” of some of the views expressed by local people, businesses and Voluntary and Community Sector groups about Hammersmith & Fulham and what the EDS should focus on.

Three targeted surveys were used to capture the views, priorities and aspirations of the following:

- i. Local residents
- ii. Local Small and Medium Enterprises (SMEs)
- iii. Third sector organisations in the borough, including Voluntary & Community Sector groups and Social Enterprises

A short summary of key messages and findings from each survey is included below<sup>4</sup>.

### 2.5.1 KEY MESSAGES FROM RESIDENTS

Of the residents responding, the majority (65%) usually shopped in the Borough and almost half (47.5%) also worked in the Borough.

Residents considered that the following were the five best things about living in the borough:

- i. Transport to and from the borough (72.5% of responses)
- ii. Friends or family live here (67.5% of responses)
- iii. Availability of high-quality places to live (62.5% of responses)
- iv. The leisure facilities available (52.5% of responses)
- v. Good location for my industry (37.5% of responses)

The five worst things about living in the borough were considered to be:

- i. Availability of affordable places to live (70% of responses)
- ii. Rates of crime and anti-social behaviour (62.5% of responses)
- iii. Parking (55% of responses)
- iv. The tourist attractions available (42.5% of responses)
- v. Litter and poor physical appearance (40% of responses)

When asked to identify the most important issues that should be addressed by the Economic Development Strategy, the five most popular responses were:

- i. Improving the physical environment (67.5% of responses)
- ii. Providing more affordable housing (Private market) (60% of responses)
- iii. Tackling crime and anti-social behaviour (55% of responses)
- iv. Supporting small businesses (42.5% of responses)
- v. Improving the education offer for adults (37.5% of responses)

<sup>3</sup> Refer to Section 1.2 for details of the stakeholders consulted.

<sup>4</sup> A sample of 50 SME borough-based businesses, 40 residents and 15 Third Sector organisations were engaged through this element of the consultation.

## 2.5.2 KEY MESSAGES FROM LOCAL SMEs

The following five issues were considered to be the main strengths or benefits that being based in Hammersmith & Fulham had provided responding businesses:

- i. Good transport links (70% of responses)
- ii. Local to where I live (38% of responses)
- iii. Good access to customers (36% of responses)
- iv. Affordable premises available (22% of responses)
- v. The prestige of the borough as a business location (20% of responses)

The following five issues were the main concerns raised by responding businesses based in Hammersmith & Fulham:

- i. Parking restrictions (60% of responses)
- ii. Business rates (54% of responses)
- iii. Crime and anti social behaviour (40% of responses)
- iv. Rising costs of premises (30% of responses)
- v. Poor quality physical environment (22% of responses)

Just under one third (32%) of businesses had made use of external providers of training or business support before. When asked what would enable or encourage them to invest more in staff training, or to make greater use of training or business support, the five most popular responses were:

- i. Grants for training or business development (58% of responses)
- ii. Free services or at subsidised cost (38% of responses)
- iii. Trainers that visit us on-site (28% of responses)
- iv. More easily accessible information about what is available to us (26% of responses)
- v. Online or remote learning opportunities (20% of responses)

Business confidence was largely positive, with 36% of firms predicting that turnover would increase over the next financial year, 38% believing it would stay about the same and 24% believing it is most likely to decrease.

80% of responding businesses operated from dedicated business premises, whilst the remaining 20% were home-based.

## 2.5.3 KEY MESSAGES FROM LOCAL THIRD SECTOR GROUPS

Organisations participating provide a variety of services to meet the needs of local residents, including the following:

- Health services (30% of organisations)
- Care for people with disabilities (30% of organisations)
- Childcare (20% of organisations)
- Other care (20% of organisations)
- Training (20% of organisations)
- A facility for the community (20% of organisations)
- Elderly care (10% of organisations)
- Housing support (10% of organisations)
- Leisure services (10% of organisations)
- Recycling (10% of organisations)
- Environmental (10% of organisations)

The services they provided focus on the needs of following resident groups:

- Adults (40% of organisations)
- People from Black, Asian or Minority Ethnic Groups (40% of organisations)
- People who are workless or unemployed (40% of organisations)
- Young adults between 12 and 19 years of age (20% of organisations)
- Children of nursery age – up to age 4 (20% of organisations)
- People with childcare needs (20% of organisations)
- People with learning difficulties (10% of organisations)
- Refugees and Asylum seekers (10% of organisations)
- People with mental disabilities (10% of organisations)
- Children of primary school age – 5 to 11 years (10% of organisations)
- People with physical disabilities (10% of organisations)

The majority of organisations responding (90%) had operated in the Borough for over 20 years, whilst 10 had operated locally for between 4 and 20 years.

All groups participating had contracts, service level agreements or funding agreements to deliver services on behalf of Public Sector bodies. One half of organisations stated that this accounted for between 51 and 75% of their annual income, 30% placed the figure at between 26% and 50% and 20% of organisations were solely funded through contracts with public sector bodies.

Organisations thought that the following types of support would help them to tender for and win more contracts with the Public Sector:

- Information about forthcoming tendering opportunities (80% of organisations)
- Support in preparing tenders for public sector contracts (40% of organisations)
- Forming consortia with other service providers to bid for and deliver contracts (40% of organisations)
- "Meet the procurers" forum (30% of organisations)
- General advice on tendering for Public Sector contracts (20% of organisations)
- Training in business planning (10% of organisations)
- Quality standards (10% of organisations)

Organisations were more positive than negative about growth prospects:

- 30% thought that the number of paid staff and volunteers they used would increase over the coming year, 60% thought this number would stay the same and 10% thought it would decrease.
- 30% of organisations thought that turnover would show an increase in the current financial year over the previous year, 50% thought it would stay about the same, and 20% thought it would show a decrease.

### 3. ECONOMIC GROWTH & JOB CREATION

The previous section presented a robust overview of the key characteristics of the economies of Hammersmith & Fulham and the West London Sub-Region; introducing the unique challenges and opportunities that local businesses, third sector groups, public sector agencies; and communities must actively address, to stimulate and benefit from sustainable economic growth in Hammersmith & Fulham.

West London's diverse economy includes clusters of international businesses, a growing knowledge economy and a significant concentration of manufacturing; logistics; tourism; recreation & culture; food processing; financial services; and creative/media related companies, which have each undoubtedly benefited significantly from the unique national and international linkages in the sub region, including Heathrow and Central London in particular.

But as the figures cited suggest, overall economic buoyancy and affluence masks some significant pockets of deprivation and many local residents are finding themselves left behind and unable to participate in the economic growth and opportunities that are "happening around them". Furthermore, the location-specific opportunities of Europe's premier city economy also bring considerable challenges for our businesses, which face intense competition from both domestic and international incumbents; and elevated day-to-day running costs, largely higher than those in most other UK regions.

This first theme of "Economic Growth & Job Creation" takes the broadest focus of the three themes championed through the EDS. It focuses on the key ingredients to ensure that the local business base is supported to remain competitive and grow; and to stimulate and nurture an entrepreneurial culture within the borough.

#### 3.1 WHAT WE WANT TO ACHIEVE

The Council and its partners have set out a series of four key strategic priorities within the Economic Growth & Job Creation theme, which we consider as imperative to delivering positive and sustainable economic improvements in Hammersmith & Fulham. Each of these will be translated into delivery and action, guided by the Economic Growth & Job Creation Theme Action Plan (TAP), key targets and indicators. The Council will play a pivotal role in catalysing the delivery activities of stakeholders and partners, through the appropriate use of its policies, relationships and resources, as will the EDS Steering Group.

##### 3.1.1 PRIORITY ONE: SUPPORTING THE COMPETITIVENESS OF OUR THREE TOWN CENTRES

The council will seek to support the competitiveness of the Borough's three town centres at Hammersmith, Fulham and Shepherd's Bush, enhancing their vitality and viability as key locations for a wide range of shopping, services, entertainments and other facilities, as well as realising the Council's requirement to deliver the right mixture of employment space and residential space.

We acknowledge the different characteristics and functions of our town centres; and the different ways that each contributes to the health of our economy. An early priority will be to explore and identify the appropriate mixture of land uses for each town centre (for residential uses, employment uses, and public uses), which will be reflected in the Local Development Framework, and the subsequent actions pursued as part of EDS Priority 1.

In each of these centres, we wish to nurture a high quality environment for centre residents, workers and visitors alike, which will include developing a distinctive sense of "place" and "destination" to showcase the different offer at each centre; and is especially relevant to supporting the solvency of our town centres in view of the impacts created by the major development at White City, and at other key sites outside Hammersmith & Fulham, (such as Wembley).

The Council will work with key partners to facilitate effective communication with businesses (including the Town Centre Managers, the BID, and Chambers of Commerce, amongst others). We will seek to realise our shared aspirations by supporting each town centre to lever private sector investment, but also by working with local businesses and intermediaries to identify and tackle the real issues that affect competitiveness and growth in each centre (such as parking, pedestrian flows and street scaping, improved signage, and a reduction in crime and anti-social behaviour, for example).

With regard to business and other employment generating uses, as part of developing the strategies for the individual centres it is necessary to consider whether the Council maintains its current position which strongly promotes employment facilities or alternatively whether a more flexible approach should be adopted that would permit alternative uses if they are considered to benefit the town centre.

### 3.1.2 PRIORITY TWO: ENCOURAGE SUSTAINABLE GROWTH WITHIN EXISTING & NEW BUSINESS SECTORS

Section Two of this Strategy mapped out the most important sectors in the borough's economy, both in terms of long-standing, stable sectors and those which offer significant opportunities for growth over the period covered by this strategy.

We recognise that the Council has a somewhat limited role to play in influencing private sector markets, but within the areas where we can exert influence, the Council and stakeholders will seek to deliver the best outcomes for our local business base.

The key to achieving the supportive relationship we desire will be to establish a platform for constructive dialogue with the local business base, to support the Council and partners in relevant decision making processes in key areas, such as policy; use of public resources, supporting skills development and funding.

An early priority within the delivery of the EDS will be to open this dialogue with the private sector and key intermediaries locally (such as the Chambers of Commerce), to explore possible approaches and identify the best mechanism to support the dynamic relationship required. We will also maintain an active voice in putting the Borough's needs first within the wider re-organisation of business support in London. This dialogue will enable a series of priority actions to be established which are effectively attuned to the needs of the Borough's businesses in its key stable and growing sectors.

A further key area of action will be to ensure local businesses are best placed to secure contracts to supply local public sector bodies, thus reducing leakages from our local economy and increasing local wealth.

Major public sector bodies in the borough (including the Local Authority, Hammersmith Hospitals NHS Trust, and others) are able to exert significant influence over the allocation of billions of pounds of procurement contracts annually:

- **Directly** – Through their ongoing procurement requirements
- **Indirectly** – Through effective relationships and targeted interventions focused on large businesses operating in the borough and West London Sub Region
- **Through major physical regeneration projects** – Including Public Private Partnership initiatives, in which the public sector body is both a client and a stakeholder in delivery

Within the wider legal framework of competitiveness legislation that protects open and transparent competition, there remains significant scope to create more effective procurement opportunities for local SMEs and Social Enterprises, by raising awareness of potential opportunities; improving tendering skills amongst potential suppliers; and leveraging the unique characteristics of the public sector as a

purchaser, with a duty towards social impacts as well as lowest cost implicit in its Best Value agenda. The Council and partners will aim to lever this opportunity by establishing a dedicated strategy to stimulate supply chain opportunities for local businesses.

### **3.1.3 PRIORITY THREE: SEED AND SUPPORT AN “ENTERPRISE CULTURE” WITHIN THE BOROUGH**

Encouraging business start-ups is a key priority for the Council. We also recognise that stimulating entrepreneurship is also to be a highly effective tool in supporting people in deprived communities and young people to overcome worklessness and enter employment; and acknowledge the impacts achieved by support programmes up and running locally and in the sub-region (such as First Flight in the Heathrow City Partnership area). Such programmes usually use a combination of support services and the provision of business incubation units to support fledgling start-ups, as well as supporting home-working models and franchising as suitable business vehicles.

To realise this opportunity, the Council and partners will seek to secure funding (such as Local Enterprise Growth Initiative funds) and to leverage existing resources to create start-up opportunities in the areas the exhibiting highest levels of worklessness; and to establish ongoing delivery, support, and referral roles for its public and third sector stakeholders in the borough.

Key growth sectors in the economy including media, hospitality and catering lend themselves to self-employment and enterprise. The FE college's (Hammersmith and West London College) key specialisms; catering, construction, media, hair and beauty all lend themselves to enterprise and self-employment. The council and its partners will develop mechanisms to support young people translate, their vocational skills and energies into enterprise.

The Council also recognises that although not all new start-ups will require or would take up the offer of fully supported business incubators, a key challenge commonly faced is the general availability of affordable business premises. Therefore, we will seek to identify the scope of this requirement and to use Council policies and properties to help meet this requirement, where appropriate. This will also encompass the needs of Social Enterprises and other Third Sector organisations in the Borough, which are recognised for the important role they play in supporting residents to re-enter the labour market. Furthermore, we will assist residents to develop and run successful businesses from home, which presents significant opportunities for some of the most vulnerable members of our community to take up self-employment.

Strategies need to be developed in order to ensure that appropriate business premises are provided to cater for the needs of Small and Medium sized Enterprises (SMEs). In order to meet the particular needs of new start-up businesses a proactive approach should be adopted to diversify the location, type and size of premises, which should be affordable. In addition to provide incubator units it is also essential to provide suitable move on space to retain growing businesses within the borough.

### **3.1.4 PRIORITY FOUR: PROMOTING THE BOROUGH AS A BUSINESS LOCATION IN SUB-REGIONAL AND REGIONAL DEVELOPMENTS**

The Council will continue to play a pro-active role in the Sub-Region, liaising and to work proactively with other local authorities and other key intermediaries to champion the interests of and growth opportunities for businesses in Hammersmith & Fulham and of the borough as a business location in Sub-Regional and Regional partnership discussions and at other relevant fora.

This should not be seen as a statement of local protectionism, but rather an aspiration to foster stronger partnerships and to pursue joint working opportunities in the sub-region with the shared aim of realising the wider economic potential. This will include working collaboratively on shared capital projects; regeneration initiatives; and applications to pan-borough funding sources, such as the Local Enterprise Growth Initiative, amongst others.

## 3.2 TARGETS & INDICATORS

Within the Economic Growth and Job Creation theme there will be numerous actions and projects that we will undertake to stimulate the positive changes required, which will encompass a varied range of impact measurements. However, the following targets and indicators will constitute the pervasive measures of overall success within this theme.

| TARGETS & INDICATORS<br>ECONOMIC GROWTH & JOB CREATION  |  |
|---|--|
| TARGETS & INDICATORS  | DATA COLLECTION  |
| <b>Business Growth:</b> Total Business Rates to increase by a greater rate than the average increase in West London neighbouring boroughs. (The average growth 2006/7 for the area was 3.7% and 2.0% for Hammersmith and Fulham. The London average was 2.1%) | Data to be provided by central government and to be collected and analysed by LB H&F.  |
| <b>Business Confidence:</b> An increase in the satisfaction of local businesses with the area as a place to do business in by 10%.  | Data to be collected and analysed by LB H&F from its Annual Business Confidence Survey. The first survey will be conducted in April 2007 and will serve as the baseline to measure progress. |

## 3.3 STRATEGIC LINKAGES & KEY SITES

The following table outlines the key linkages between the priority aims of the Economic Growth & Job Creation theme and the stated objectives of the London Economic Development Strategy – Sustaining Success.

| KEY LINKAGES WITH THE OBJECTIVES OF THE LONDON EDS – SUSTAINING SUCCESS   |
|---|
| <ol style="list-style-type: none"> <li>1. Support the delivery of the London Plan, to promote sustainable growth and economic development</li> <li>3. Deliver healthy, sustainable, high quality communities</li> <li>6. Address the impacts of concentrations of disadvantage</li> <li>7. Address barriers to enterprise start-up growth and competitiveness</li> <li>8. Maintain London's position as a key enterprise and trading location</li> <li>10. Maximise the productivity and innovation potential of London's enterprises</li> <li>12. Co-ordinate effective marketing and promotion activities across London</li> <li>13. Maintain and develop London as a top international destination and principal UK gateway for visitors, tourism and investment</li> <li>14. Work in partnership to deliver the Mayors EDS Action Plan</li> </ol> |

Developing formalised linkages with other strategies of key stakeholders represented on the EDS Steering Group will be essential - to lever resources and benefits achievable uniquely through partnership working. These areas will be addressed directly by the EDS Steering Group and will be formalised through the Action Plans it sets.

### 3.3.1 FOCAL SITES WITHIN THIS THEME

Although there are intended to be pan-borough impacts, thematic activities will be principally focused on the following locations within the borough:

- Holdings of social housing within Hammersmith & Fulham
- Shepherd's Bush, Hammersmith and Fulham Town Centres
- Employment Zones within the borough, Park Royal and White City Opportunity Areas
- North Fulham NDC Partnership Area

### 3.4 THEME ACTION PLAN

The Council and EDS Steering Group have developed a Theme Action Plan (TAP) for the Economic Development and Job Creation theme, which will assist it to focus and mobilise partnerships and resources towards fulfilling the Priority Aims of this theme.

The Economic Development and Job Creation TAP is summarised below. Whilst each of the actions it outlines will be subject to further development, delivery and implementation arrangements, this summary is designed to provide the reader with an at a glance overview of the course of action proposed.

Furthermore, reflecting the requirement that the EDS must serve as a live tool which can evolve throughout its five year lifespan to deliver optimal impacts, each Action Plan will undergo regular modifications, to reflect the progress it achieves and the logical progression which will occur as new partnerships mature, as achievements yield new opportunities, and as new funding opportunities become available.

The Economic Development and Job Creation TAP is summarised under the following five headings:

- i. **Priority Aim Reference:** this identifies the Priority Aim which the activity will contribute towards
- ii. **Issues to be Addressed:** this describes the issue or problem that needs to be addressed
- iii. **Proposed Activity:** this details the activity that will be undertaken to address the issue
- iv. **Implementation Arrangements:** this makes recommendations about the type of organisations that should lead in addressing and resolving the issue and the potential funding sources that could be brought to bear
- v. **Measurable Outcomes:** this includes the actions that will determine how the issue is being progressed

| ECONOMIC GROWTH & JOB CREATION ACTION PLAN |   |   |  |   |
|--|---|---|--|---|
| PA Ref                                     | Issues To Be Addressed                        | Proposed Activity   | Implementation Arrangements  | Measurable Outcomes   |
| 1  | Delivering a Town Centres Land Use Assessment | To undertake an appropriate land uses assessment for the three Town Centres which will advise the best mix of different land uses in each (for residential uses, employment uses and others) to support the sustainable competitiveness of the Town Centres. The findings of this assessment will feed into the development of the Local Development Framework. | To be lead/commissioned by LB H&F Regeneration Department and LB H&F Environmental Services Department (Planning Division) | <ul style="list-style-type: none"> <li>• Land Use Assessment for each of the three Town Centres, of Shepherd's Bush, Hammersmith and Fulham</li> <li>• Findings reflected in Town Centre Policies within the Local Development Framework</li> </ul> |

| ECONOMIC GROWTH & JOB CREATION ACTION PLAN |  |  |   |   |
|--|--|--|---|---|
| PA Ref                                     | Issues To Be Addressed   | Proposed Activity  | Implementation Arrangements   | Measurable Outcomes   |
| 1  | "Branding" the Borough's Town Centres to support competitiveness                                       | <p>Work with key stakeholders to develop a "branding" strategy for each Town Centre, to nurture what is unique and positive about each and to stimulate increased footfall and business investment in each. This must establish clear linkages with the LB H&amp;F Tourism &amp; Visitor Strategy.</p> <p>Each strategy must also clearly reflect the different functions of the three Town Centres and the findings of the Town Centre Land Uses Assessment</p>   | To be lead by LB H&F and developed in conjunction with the Town Centre Managers, BID Managers, Chamber of Commerce and other relevant stakeholders. | Three Branding strategies (One for each Town Centre) and linked action plans. |
| 1  | Stimulate increased business involvement in public realm improvements                                  | <p>An objective from the LB H&amp;F Regeneration Division Business Plan.</p> <p>LB H&amp;F will work with key intermediaries in the borough to stimulate proactive involvement of borough-based businesses in public realm improvements, based on a clear business case of competitive benefits improvements will create for businesses.</p>   | To be lead by LB H&F and developed in conjunction with the Town Centre Managers, BID Managers, Chamber of Commerce and other relevant stakeholders. | TBA   |
| 1  | Achieve increased business involvement in reducing crime and anti-social behaviour in the Town Centres | <p>An objective from the LB H&amp;F Regeneration Division Business Plan</p> <p>LB H&amp;F will work with key intermediaries in the borough to stimulate proactive involvement of borough-based businesses in seeking to reduce crime and anti-social behaviour in the Town Centres, based on a clear business case of competitive benefits improvements will create for businesses.</p> <p>This model will build upon the existing successes of the Community Policing Project in Shepherd's Bush, which involves Westfield, the Town Centre Manager, and other local firms.</p> | To be lead by LB H&F and developed in conjunction with the Town Centre Managers, BID Managers, Chamber of Commerce and other relevant stakeholders. | TBA   |

| ECONOMIC GROWTH & JOB CREATION ACTION PLAN |   |  |  |                     |
|--|---|--|--|---------------------|
| PA Ref                                     | Issues To Be Addressed                                  | Proposed Activity  | Implementation Arrangements  | Measurable Outcomes |
| 1  | Providing upskilling support for Town Centre businesses | Focusing LSC programme funding to deliver upskilling (such as Train to Gain) support to businesses in the three town centres, through activities with business support intermediaries in each of the three Town centres.   | To be lead by LB H&F and the LSC and developed in conjunction with Business Links, the Town Centre Managers, BID Managers, Chamber of Commerce and other relevant stakeholders.<br><br>To be financed with LSC Programme funding tied to NVQ (Levels 2 and 3), Apprenticeships, Work Based Learning and ESF Co-financing | TBA                 |
| 1  | Shepherd's Bush Green "Growth Pole" Strategy            | A dedicated strategy to optimise the potential benefits that the Westfield development could stimulate as a "growth pole" for Shepherd's Bush Town Centre.<br><br>Activities will look at the potential to develop premises at Shepherd's Bush Green into small flexible retail spaces, which are affordable and accessible to as wide a range of retailers and services as possible with the desire to create an area with a boutique feel similar to that of The Lanes in Brighton, which would offer a different type of space to that proposed in the new shopping centre. | To be lead/commissioned by LB H&F Regeneration Department and LB H&F Environmental Services Department (Planning Division).<br><br>To be developed in conjunction with Business Links, the Shepherd's Bush Town Centre Manager, Chamber of Commerce and other relevant stakeholders.                                     | TBA                 |
| 1  | Town Centres skills support for businesses              | Focusing LSC programme funding to deliver upskilling (such as Train to Gain) support to businesses in the three town centres, through partnership activities   | LSC Programme funding tied to NVQ (Levels 2 and 3), Apprenticeships, Work Based Learning and ESF   | TBA                 |

| ECONOMIC GROWTH & JOB CREATION ACTION PLAN |   |  |   |                     |
|--|---|--|---|---------------------|
| PA Ref                                     | Issues To Be Addressed                        | Proposed Activity  | Implementation Arrangements   | Measurable Outcomes |
|  |   |  | Co-financing<br><br>A mixture of pump-priming investment and mainstreaming  |                     |
| 2  | Local Procurement Support Initiative          | Developing a programme of activities to support local businesses to service procurement contracts with public sector customers in Hammersmith & Fulham, with the Council and PCT taking a direct role in the piloting phases.<br><br>This programme will seek to lever resources to deliver three-pronged approach to stimulating increased local procurement, which involves the supporting both the demand and supply sides and shaping the role of business support intermediaries.     | To be lead by LB H&F and developed in conjunction with Business Links, Chamber of Commerce and other relevant stakeholders. | TBA                 |
| 2  | Improving communication with local businesses | An early priority within the delivery of the EDS will be to create a more effective dialogue with the private sector and key intermediaries locally (such as the Chambers of Commerce), to explore possible approaches to supporting business engagement in economic development.  | To be lead by LB H&F and developed in conjunction with Business Links, Chamber of Commerce and other relevant stakeholders. | TBA                 |
| 2  | Third Sector Procurement Support Initiative   | Developing a programme of activities to support local Third Sector organisations to service procurement contracts with public sector customers in Hammersmith & Fulham, with the Council and PCT taking a direct role in the piloting phases.<br><br>This programme will seek to lever resources to deliver three-pronged approach to stimulating increased local procurement, which involves the supporting both the demand and supply sides and shaping the role of Third Sector support | To be lead by LB H&F and developed in conjunction with Third Sector organisations.  | TBA                 |

| ECONOMIC GROWTH & JOB CREATION ACTION PLAN |  |  |   |                     |
|--|--|--|---|---------------------|
| PA Ref                                     | Issues To Be Addressed                               | Proposed Activity  | Implementation Arrangements   | Measurable Outcomes |
|  |  | intermediaries.  |   |                     |
| 2  | Update existing/develop new Sector Skills strategies | In recognition that the competitive position of Hammersmith and Fulham has changed over the past ten years and will be influenced further through changes within the Borough and in the Sub Region, it is necessary to update sector skills strategies for the most important sectors within the Borough's economy (those which are stable contributors and those which are emerging drivers of growth)  | To be lead by LB H&F and developed in conjunction with the LSC.   | TBA                 |
| 2  | Upskilling retailers to improve competitiveness      | Providing upskilling support for retailers to help them develop competitiveness, including an accredited package of training, one to one mentoring and "mystery shopper" customer experience assessments.  | LCCMS has secured £2 million of ESF funding to provide training for retailers.<br><br>LB H&F will stimulate coordination of Borough-based beneficiaries through the Town Centre Managers, the Chamber of Commerce and other intermediaries. | TBA                 |
| 2  | Providing premises for start up businesses           | Strategies to ensure that appropriate business premises are provided to cater for the needs of small and medium sized enterprises.<br><br>In order to meet the particular needs of new start-up businesses a proactive approach will be adopted to diversify the location, type and size of premises, which should be affordable. In addition to providing incubator units it is also essential to provide suitable move on space to retain growing businesses within the borough. | To be lead by LB H&F.   | TBA                 |

| ECONOMIC GROWTH & JOB CREATION ACTION PLAN |  |   |   |   |
|--|--|---|---|---|
| PA Ref                                     | Issues To Be Addressed                                     | Proposed Activity   | Implementation Arrangements   | Measurable Outcomes   |
| 2  | Area Programme: Business Support Skills                    | Training and support towards the achievement of a diploma in financial management for small business owners   | £205,774 funding provided by the London Development Agency  | <ul style="list-style-type: none"> <li>• Job Creation: 55 jobs created</li> <li>• Business Creation: 45 new businesses created</li> <li>• Business Support: 200 businesses assisted</li> </ul>  |
| 2  | Area Programme: Visitor Development                        | Activities will include: <ul style="list-style-type: none"> <li>• Provision of information and advice to support to the Tourism Leisure, and Hospitality sector.</li> <li>• Build awareness of the borough as visitor destination</li> <li>• Promote the areas cultural diversity and accessibility through leisure and tourism.</li> </ul> | £141,614 funding provided by the London Development Agency  | Business Support: 100 businesses assisted   |
| 2  | Targeted Support Programme – April 2007 – March 2009       | Activities will include a bespoke business-coaching programme, work on business growth through franchising; and a series of initiatives to help show case new businesses.<br><br>There will also be specific financial skills training and a programme of support for businesses operating within the media and creative industries.        | £750,899 funding provided by the London Development Agency<br><br>This programme is currently being commissioned. Successful organisations will be notified in April 2007 | <ul style="list-style-type: none"> <li>• Job Creation: 30 jobs created</li> <li>• Business: Creation 40 new businesses created</li> <li>• Business Support: 100 businesses assisted</li> <li>• Skills: 40 Level 2 qualifications</li> <li>• Job Creation: 55 jobs created</li> <li>• Business Creation: 45 new businesses created</li> <li>• Business Support: 200 businesses assisted</li> </ul> |
| 3  | Business London Start Up Programme April 2007 – March 2009 | Activities will comprise a suite of activities to encourage and support pre-start and new businesses.   | £103,000 funding provided by the London Development Agency<br><br>The Business Enterprise Centre is the lead partner in Hammersmith & Fulham                              | TBA   |
| 3  | New Entrepreneurship Scholarship Programme                 | A pan London programme, for which the borough will have an allocation of 8 scholars.  | Approximately £12,000 provided by the LSC   | 8 scholar places allocated. 8 new start businesses  |

| ECONOMIC GROWTH & JOB CREATION ACTION PLAN |  |   |  |  |
|--|--|---|--|--|
| PA Ref                                     | Issues To Be Addressed   | Proposed Activity   | Implementation Arrangements  | Measurable Outcomes  |
|  |  | Scholars will be able to access 100 hours of business training and mentoring, with the potential of accessing a bursary of up to £1500 towards starting their business.   | The Business Enterprise Centre is the lead partner in Hammersmith & Fulham   |  |
| 3  | Managed starter space at Sullivan & Townmead business centres and BBC Viva City            | A LB Hammersmith & Fulham Regeneration Division Business Plan objective.<br><br>Activities focus on the development of managed starter space at Sullivan & Townmead business centres and BBC Viva City.   | To be lead by LB H&F, WCEG and the BBC.  | TBA  |
| 3  | Area Programme: Business support Targeted interventions                                    | Comprises a coaching and mentoring programme showcasing Franchising opportunities for residents.  | £327,120 funding provided by the London Development Agency   | <ul style="list-style-type: none"> <li>• Job Creation: 30 jobs created</li> <li>• Business Creation: 40 new businesses created</li> <li>• Business Support: 100 businesses assisted</li> </ul> |
| 3  | Area Programme: Business Support Skills  | A diploma in financial management for small business owners.  | £218,005 funding provided by the London Development Agency   | <ul style="list-style-type: none"> <li>• Business Support: 40 businesses assisted</li> <li>• Skills: 40 Level 2 qualifications</li> </ul>  |
| 4  | Developing targeted packages to encourage businesses to re-locate to Hammersmith & Fulham. | Developing a suite of packages comprising physical and online elements to encourage businesses to re-locate to the Borough, which focus on the location-specific benefits it offers and the coordination of support services new businesses arrivals can make benefit from.<br><br>Packages will be tailored for large businesses and SMEs and for key sectors implicit to local economic growth. | Elements of this service are currently commissioned through the West London Alliance.<br><br>Additional activities to be coordinated by LB H&F through the EDS Steering Group and business support intermediaries. | TBA  |

## 4. REDUCING WORKLESSNESS

Hammersmith & Fulham is most commonly perceived as an affluent and prosperous borough, but an overall picture of economic prosperity masks long-standing pockets of deprivation and worklessness; and a significant polarisation in educational attainment and economic opportunities exist between certain segments of the community which is more pronounced than in many other London boroughs. For example, the Indices of Deprivation (ID 2004), combined data on economic and social issues within small, neighbourhood level analyses, known as Super Output Areas (SOAs). According to ID 2004, Hammersmith & Fulham included areas which ranked amongst the 50 most deprived nationwide, a reality that is often masked by the overall wealth in the borough.

The proportion of borough residents who are of working age and economically active (working or looking for work) is slightly higher than the London and national averages (at 69.4%), and over half of the economically active residents in Hammersmith & Fulham are women. Furthermore, over 40% of working adults could be considered as “higher earners” and are “Large” employers (with more than 250 employees), managers or professionals; but 11.3% are in routine or semi-routine occupations; and 5.5% of adults have never worked or are long-term unemployed – a figure which has remained fairly stagnant for almost a decade, suggesting that a new and radical approach may be required to breach this threshold level.

### THE TRUE COST OF WORKLESSNESS TO OUR LOCAL ECONOMY

Beyond the obvious social injustices brought about by worklessness such as marginalisation, social exclusion and alienation, economic inactivity creates a disproportionately high cost to tax payers and the local economy as a whole in terms of the payment of benefits to individuals, but the true cost of worklessness to the local economy extends way beyond this figure:

- Higher rates of crime and anti-social behaviour and damages to the public realm are common to areas suffering from high levels of worklessness, where individuals no longer consider themselves to be stakeholders in the wider society in which they live.
- Drug misuse and ill-health are more prevalent amongst the poorest members of the community and the inexcusable link between worklessness and poor mental and physical health is amongst the key issues that must be tackled – adults in the poorest fifth of the income distribution are twice as likely to be at risk of developing a mental illness as those on average incomes.
- Current actions to look at worklessness in a fresh way have recognised that the system has failed to help many individuals to access work, who may be able to do so. For example it is recognised that many claimants of Incapacity Benefit who are unable to continue with their previous employment may be adequately suited to other types of work and should be supported to secure this work. At present, statistics show that once someone has been on Incapacity Benefit for two years, they are more likely to die or retire than they are to ever work again.

Geography is a major factor in determining the polarisation of worklessness in Hammersmith & Fulham, which is particularly pronounced in areas that have historically suffered from multiple deprivation. Whilst the majority of wards have economic activity rates close to the borough-wide average, College Park & Old Oak and Wormholt & White City in the North of the borough have much lower levels of economically active residents, as do the wards within the North Fulham New Deal for Communities Partnership towards the South of the borough. This situation has been exacerbated not only through the decline of “blue collar” manufacturing sectors that had traditionally created employment for these communities, but also through near-sighted Central Government social housing policies, which had inadvertently created imbalanced communities that were predominantly composed of residents on low-incomes or dependant on benefits – an estimated 70% of social housing tenants in the borough are currently workless and depending on benefits for survival.

This approach has resulted in further isolating these communities from much of the economic growth and opportunities that have benefited Hammersmith & Fulham and has arguably reinforced inter-generational cycles of long-term benefit dependency, making it much harder for latter generations from these areas in particular to form and act upon personal employment aspirations.

The Economic Development Strategy recognises the need for bold steps to address the long-standing worklessness challenge in Hammersmith & Fulham. If we do not succeed in taking on this challenge, the polarisation of economic opportunity will continue and deepen as these individuals fail to become stakeholders in economic growth, which is not only the worst case scenario for these people, but for the wider Hammersmith & Fulham economy.

The following section sets out what we want to achieve and the bold and innovative ways that we will tackle worklessness, encompassing a partnership driven ethos with local agencies and Residential Social Landlords (RSLs) in particular, developing more robust progression routes to employment and tackling the physical environments which lead to insular and dependent communities.

## 4.1 WHAT WE WANT TO ACHIEVE

The Council and its partners have set out a series of 3 key priorities within the worklessness theme, which we consider as imperative to delivering positive and sustainable economic improvements in Hammersmith & Fulham. Each of these will be translated into delivery and action, guided by the Worklessness Theme Action Plan (TAP), key targets and indicators. The Council will play a pivotal role in catalysing the delivery activities of stakeholders and partners, through the appropriate use of its policies, relationships and resources, as will the EDS Steering Group.

### 4.1.1 PRIORITY FIVE: DELIVERING BALANCED COMMUNITIES

Areas suffering from high levels of multiple deprivation and worklessness can often become insular and dislocated from the wider communities in which they sit, reinforcing a vicious circle of underachievement and inter-generational benefit dependency in many instances. Furthermore, where residents do manage to improve their personal circumstances, they will usually leave the area; thereby creating a “churn” of occupancy that fails to stimulate positive regenerative effects locally.

The London Housing Strategy identifies that:

*“A more mixed balance of tenure would contribute to more socially inclusive communities with a wider range of incomes and level of economic opportunity. Such communities are more likely to be able to sustain jobs, shops and other local services”.*

Therefore, alongside the priority actions for supporting the individual, we will adopt a regenerative planning approach to developing more balanced communities, which includes stimulating a greater mixture within the tenure and occupancy types of major social housing estates in the borough, including seeking to deliver a greater mix of public and private housing, and seeking to stimulate new business investments in the area, which will create stronger connections within our communities and will stimulate a culture of aspiration and economic participation.

Where appropriate, we will seek to stimulate local people to take a more directly active role in the local economy by enabling more people to become stakeholders in it, which will be achieved through new Supported Home Ownership schemes, which enable people to take an equity stake in their homes and therefore their neighbourhoods and the wider community. This approach is in line with the DCLG's 5 Year Housing Plan to offer “as many people as possible the opportunity to own a home, providing they can sustain the commitments that go with it”. Recent developments within this agenda suggest that Central Government policies will soon seek to open this opportunity up further, by allowing tenants to take smaller shares in ownership than have previously been offered.

In tandem with providing the right type of accommodation for businesses there is a need to ensure that people have access to housing, as the lack of suitable accommodation would result in people leaving the borough. One of the areas of concern is that there is insufficient Intermediate housing for people in the borough. This shortage will exacerbate people's need to migrate out of the borough, widening the gulf between the social rented and private housing markets.

In addressing this shortfall in intermediate housing, strategies for employment sites, should consider whether a more flexible approach should be adopted to permit mixed use and/or residential schemes; dependant up the sites designation.

#### **4.1.2 PRIORITY SIX: IMPROVING COORDINATION TO ACHIEVE BETTER ACCESS TO SERVICES & ROBUST PROGRESSION ROUTES TO WORK**

Whilst there are clearly many successful projects and initiatives locally which tackle the myriad causes and effects of worklessness, scope exists to enhance the reach and impact of these by improving the coordination between the work of delivery partners and by bringing key services "to the doorsteps" of those who need them most.

As highlighted earlier, approximately 70% of social housing tenants in Hammersmith & Fulham are currently workless and depending on benefits for survival making up the largest single group within the estimated 21,000 workless residents in the borough. Furthermore, research suggests that people living in communities suffering from high levels and worklessness and multiple deprivation are often the least able or prepared to travel to access the support services they require.

Working closely with RSLs in the borough and key service providers (such as Jobcentre Plus, the Learning & Skills Council and Primary Care Trust), we will seek to secure and steer resources to deliver coordinated initiatives and outreach work on-site at the main estates and clusters of social housing in the borough and where these activities cannot be fulfilled through existing budgets, we will seek to secure the necessary resources from public grant funding rounds.

Where possible we will look to identify and build on successes within the borough, and seek to upscale or replicate effective intermediary and engagement models as appropriate (such as Threshold Housing's Neighbourhood Initiatives Team). But we also recognise that this working relationship will bring new challenges and requires a cultural shift in the working practices of many of the key partners to be involved.

Projected growth in existing and new sectors and major investments in the borough will also create significant numbers of new jobs locally, with the White City Retail development in particular creating thousands of employment opportunities requiring different levels of skill. A significant proportion of these will be retail and leisure related and potentially accessible to lower-skilled residents or those requiring part-time/flexible hours.

As such, the EDS must seek to create effective brokerages to bolster supply chains that will link local people and opportunities, whilst ensuring people are supported to develop the skills required to become "fit for purpose" (tackled as a linked action under the Improving Economic Prospects through Learning & Skills Theme).

Throughout the lifespan of the EDS the Council and partners aim to achieve a "future-facing", approach to brokerage, which will ensure that local people are ready to take up opportunities as and when new employment opportunities come on stream. Where appropriate, we will look to support, upscale or replicate existing brokerage models which have worked successfully locally (such as in Park Royal); or we will look to adopt or develop new models as appropriate.

Aftercare will also play an important role in delivering sustainable improvements in tackling worklessness, as an estimated two-fifths of those getting work through supported schemes are out-of-

work again within six months and tracking long term unemployed into work is a key agenda issue for many partners locally.

#### 4.1.3 PRIORITY SEVEN: STIMULATING ACCESSIBLE ECONOMIC OPPORTUNITIES FOR DISABLED RESIDENTS

The largest single category of the workless population is that of people claiming benefits related to sickness and disability, which numbers approximately 9,225 residents in 2006/07. One in five adults with a work-limiting disability are not working but want to - this compares with one in fifteen of those with no work-limiting disability. At all qualification levels, the proportion of people with a work-limiting disability who lack but want paid work is much greater than for those without a work-limiting disability, of which are supposedly sick and disabled.

These stark statistics reveal the significant challenge that we must embrace in supporting our residents who are disabled to secure employment. Furthermore, there will be a seismic change in the approach to incapacity benefit when relevant new laws come into effect: "Pathways to employment" will directly target those on incapacity benefit with the aim of getting them off of benefits and trained or in work; and will start with new claimants and then go back to tackle the backlog.

Therefore, the Council and partners wishes to develop a coordinated programme of activities tackle the challenges that limit economic opportunities for local people who receive incapacity benefit, to provide them with the opportunities and support to become active stakeholders in our economy, which will run as a common theme through the actions proposed in this strategy. This will be conducted in conjunction with key stakeholders locally, as well as together with the LDA as part of its wide-ranging review and reorganisation of business support in London around support for people who are disabled, within the revision of the Business Links contract.

### 4.2 TARGETS & INDICATORS

Within the Reducing Worklessness theme there will be numerous actions and projects that we will undertake to stimulate the positive changes required, which will encompass a varied range of impact measurements. However, the following targets and indicators will constitute the pervasive measures of overall success within this theme.

| TARGETS & INDICATORS<br>REDUCING WORKLESSNESS   |   |
|---|---|
| TARGETS & INDICATORS  | DATA COLLECTION   |
| <p><b>Basic Skills:</b> A 3% reduction in the proportion of local residents lacking basic skills in literacy or numeracy. The Government's Skills for Life survey indicated that the level of poor numeracy skills amongst adults in H&amp;F, is 47% (compared to a national average of 47%), the level of poor literacy skills is 9% in H&amp;F (compared to a national average of 11%).</p> | <p>Data to be provided by LSC and LBH&amp;F and to be collected and analysed by LB H&amp;F.</p> |

### 4.3 STRATEGIC LINKAGES & KEY SITES

The following table outlines the key linkages between the priority aims of the Reducing Worklessness theme and the stated objectives of the London Economic Development Strategy – Sustaining Success.

#### KEY LINKAGES WITH THE OBJECTIVES OF THE LONDON EDS – SUSTAINING SUCCESS

1. Support the delivery of the London Plan, to promote sustainable growth and economic development
3. Deliver healthy, sustainable, high quality communities
4. Tackle barriers to employment
5. Reduce disparities in labour market outcomes between groups
6. Address the impacts of concentrations of disadvantage
7. Address barriers to enterprise start-up growth and competitiveness
9. Improve the skills of the workforce
10. Maximise the productivity and innovation potential of London's enterprises

Developing formalised linkages with other strategies of key stakeholders represented on the EDS Steering Group will be essential - to lever resources and benefits achievable uniquely through partnership working. These areas will be addressed directly by the EDS Steering Group and will be formalised through the Action Plans it sets.

#### 4.3.1. FOCAL SITES WITHIN THIS THEME

Thematic activities will be principally focused on the following locations within the borough:

- Wards suffering from the highest levels of multiple deprivation
- The Borough's Employment Zones
- Holdings of social housing within Hammersmith & Fulham
- Shepherd's Bush, Hammersmith and Fulham Town Centres
- Park Royal and White City Opportunity Areas
- North Fulham NDC Partnership Area

#### 4.4 THEME ACTION PLAN

The Council and EDS Steering Group have developed a Theme Action Plan (TAP) for the Reducing Worklessness theme, which will assist it to focus and mobilise partnerships and resources towards fulfilling the Priority Aims of this theme.

The Reducing Worklessness TAP is summarised below. Whilst each of the actions it outlines will be subject to further development, delivery and implementation arrangements, this summary is designed to provide the reader with an at a glance overview of the course of action proposed.

Furthermore, reflecting the requirement that the EDS must serve as a live tool which can evolve throughout its five year lifespan to deliver optimal impacts, each Action Plan will undergo regular modifications, to reflect the progress it achieves and the logical progression which will occur as new partnerships mature, as achievements yield new opportunities, and as new funding opportunities become available.

The Reducing Worklessness TAP is summarised under the following five headings:

- i. **Priority Aim Reference:** this identifies the Priority Aim which the activity will contribute towards
- ii. **Issues to be Addressed:** this describes the issue or problem that needs to be addressed
- iii. **Proposed Activity:** this details the activity that will be undertaken to address the issue
- iv. **Implementation Arrangements:** this makes recommendations about the type of organisations that should lead in addressing and resolving the issue and the potential funding sources that could be brought to bear
- v. **Measurable Outcomes:** this includes the actions that will determine how the issue is being progressed

| REDUCING WORKLESSNESS ACTION PLAN |   |   |  |                     |
|-----------------------------------|---|---|--|---------------------|
| PA Ref                            | Issues To Be Addressed  | Proposed Activity   | Implementation Arrangements  | Measurable Outcomes |
| 5                                 | Ensuring the EDS is effectively aligned with the Council's Supported Home Ownership and Affordable Homeownership strategies | Supporting the Council's home ownership strategies is a key requirement as the creation of greater opportunities for residents to take an equity stake in their homes and the creation of housing to service unmet intermediate housing needs are a cornerstone of achieving balanced communities in the Borough.<br><br>Therefore, the EDS will seek to align its actions as | Progress of the housing strategies must be highlighted as an ongoing concern at meetings of the Corporate Regeneration Board and the EDS Steering Group. | TBA                 |

| REDUCING WORKLESSNESS ACTION PLAN |  |  |   |                     |
|-----------------------------------|--|--|---|---------------------|
| PA Ref                            | Issues To Be Addressed   | Proposed Activity  | Implementation Arrangements   | Measurable Outcomes |
|                                   |  | appropriate, to ensure that the approaches it adopts respond to these strategies accordingly. These approaches will be further developed when the housing strategies reach the delivery phase.   |   |                     |
| 5.                                | Delivering physical realm improvements to improve community cohesion and stimulate broader interest from people and businesses | <p>Seek public and private investment to deliver physical and environmental improvements.</p> <p>Initially this will require the clarification of which sites within the borough are suitable for open market / developer investment and which should be safeguarded for non-commercial investment only.</p> <p>This activity should also explore opportunities to support projects which seek to create environmental improvements through community collaboration.</p> | To be lead by LB H&F.   | TBA                 |
| 5.                                | Undertake a community facilities audit   | Audit community facilities to establish where gaps in provision exist for the most deprived neighbourhoods and to identify where dislocation exists when facilities are available, but are under-used.   | To be lead by LB H&F in conjunction with the Third Sector.  | TBA                 |
| 5                                 | Explore opportunities to secure funding to divest Council-held assets for training and Voluntary and Community Sector uses     | <p>The Community Asset Transfer Fund is a new £30 million funding source to support local authorities to divest Council-held assets to the Third Sector for Community uses.</p> <p>More information is to be made available about the funding in Spring of 2007. LB H&amp;F and EDS Steering Group partners should make provisions to consider the potential offered by this fund and if appropriate to establish an application for funding accordingly.</p>            | <p>LB H&amp;F to identify potentially suitable premises within the portfolio of Council held properties.</p> <p>LB H&amp;F to monitor the allocation arrangements for the Community Asset Transfer fund and to determine its approach to bidding together with the EDS Steering Group and</p> | TBA                 |

| REDUCING WORKLESSNESS ACTION PLAN |  |   |  |   |
|-----------------------------------|--|---|--|---|
| PA Ref                            | Issues To Be Addressed   | Proposed Activity   | Implementation Arrangements  | Measurable Outcomes   |
|                                   |  |   | Third Sector representatives in particular.  |   |
| 6                                 | Delivery of the Area Programme: Social Housing Project   | Outreach advice and information to residents on the estate, objective to move residents claiming benefits into skills, employment or self employment activities   | £91,684 funding provided by the London Development Agency.<br><br>Provider to be appointed by LB H&F   | Employment Support: 300 people assisted to get a job and 50 jobs created. |
| 6                                 | Improving the coordination of employment brokerage within the borough                              | Working collaboratively to “de-fragment” the support offer. Where possible, establishing shared protocols for referrals between partners to deliver improved progression routes to employment.  | LB H&F to lead and to work collaboratively with JC+, Third Sector organisations, and other stakeholders as appropriate.  | TBA   |
| 6                                 | Engaging workless residents in non-traditional locations and community “hubs”                      | Achieve improved engagement with workless residents through coordinated provision of support services at community “hubs” (such as GP’s surgeries, schools, shops, etc). To reach people that are not engaging with support providers and to build upon “trusted intermediary” relationships to prompt re-engagement.   | LB H&F to lead and to work collaboratively with JC+, PCT, LSC, Third Sector organisations, and other stakeholders as appropriate.  | TBA   |
|                                   | Improving the coordination of resources between EDS Steering Group members to address worklessness | Work with the LSC, Primary Care Trust, Jobcentre Plus, Housing Providers, and Further Education Colleges to lever in resources to develop the opportunities of residents through discretionary and mainstream funding streams.<br><br>This approach should then also be explored with other EDS Steering Group members. | LB H&F to work collaboratively with the LSC, Primary Care Trust, Jobcentre Plus, Housing Providers, and Further Education Colleges, and other EDS Steering Group members as appropriate. | TBA   |

| REDUCING WORKLESSNESS ACTION PLAN |   |   |   |                       |
|-----------------------------------|---|---|---|-----------------------|
| PA Ref                            | Issues To Be Addressed  | Proposed Activity   | Implementation Arrangements   | Measurable Outcomes   |
| 6                                 | Working with Residential Social Landlords to improve learning and skills engagement with Social housing tenants on Incapacity Benefit                   | <p>Having acknowledged that significant concentrations of workless residents exist amongst residents of social housing in the Borough, the EDS Steering Group wishes to deliver a new coordinated approach with RSLs at the heart to stimulate more effective engagement of workless tenants of social housing in support packages that address their needs.</p> <p>The preferred approach will deploy a collaborative delivery approach, including outreach and brokerage to deliver more effective resident engagement and smoother beneficiary transition between support providers.</p> | Initially, this will require the identification of a possible delivery model and resources through coordinated discussions of the EDS Steering Group.   | TBA                   |
| 6                                 | Delivering the Area Programme: Linkages programme   | <p>Priorities will include:</p> <ul style="list-style-type: none"> <li>• Connecting Area Programme activities</li> <li>• Leading on referral protocols and information sharing and networking</li> </ul>  | £194,762 (LDA)  | 300 people progressed |
| 6                                 | Delivering an innovative approach to Aftercare  | Securing resources and developing strategies to establish effective aftercare support to improve retention rates for workless residents receiving support to re-enter employment.   | LB H&F to work collaboratively with the LSC, Primary Care Trust, Jobcentre Plus, North Fulham NDC, Housing Providers, and Further Education Colleges, Third Sector organisations and other EDS Steering Group members as appropriate. | TBA                   |
| 6                                 | Creating greater differentiation in the offer for workless residents who are work ready and those who are facing more significant basic skills barriers | Tailoring and differentiating projects for those who are work ready and those who are facing more significant basic skills barriers to improve the quality of the beneficiary experience and overall likelihood of  | LB H&F to work collaboratively with the LSC, Primary Care Trust, Jobcentre Plus, North  | TBA                   |

| REDUCING WORKLESSNESS ACTION PLAN |   |  |  |                     |
|-----------------------------------|---|--|--|---------------------|
| PA Ref                            | Issues To Be Addressed  | Proposed Activity  | Implementation Arrangements  | Measurable Outcomes |
|                                   |   | a positive outcome.  | Fulham NDC, Housing Providers, and Further Education Colleges, Third Sector organisations and other EDS Steering Group members as appropriate.   |                     |
| 7                                 | Provide vocation and Education support for people with mild to moderate mental health needs | <p>The Goals are:</p> <ul style="list-style-type: none"> <li>• Earlier intervention in mental health problems</li> <li>• Get people on Incapacity Benefit back to work</li> <li>• Improve social inclusion</li> </ul> <p>Activities will target populations that use community and acute MH services</p> <p>Goals will be addressed by the following activities:</p> <p>a. Mental Health Vocational Project</p> <ul style="list-style-type: none"> <li>• Delivering early intervention within a co-ordinated social inclusion framework</li> </ul> <p>b. Mental Health Employment Project</p> <ul style="list-style-type: none"> <li>• Improving MH management in Pathways-to-work</li> <li>• Building links with employers through retention programs</li> <li>• Supporting those with severe &amp; enduring needs</li> </ul> <p>c. Community Development workers</p> <ul style="list-style-type: none"> <li>• Greater understanding and ownership of the issues facing people from the BME communities so that real improvement takes place in the commissioning and provision of mental health services across the full age range.</li> </ul> | <p>Activities are funded with £180,000 provided by the PCT</p> <p>Funding will be delivered via 3 year rolling contract starting July 07</p> <p>Lead Partners:</p> <ul style="list-style-type: none"> <li>• Hammersmith &amp; Fulham</li> <li>• MIND</li> </ul> <p>Stakeholders:</p> <ul style="list-style-type: none"> <li>• PCT</li> <li>• GPs</li> <li>• Council</li> <li>• CAB</li> <li>• West London Mental Health Trust</li> <li>• Job Centre Plus</li> <li>• West London College</li> </ul> | TBA                 |

| REDUCING WORKLESSNESS ACTION PLAN |  |  |   |  |
|-----------------------------------|--|--|---|--|
| PA Ref                            | Issues To Be Addressed   | Proposed Activity  | Implementation Arrangements   | Measurable Outcomes  |
| 7                                 | Provision of an employment support service within a GP practice – targeting patients with mild/moderate mental health needs. | Launch of a GP Employment Advisors project. Further provision details to be determined.  | <p>£110,000 funding to be provided by the LDA .</p> <p>Mainstream service in 2008/09 (subject to evaluation)</p> <p>Lead Partner:</p> <ul style="list-style-type: none"> <li>• PCT</li> </ul> <p>Stakeholders:</p> <ul style="list-style-type: none"> <li>• NDC</li> <li>• GPs</li> <li>• Mind</li> <li>• CAB Barons court</li> <li>• Black User Group</li> </ul> | TBA  |
| 7                                 | Mind: Business Coaching for Social Enterprises   | Working with Hammersmith & Fulham Mind, through the provision of business coaching support to assist the three social enterprises which they have established.   | <p>£12,000 – March 2007</p> <p>£10,000 – April 2007 onwards</p> <p>Delivered by LB H&amp;F and Mind.</p>  | TBA  |
| 7                                 | Delivery of the Area Programme: GP referral project:   | A GP based employment project, aiming to move residents claiming benefits as a result of low-level health related problems into skills, employment or self employment activities.                              | <p>£104,416 funding provided by the London Development Agency</p> <p>Provider to be appointed by LB H&amp;F.</p>  | Employment Support: 160 people assisted to get a job and 30 jobs created           |
| 7                                 | Delivery of the Area Programme: Specialist support for disabled people and those claiming benefits on health grounds         | The provision of specialist employment support and advice to disabled people which targets IB claimants with the following conditions; milder mental health needs (stress, anxiety and depression) ; muscular- | £368,117 funding provided by the London Development Agency  | Employment Support: 200 disabled people assisted to get a job and 50 jobs created. |

| REDUCING WORKLESSNESS ACTION PLAN |   |   |   |                     |
|-----------------------------------|---|---|---|---------------------|
| PA Ref                            | Issues To Be Addressed  | Proposed Activity   | Implementation Arrangements   | Measurable Outcomes |
|                                   |   | skeletal problems (back/neck pain) Cardio Vascular (angina, blood pressure, respiratory illness)<br>Specialist advice to employers on recruiting and retaining disabled employees.  | Provider to be appointed by LB H&F.   |                     |
| 7                                 | "Customer Satisfaction Survey" of residents with disabilities   | Undertaking an experiential survey of residents with disabilities to explore their views and needs around the areas of employment, learning and skills and how their needs could be better serviced.<br><br>The findings of this survey should then feed back the EDS steering Group to inform the planning processes of LB H&F and other local stakeholders. | Delivered by LB H&F in conjunction with key providers of services to residents with disabilities and the PCT. | TBA                 |
| 7                                 | Supporting the creation of Internships for residents with disabilities and their carers/families.                                   | Aim to secure further resources to upscale the ASDAN Community Volunteering and Internship Programme developed by HAFAD and seek to develop effective progression routes for beneficiaries.   | LB H&F and other EDS stakeholders to support key providers of services to residents with disabilities.        | TBA                 |
| 7                                 | Supporting new partnerships which promote private sector employment opportunities for residents with disabilities.                  | Secure resources/support from Steering Group members for the HAFAD Academy in partnership with GlaxoSmithKline, to upscale activities and engage more businesses in similar initiatives.  | LB H&F and other EDS stakeholders to support key providers of services to residents with disabilities.        | TBA                 |
| 7                                 | Supporting the provision of services for young disabled people to build confidence and facilitate pathways into the wider community | Seek support and develop brokerage arrangements with EDS Steering Group members and Third Sector bodies to upscale service provision.   | LB H&F and other EDS stakeholders to support key providers of services to residents with disabilities.        | TBA                 |
| 7                                 | Support the development of the Advocacy Partnership (AP)  | Support the AP of HAFAD, MIND, MENCAP, CITAS and the Forward Project, by establishing robust linkages with organisations represented on the EDS Steering Group.   | LB H&F and other EDS stakeholders to support key providers of services to residents with disabilities.        | TBA                 |

## 5. IMPROVING ECONOMIC PROSPECTS THROUGH LEARNING & SKILLS

As well as stimulating business growth, entrepreneurship and commercial investment in Hammersmith & Fulham, to be truly successful, the Economic Development Strategy must ensure that local people are supported to learn and develop the skills necessary to participate in; benefit from; and help drive economic growth. This is not only crucial in terms of reducing the “productivity gap” and its direct impact on the local economy, but also in terms of tackling the wider economic and social impacts of deprivation and a polarised economy.

However, the void between adults with little formal qualifications and viable employment opportunities is becoming wider. Because of the size of the available labour market on Hammersmith & Fulham’s “doorstep”, many employers are able to ask for qualification levels that are far higher than those commensurate with the requirements of the posts they offer. This will have major implications for the availability of viable employment opportunities for the least qualified residents and it is not unrealistic to assume that all employers will be asking for NVQ Level 3 as a minimum for almost all jobs – our business survey identified that 58% of firms consulted stated that this was the reality for their business.

Although Hammersmith & Fulham is a net importer of workers overall, with 17% more jobs in the borough than local residents in employment, the borough has effectively experienced a stagnation in the proportion of workless residents over the past decade. When also considering that over two thirds of the businesses we consulted identified that more of their employees lived outside of the borough, this clearly demonstrates that whilst jobs may be available in the borough, external pressures and competition for jobs from non-residents have led to an effective increase in the minimum requirements and created stronger barriers.

18% of adults aged between 16 and 74 in the borough have no formal qualifications, which is better than London as a whole, and England, but masks clear pockets of deprivation within the borough - the adult population without qualifications is predominantly concentrated in the North of the borough, particularly in College Park and Old Oak ward, where almost a third of the adult population have no qualifications. All key practitioners agree that skills are the key to sustainable employment; and the Learning & Skills Council has identified that nationally, around half of adults with no formal qualifications are not in work, compared with one in five adults with Level 3 qualifications, or greater.

As Hammersmith & Fulham enters a period of transformative investment (including the £1.6 billion Westfield London development in the White City area), and also exhibits strong potential for growth within established sectors and in new areas, the EDS must ensure that local people are supported to engage with the employment opportunities created, which will include a variety of high and low skilled requirements.

Whilst there are a number of recognised and effective employment brokerages within the borough (with Park Royal demonstrating particular success), practitioners have identified that they have not been able to achieve the sustainable improvements desired for lower skilled residents, and critical deficiencies in basic skills, the English language, numeracy, and customer service skills have been recognised by local businesses as the main issues that have prevented people from holding down these positions.

Therefore, the need to deliver more effective brokerage arrangements, with greater flexibility in provision and improved linkages to learning and skills development support is a key aspiration within this EDS, which will only be achieved through effective service coordination and joint working,

However, Hammersmith & Fulham recognises that the long term economic prosperity of the borough is dependent on fostering and maintaining a balanced and competitive skills set across lower and higher skilled professions. In particular, the Westfield development is set to create a demand for higher-level retail skills, which is recognised as an under-served area of the education syllabus.

Most 17-year-olds with 5 or more good GCSEs go on to achieve further qualifications, but most 17-year-olds without such qualifications still lack NVQ Level 2 (or equivalent) at age 25. Supporting our children and young people to develop their talents and skills to the best of their abilities must be considered as vital to sustainable economic growth and the EDS embraces ambitious and innovative approaches (such as Building Schools for the Future and Centres of Vocational Excellence) which will provide young people with the best opportunity to do this. Furthermore, special consideration must be paid to support those young people who are NEET (Not in Education, Employment, or Training) to become active stakeholders in our economy.

Our approach to improving economic prospects through learning and skills also recognises the rich diversity within the borough and the important contribution that Black, Asian, and Minority Ethnic (BAME) communities make to our local economy and society. In terms of immigration patterns, new arrivals to the borough are helping to fulfil unmet demand for workers across a broad base of sectors, and particularly jobs at the lower end of the pay spectrum.

Whilst this is not necessarily reflected in the levels of qualifications held, these individuals are perhaps more willing to accept lower-status employment (often because they are not held back by the benefits trap) and are willing to take on these types of employment in the hope of a better future for their families. The EDS must reflect the needs of both new and long established immigrant communities and must also help lay the foundations to address the different needs and aspirations of second and latter generation immigrants from recent arrivals, so that these communities are able to make the most of their talents and that our economy is also able to benefit from their efforts.

As well as responding to the different needs of this ethnically diverse borough, the introduction to the EDS also set out other groups, which the borough and partners consider as priorities for support (including people who are disabled, lone parents and older residents, amongst others). The strategic actions proposed below recognise that the best outcomes can only be achieved through partnership working, and set out an inclusive agenda for improving economic prospects through learning and skills.

## 5.1 WHAT WE WANT TO ACHIEVE

The Council and its partners have set out a series of two key priorities within the Improving Economic Prospects Through Learning & Skills theme, which we consider as imperative to delivering positive and sustainable economic improvements in Hammersmith & Fulham. Each of these will be translated into delivery and action, guided by the Improving Economic Prospects Through Learning & Skills Theme Action Plan (TAP), key targets and indicators. The Council will play a pivotal role in catalysing the delivery activities of stakeholders and partners, through the appropriate use of its policies, relationships and resources, as will the EDS Steering Group.

### 5.1.1 PRIORITY EIGHT: HELPING RESIDENTS TO OVERCOME BASIC SKILLS & CIRCUMSTANTIAL BARRIERS TO SUSTAINABLE EMPLOYMENT

The Council and partners recognise that a reduction in the proportion of local people with no qualifications is critical to enabling these individuals to take a proactive stake in the local economy. We recognise that the wider competition for employment opportunities within a capital of that benefits from world class transport links and extensive commuter patterns has meant that for many jobs, NVQ Level 3 is considered a minimum, which means that a significant proportion of our community are effectively unable to secure suitable employment to provide for their needs.

Furthermore, the borough benefits from the rich diversity of existing communities and new arrivals, but for many industries and particularly those with a strong service element, English is a necessary basic skill. The borough benefits from leading edge provision of ESOL courses, with Hammersmith, Ealing and West London College in particular recognised for the excellence of its ESOL provision.

The Council and partners will seek to work collectively to deliver partnership solutions to tackling the “basic skills barrier”, and will seek to identify and champion systems and practices which are effective, and to secure resources to further the positive impacts that create locally.

We recognise that for many of the most vulnerable members of our community (such as lone parents), the barriers to learning and training are largely circumstantial. To address this, the EDS will establish better coordination of support provision for our vulnerable residents, working with stakeholders to provide services that are accessible and attractive to these residents, and are designed to be delivered in innovative ways that remove the barriers to learning – such as delivering an extended schools agenda and working with RSLs and the Third Sector to provide “on the doorstep” opportunities.

### 5.1.2 PRIORITY NINE: STIMULATING THE SUPPLY OF SUITABLY SKILLED LOCAL LABOUR TO MEET THE NEEDS OF GROWING SECTORS & IMPROVED ROUTES TO EMPLOYMENT

Hammersmith & Fulham and the wider sub-region and region are amidst a period of considerable economic opportunity. Within the borough, we are on the cusp of one of the most significant physical urban regeneration developments of recent times, with the development of Westfield London; the opportunities of the West London corridor offer major potential to our businesses, as does the 2012 Olympics, amongst others.

We will seek to stimulate the supply of suitably skilled local labour to ensure that these economic opportunities create the optimal benefit for our residents and businesses. This will be achieved through furthering our existing relationships with Centres of Vocational Excellence linked to key industries locally, working with employers to identify the skill sets that they require, using social clauses within major procurement contracts and section 106 agreements to deliver learning assets, and forming strong and effective partnerships with delivery agencies; to bridge demand for labour and local supply.

In order to reduce the level of worklessness in the borough's and its dependence on the in-flow of commuters, planning obligations will be used to establish training based regeneration programmes and improve access to a range of employment opportunities (including construction and retail).

In addition to providing suitable training it is also important to facilitate the provision and access to affordable premises, which are flexible for a range of uses, together with offering business support to new enterprises.

## 5.2 TARGETS & INDICATORS

Within the Improving Economic Prospects Through Learning and Skills theme there will be a number of actions and projects that we will undertake to stimulate the positive changes required, which will encompass a varied range of impact measurements. However, the following targets and indicators will constitute the pervasive measures of overall success within this theme.

| TARGETS & INDICATORS<br>IMPROVING ECONOMIC PROSPECTS THROUGH LEARNING & SKILLS  |  |
|---|--|
| TARGETS & INDICATORS  | DATA COLLECTION  |
| <p><b>Welfare Benefit Dependency (Worklessness):</b> A reduction in the proportion of working age residents in receipt of out of work benefits (Income Support, Incapacity Benefit, and Jobseekers Allowance) by 2% from 14.1% of the working age population to 12.1% of the working age population. (This is in line with the Neighbourhood Renewal Floor target. As of August 2006 18,130 working age residents were on welfare benefits; jobseekers allowance, income support, or incapacity benefit.)</p> | <p>Data to be provided by JC+ and LB H&amp;F and to be collected and analysed by LB H&amp;F.</p> |

| TARGETS & INDICATORS<br>IMPROVING ECONOMIC PROSPECTS THROUGH LEARNING & SKILLS  |   |
|---|---|
| TARGETS & INDICATORS  | DATA COLLECTION   |
| <b>Employment Rate:</b> A 2% increase in the employment rate, from 69.5% to 71.5%. The working age population in the borough is 128,500 The London rate employment rate is 68.6%. | Data to be provided by JC+ and LB H&F and to be collected and analysed by LB H&F. |

### 5.3 STRATEGIC LINKAGES & KEY SITES

The following table outlines the key linkages between the priority aims of the Improving Economic Prospects Through Learning and Skills theme and the relevant stated objectives of the London Economic Development Strategy – Sustaining Success.

| KEY LINKAGES WITH THE OBJECTIVES OF THE LONDON EDS – SUSTAINING SUCCESS |  |
|---|--|
| 3.  | Deliver healthy, sustainable, high quality communities   |
| 4.  | Tackle barriers to employment  |
| 5.  | Reduce disparities in labour market outcomes between groups  |
| 6.  | Address the impacts of concentrations of disadvantage  |
| 7.  | Address barriers to enterprise start-up growth and competitiveness                                 |
| 9.  | Improve the skills of the workforce  |
| 10.   | Maximise the productivity and innovation potential of London's enterprises of London's enterprises |

Developing formalised linkages with other strategies of key stakeholders represented on the EDS Steering Group will be essential - to lever the resources and benefits achievable uniquely through partnership working. These areas will be addressed directly by the EDS Steering Group and will be formalised through the Action Plans it sets.

#### 5.3.1. FOCAL SITES WITHIN THIS THEME

Thematic activities will be principally focused on the following locations within the borough:

- Ealing, Hammersmith & West London College sites
- Wards suffering from the highest levels of multiple deprivation
- The Borough's Employment Zones
- Holdings of social housing within Hammersmith & Fulham
- Shepherd's Bush, Hammersmith and Fulham Town Centres
- Park Royal and White City Opportunity Areas
- North Fulham NDC Partnership Area

## 5.4 THEME ACTION PLAN

The Council and EDS Steering Group have developed a Theme Action Plan (TAP) for the Improving Economic Prospects Through Learning & Skills theme, which will assist it to focus and mobilise partnerships and resources towards fulfilling the Priority Aims of this theme.

The Improving Economic Prospects Through Learning & Skills TAP is summarised below. Whilst each of the actions it outlines will be subject to further development, delivery and implementation arrangements, this summary is designed to provide the reader with an at a glance overview of the course of action proposed.

Furthermore, reflecting the requirement that the EDS must serve as a live tool which can evolve throughout its five year lifespan to deliver optimal impacts, each Action Plan will undergo regular modifications, to reflect the progress it achieves and the logical progression which will occur as new partnerships mature, as achievements yield new opportunities, and as new funding opportunities become available.

The Improving Economic Prospects Through Learning & Skills TAP is summarised under the following five headings:

- i. **Priority Aim Reference:** this identifies the Priority Aim which the activity will contribute towards
- ii. **Issues to be Addressed:** this describes the issue or problem that needs to be addressed
- iii. **Proposed Activity:** this details the activity that will be undertaken to address the issue
- iv. **Implementation Arrangements:** this makes recommendations about the type of organisations that should lead in addressing and resolving the issue and the potential funding sources that could be brought to bear
- v. **Measurable Outcomes:** this includes the actions that will determine how the issue is being progressed

| IMPROVING ECONOMIC PROSPECTS THROUGH LEARNING & SKILLS ACTION PLAN |  |  |  |                     |
|--|--|--|--|---------------------|
| PA Ref   | Issues To Be Addressed   | Proposed Activity  | Implementation Arrangements  | Measurable Outcomes |
| 8  | Develop new coordinated multi-partner approaches to providing basic skills support to residents in the most deprived wards | <p>The new initiative will recognise and realise the significant potential impacts that can be delivered through better coordination of stakeholders involved in the provision of support services for residents lacking basic skills.</p> <p>This will be coordinated through the EDS Steering Group to identify and establish new projects which</p> | EDS Steering Group to work with the LSC and Hammersmith, Ealing and West London College in particular to identify suitable discretionary or other funds to deliver a new initiative. | TBA                 |

| IMPROVING ECONOMIC PROSPECTS THROUGH LEARNING & SKILLS ACTION PLAN |   |   |  |   |
|--|---|---|--|---|
| PA Ref   | Issues To Be Addressed  | Proposed Activity   | Implementation Arrangements  | Measurable Outcomes   |
|  |   | <p>can be delivered collaboratively.</p> <p>The LSC will seek to identify possible discretionary or other funds which can be aligned with the aims of this initiative to stimulate initial partnership delivery actions.</p>  | <p>Delivery approach for the initiative to be determined by the EDS Steering Group and Third Sector organisations</p>  |   |
| 8  | Tackling ESOL as a barrier to upskilling and employment for new arrivals  | <p>Building around the borough's recognised excellence in ESOL provision, the EDS Steering Group will look to leverage the potential relationships between its partners to identify new approaches to linking ESOL support for new arrivals in non-traditional learning settings (namely in the community environment and in the workplace).</p>  | <p>Initially, this will require the identification of a possible delivery model and resources through coordinated discussions of the EDS Steering Group.</p> | TBA   |
| 8  | Working with Residential Social Landlords to improve learning and skills engagement with Social tenants on Incapacity Benefit | <p>Having acknowledged that significant concentrations of workless residents exist amongst residents of social housing in the borough, the EDS Steering Group wishes to deliver a new coordinated approach with RSLs at the heart to stimulate more effective engagement of workless tenants of social housing in support packages that address their needs.</p> <p>The preferred approach will deploy a collaborative delivery approach, including outreach and brokerage to deliver more effective resident engagement and smoother beneficiary transition between support providers.</p> | <p>Initially, this will require the identification of a possible delivery model and resources through coordinated discussions of the EDS Steering Group.</p> | TBA   |
| 8  | Development and delivery of the Skills & Employment Programmes April 2007 – March 2009 (Support for vulnerable groups)        | <p>Activities to be delivered will include:</p> <ol style="list-style-type: none"> <li>Provision of qualifications and progression to higher level qualifications and jobs search support to the target groups</li> <li>Provision of employment advice and support to</li> </ol>  | <p>London Development Agency funding secured totalling £1,475,650</p> <p>These activities are currently being</p>  | <ul style="list-style-type: none"> <li>Skills: 100 adults (i) gaining basic skills (ii) assisted in their skills development</li> <li>Employment Support: 200 LPs assisted to get a job, 50 jobs created</li> <li>Employment Support: 200 disabled people assisted to get a job, 50 jobs</li> </ul> |

**IMPROVING ECONOMIC PROSPECTS THROUGH LEARNING & SKILLS ACTION PLAN**

| PA Ref | Issues To Be Addressed  | Proposed Activity  | Implementation Arrangements  | Measurable Outcomes  |
|--------|---|--|--|--|
|        |   | <p>lone parents Coordination of network Provision of training and volunteering opportunities</p> <p>c. Specialist employment support and advice to disabled people –Targeting Incapacity Benefit claimants with the following conditions; milder mental health needs (stress, anxiety and depression) ; muscular-skeletal problems (back/neck pain) Cardio Vascular (angina, blood pressure, respiratory illness)</p> <p>d. Advice and support to ex-offenders linked to the pilot re-settlement strategy. Provision of Information, Advice and Guidance, skills training and job search support as appropriate.</p> | <p>commissioned by LB H&amp;F.</p> <p>Successful organisations are likely to be notified in April 2007</p>   | <p>created</p> <ul style="list-style-type: none"> <li>• Employment Support: 80 ex-offenders assisted to get a job, 12 jobs created</li> <li>• Employment Support: 700 people assisted to get a job, 250 jobs created</li> <li>• Employment Support: 100 assisted to get a job 40 jobs created</li> </ul> |
| 8      | Delivery of the Skills for Life and ESOL elements of the Area Programme | <p>Activities will include Skills for Life and ESOL provision, which leads to qualifications and also jobs search support.</p> <p>LB Hammersmith &amp; Fulham are currently inviting applications for the provision of these services.</p>   | <p>London Development Agency funding secured totalling £133,022</p> <p>These activities are currently being commissioned by LB H&amp;F.</p>  | Skills: 100 adults gaining basic skills and assisted in their skills development   |
| 8      | Delivery of the “Health Trainers” Initiative in Hammersmith & Fulham    | <p>The NHS Health Trainers initiative is a national mandated programme for health improvement set out in NHS Public Health strategy - Choosing Health.</p> <p>The initiative will target residents at most risk of ill health in wards with highest level of deprivation.</p> <p>NHS Health trainers are people recruited from the local community who will be trained to offer tailored motivational and practical support to individuals who want adopt healthier life styles, such as stopping smoking, doing more exercise, healthy eating, practicing safe sex, dealing with stress and tackling</p>            | <p>£160,000 provided by the PCT</p> <p>£40,000 provided by North Fulham NDC</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> <li>• PCT</li> <li>• NDC</li> <li>• LB Hammersmith &amp; Fulham</li> <li>• Local Not for Profit and 3rd Sector Agencies</li> </ul> | 8 WTE residents (local champions) over 2 years.  |

| IMPROVING ECONOMIC PROSPECTS THROUGH LEARNING & SKILLS ACTION PLAN |   |  |   |  |
|--|---|--|---|--|
| PA Ref   | Issues To Be Addressed  | Proposed Activity  | Implementation Arrangements   | Measurable Outcomes  |
|  |   | <p>social isolation. Effecting real change in these areas is often beyond the influence of the doctors and nurses in the NHS.</p> <p>To succeed we will build and develop the capacity of local champions to train as health trainers to:</p> <ul style="list-style-type: none"> <li>• Help to challenge and enable behavioural and lifestyle choices in populations at most risk of ill health</li> <li>• Act as a conduit for the successful delivery of health promotion in a style they want to see it delivered.</li> </ul> |   |  |
| 9  | Delivery of the Skills for Life elements of the Area Programme for Lone Parents | <p>Provision of employment advice and support to lone parents, which will include:</p> <ol style="list-style-type: none"> <li>a. Coordination of a support network</li> <li>b. Provision of training/volunteering opportunities</li> </ol> <p>LB Hammersmith &amp; Fulham are currently inviting applications for the provision of these services.</p>   | <p>London Development Agency funding secured totalling £121,028</p> <p>These activities are currently being commissioned by LB H&amp;F.</p> | Employment Support: 200 LPs assisted to get a job, 50 jobs created         |
| 9  | Delivery of the Skills for Life elements of the Area Programme for ex-offenders | <p>Provision will include:</p> <ol style="list-style-type: none"> <li>a. The provision of advice and support to ex-offenders linked to the pilot re-settlement strategy.</li> <li>b. The provision of Information, Advice and Guidance (IAG), skills training and job search support as appropriate.</li> </ol> <p>LB Hammersmith &amp; Fulham are currently inviting applications for the provision of these services.</p>  | <p>London Development Agency funding secured totalling £97,438</p> <p>These activities are currently being commissioned by LB H&amp;F.</p>  | Employment Support: 80 ex-offenders assisted to get a job, 12 jobs created |

**IMPROVING ECONOMIC PROSPECTS THROUGH LEARNING & SKILLS ACTION PLAN**

| PA Ref | Issues To Be Addressed  | Proposed Activity  | Implementation Arrangements  | Measurable Outcomes |
|--------|---|--|--|---------------------|
| 9      | Delivery of Construction-linked elements of the Skills & Employment Programmes April 2007 – March 2009              | <p>Provision will include:</p> <ul style="list-style-type: none"> <li>a. Delivery of flexible accredited pre-employment training including confidence building, Job Search, communication skills, rights and responsibilities in the labour market.</li> <li>b. Delivery of a double -customised job brokerage service which matches unemployed individuals from the target groups to vacancies. Assessment of skills; individual support with application forms and interviews; sourcing vacancies; matching and screening individuals to vacancies; a range of other services to facilitate the brokerage process for client and employer including employer testing</li> </ul>            | <p>London Development Agency funding secured, (sum £TBA)</p> <p>These activities are currently being commissioned by LB H&amp;F.</p> <p>Successful organisations are likely to be notified in April 2007</p> | TBA                 |
| 9      | Work With Centres of Vocational Excellence and others to provide higher level retail skills training for residents. | <p>There is widespread recognition that a significant requirement remains within the retail sector for employees with higher level skills and that there are insufficient learning and skills training routes at present to deliver these employees.</p> <p>In light of the significant opportunity that the Westfield development will create in the borough and the working relationships developed through the White City Employment Group, the Council and partners will seek to secure resources with Centres of Vocational Excellence for retail, colleges and others to developed higher skilled training programmes to address this requirement by upskilling borough residents.</p> | <p>Initial scoping of the initiative to be led by LB H&amp;F and developed through the WCEG and EDS Steering Group.</p>  | TBA                 |
| 9      | Extended Schools agenda and learning and skills opportunities for residents   | <p>Local Authorities nationwide are looking to develop an "Extended Schools" agenda, which will look at making better use of school facilities to provide learning, skills and fitness opportunities for the</p>   | <p>LB Hammersmith &amp; Fulham will work with local stakeholders through the EDS Steering Group to</p>   | TBA                 |

| IMPROVING ECONOMIC PROSPECTS THROUGH LEARNING & SKILLS ACTION PLAN |                                  |  |   |                     |
|--|----------------------------------|--|---|---------------------|
| PA Ref   | Issues To Be Addressed           | Proposed Activity  | Implementation Arrangements   | Measurable Outcomes |
|  |                                  | <p>communities in which they are based.</p> <p>The Council will work with local stakeholders to lever resources and to inform the development of the agenda to best meet the needs of residents.</p>   | <p>focus the development of the Extended Schools agenda and to secure funding and support to use it as a springboard for effective community support.</p> |                     |
| 9  | Business role models for schools | <p>Activities will build upon the successful involvement the BBC has had in visiting local schools to stimulate further linkages between the largest private sector employers and local schools, to help provide career guidance for students and to stimulate progression routes to employment locally.</p> | <p>LB H&amp;F will work with schools and large businesses in the area to explore this potential and to develop an appropriate engagement model.</p>       |                     |

## 6. CROSS-CUTTING PRIORITIES

As stated in the Introduction to this EDS, the Council recognises that it can play a more effective role in stimulating economic regeneration within Hammersmith & Fulham by catalysing and coordinating the efforts of the rich abundance of delivery agencies, statutory bodies, third sector providers and other organisations, rather than seeking to deliver regeneration directly.

Moving from a “delivery” to an “enabling” focus, the Council aims to fulfil a “Best Partner” role by coordinating economic regeneration activities; helping to secure funding; and determining the overall strategic approach to regeneration, which it will also seek to support by leveraging its assets and policies as appropriate.

This section outlines the core crosscutting priorities that will add value to the impacts of each of the three EDS themes - enabling the Strategy to draw greatest value by nurturing proactive and productive stakeholder relationships in the Borough; by aligning with emerging strategies that can add value, or impact to the EDS; and by levering funding and resources over and above the Council's inputs.

### 6.1 WHAT WE WANT TO ACHIEVE

The Council and its partners have set out a series of three key cross-cutting priorities which are imperative to delivering positive economic improvements in Hammersmith & Fulham and to the success of each the other three thematic action areas within the EDS.

Each of these priorities will be translated into delivery and action, guided by the Cross-Cutting Action Plan (CCAP) of actions, milestones, key targets and indicators. The Council will play a pivotal role in catalysing the delivery activities of stakeholders and partners, through the appropriate use of its policies, relationships and resources.

#### 6.1.1 PRIORITY 10: SECURING ADDITIONAL INVESTMENT IN HAMMERSMITH & FULHAM

Reflecting the delivery ethos of the Mayor's Economic Development Strategy for London, the Council and partners are not able to fully realise our aspirations, or the full potential for growth within Hammersmith & Fulham's economy without securing inward investment from non-Council public sector funding programmes and private sector investments.

The collaborative approach to economic development established within this EDS will ensure that we are best placed to optimise the funding that can be levered into the Borough and this will be achieved by applying a structured approach to securing funds from each of these priority targets:

- i. **Public Sector Funding Programmes** – The Council will work with key organisations within the borough and in the wider sub-region to identify and secure funding from European, national and regional funding programmes, which will build upon the strengths of our innovative, sustainable and collaborative approaches to economic development and regeneration.
- ii. **Private Sector Investment** – We will work with UK Trade & Investment and other relevant intermediaries to outline our portfolio of major sites/buildings for potential private sector investment and development, which will illustrate (amongst other issues) how changes in housing policy have opened up the potential of Hammersmith & Fulham. We will also develop a comprehensive business case to encourage SMEs and larger firms to relocate to the borough.

In particular, we will seek to work with partners to set targets for priority groups in the high skilled learning economy (such as secondary apprenticeship schemes, for example); and we will use leverage

within the procurement of large contracts to establish such targets, drawing on requirements from the Council's Regeneration Statement and Community Statement and Section 106 requirements in particular to achieve the required leverage in the tender specification process.

## 6.1.2 PRIORITY 11: ADOPTING A NEW & INNOVATIVE SPATIAL APPROACH TO SUPPORTING ECONOMIC DEVELOPMENT

The spatial and planning elements of the Economic Development Strategy are to be closely aligned with the Local Development Framework and the Council's Housing Strategies, amongst others. The EDS will link with and influence these strategies by providing an economically focused point of reference for the spatial developments planned, as apparent throughout the aims and proposed actions within this strategy.

The Council seeks to achieve a physical environment which supports the creation of sustainable economies within the borough, supports our aspirations for balanced economies and ensures that we are best placed to benefit from the growth potential within the West London Sub Region.

To achieve this, we intend to focus spatial and economic planning around the fulfilment of three thematic aspirations for the borough:

### THREE THEMATIC ASPIRATIONS FOR SPATIAL DEVELOPMENTS IN THE BOROUGH

#### *i. A Northern Renaissance*

The Northern Renaissance will tackle issues that are particularly acute in the Northern wards of the borough. We will look to tackle not only housing shortages, but the intractable social deprivation issues found primarily in the North of the borough (with the exception of the NDC Partnership area) through combined redevelopment of commercial sites, such as White City Opportunity Area and estate regeneration. The aim would be to promote home ownership and increase home ownership opportunities and in the process rebalance tenures in relation to both private and social renting (thus creating more sustainable communities), whilst recognising and supporting the existing and growth sectors that thrive in the North of the borough.

#### *ii. Town Centre Rejuvenation*

Focused principally on the three town centres, we will seek to support sustainability and growth within each of these, recognising that the vitality of our town centres is important, both to our office-based economy; and to ensure that our residents and workers have local access to essential shops and services. Whilst the service element of this approach is considered separately as an aim within this theme, spatially, we will seek to achieve an intensification of the housing offer, whilst ensuring that the commercial offer within the town centres is supported to remain vibrant and buoyant, so that these areas do not fall down the centre hierarchy and recede into patterns of decline, which are both challenging and costly to reverse.

A key thrust of this approach will be the delivery of high quality affordable urban living opportunities (including live/work spaces), both in new developments and through refurbishment of existing accommodation, including redundant office accommodation and empty spaces above shops.

#### *iii. Southern Consolidation*

We will look to rejuvenate areas where the housing and general environment (including the retail offer) needs to be improved. The mix of housing would be determined by local needs and demand, with an emphasis on breaking up large monolithic tenures and providing housing for mixed communities, both in terms of incomes, household sizes and tenures. An example where such an approach could be taken is the North End Road and Lillie Road junction; and a physical Masterplan for the North Fulham NDC area should be treated as a particular priority, offering unique potential to effectively leverage assets geared towards sustainable and transformative improvements for this area.

The NDC Programme has dedicated resources to help it to trigger a transformative legacy of sustainable positive impacts for the Partnership area and delivering a physical Masterplan is the most effective way to do this. Furthermore, a Masterplan will not only serve the Partnership's legacy requirements, but will also deliver significant wider benefits within the borough, which are closely aligned with the aspirations within the Economic Development Strategy.

These benefits are likely to include leveraging in significant investment from developers to improve the physical environment, as well as the creation of new housing and of a significant body of business or retail space, which would provide the ideal conduit to consolidate and strengthen Fulham Town Centre.

Furthermore, in order that the economic opportunities created by new developments can be re-invested more effectively within Hammersmith & Fulham, the use of planning obligations (or any replacement legislation – Planning Gains Supplement) could be used to ensure financial contributions are made for infrastructure improvements required by any development. These obligations can also have specific construction and recruitment clauses to ensure that local people have the opportunity to access a range of jobs.

### **6.1.3 PRIORITY 12: ENSURING THAT THE EDS REMAINS EFFECTIVE AND “FIT FOR PURPOSE” FOR THE DURATION OF ITS LIFESPAN**

The EDS arrives at a time of considerable change and evolution in the way that key areas like housing, economic regeneration, learning and skills, and business support are planned and delivered, both at the Local Authority and Sub-Regional levels. The ability of the EDS to add value throughout its five-year lifespan is largely dependant on its ability to link into, steer, and lever inputs from other major strategies adopted by the Council and other stakeholders. If not, there is a clear risk of “strategic creep”, whereby the EDS could lose its ability to stimulate the impacts it seeks, by failing to reflect the major policy and strategy changes that affect this ability.

To ensure that the EDS remains dynamically linked to the changing realm of policies and strategies of the Council, the Mayor, and other stakeholders, a formal process to review and reflect appropriate developments within the EDS and its Action Plans will be established, which will be managed through its strategic-level management and delivery mechanisms.

Equally, the usefulness of the EDS as a “strategic tool for steering change” is also dependant on its ability to exert influence within the key decision making processes of the Council and key stakeholders that have direct roles in delivering the EDS, and subsequently of the actions of the many organisations with contracts to supply goods or services to these.

The Council and partners will establish robust policies and procedures as necessary to support the realisation of the changes sought by the EDS, by obliging potential contractors to reflect how they will actively contribute towards EDS priority aims as part of the selection process within the procurement of goods and services, or within the allocation of funding.

## **6.2 TARGETS & INDICATORS**

In seeking to realise the identified cross-cutting opportunities, there will be a number of actions and projects that we will undertake to stimulate the positive changes required, which will encompass a varied range of impact measurements. However, the following targets and indicators will constitute the pervasive measures of overall success within this area.

| TARGETS & INDICATORS<br>CROSS CUTTING ACTIONS  |  |
|--|--|
| TARGETS & INDICATORS   | DATA COLLECTION  |
| To secure a sum in excess of <b>£10 million</b> of additional investment into the borough from means other than the Council's resources. | Data to be provided by EDS Steering Group members and LB H&F and to be collected and analysed by LB H&F. |

### 6.3 STRATEGIC LINKAGES & KEY SITES

The following table outlines the key linkages between the priority aims of the Reducing Worklessness theme and the relevant stated objectives of the London Economic Development Strategy – Sustaining Success.

| KEY LINKAGES WITH THE OBJECTIVES OF THE LONDON EDS – SUSTAINING SUCCESS |  |
|---|--|
| 1.  | Support the delivery of the London Plan, to promote sustainable growth & economic development                                |
| 3.  | Deliver healthy, sustainable, high quality communities   |
| 5.  | Reduce disparities in labour market outcomes between groups  |
| 6.  | Address the impacts of concentrations of disadvantage  |
| 7.  | Address barriers to enterprise start-up growth and competitiveness   |
| 8.  | Maintain London's position as a key enterprise and trading location  |
| 10.   | Maximise the productivity and innovation potential of London's enterprises   |
| 11.   | Ensure a coherent approach to marketing and promoting London   |
| 12.   | Co-ordinate effective marketing and promotion activities across London   |
| 13.   | Maintain and develop London as a top international destination and principal UK gateway for visitors, tourism and investment |
| 15.   | Work in partnership to deliver the Mayors EDS Action Plan  |

Developing formalised linkages with other strategies of key stakeholders represented on the EDS Steering Group will be essential - to lever the resources and benefits achievable uniquely through partnership working. These areas will be addressed directly by the EDS Steering Group and will be formalised through the Action Plans it sets.

#### 6.3.1. FOCAL SITES WITHIN THIS THEME

- Wards suffering from the highest levels of multiple deprivation
- The borough's Employment Zones
- Holdings of social housing within Hammersmith & Fulham
- Shepherd's Bush, Hammersmith and Fulham Town Centres
- Park Royal and White City Opportunity Areas
- North Fulham NDC Partnership Area

## 6.4 CROSS-CUTTING ACTION PLAN

The Council and EDS Steering Group have developed a Cross Cutting Action Plan (CCAP) for the all themes of the EDS, which will assist it to focus and mobilise partnerships and resources towards fulfilling the Priority Aims of the EDS.

The CCAP is summarised below. Whilst each of the actions it outlines will be subject to further development, delivery and implementation arrangements, this summary is designed to provide the reader with an at a glance overview of the course of action proposed.

Furthermore, reflecting the requirement that the EDS must serve as a live tool which can evolve throughout its five year lifespan to deliver optimal impacts, each Action Plan will undergo regular modifications, to reflect the progress it achieves and the logical progression which will occur as new partnerships mature, as achievements yield new opportunities, and as new funding opportunities become available.

The CCAP is summarised under the following five headings:

- i. **Priority Aim Reference:** this identifies the Priority Aim which the activity will contribute towards
- ii. **Issues to be Addressed:** this describes the issue or problem that needs to be addressed
- iii. **Proposed Activity:** this details the activity that will be undertaken to address the issue
- iv. **Implementation Arrangements:** this makes recommendations about the type of organisations that should lead in addressing and resolving the issue and the potential funding sources that could be brought to bear
- v. **Measurable Outcomes:** this includes the actions that will determine how the issue is being progressed

| CROSS CUTTING ACTION PLAN |   |   |   |                     |
|---------------------------|---|---|---|---------------------|
| PA Ref                    | Issues To Be Addressed  | Proposed Activity   | Implementation Arrangements   | Measurable Outcomes |
| 10                        | Levering resources through the EDS Steering Group to deliver greater impacts in the Borough | <p>The Council will work with the EDS Steering Group to identify and lever funding and resources through:</p> <ul style="list-style-type: none"> <li>Aligning EDS activities with the funded plans and actions of Steering Group members</li> <li>Aligning EDS activities with European funding prospectuses channelled via Steering Group members</li> </ul> | LB H&F to work with EDS to identify scope and opportunities for leveraging resources, with the PCT and LSC to be engaged as a priority. | TBA                 |

| CROSS CUTTING ACTION PLAN |  |  |  |                     |
|---------------------------|--|--|--|---------------------|
| PA Ref                    | Issues To Be Addressed   | Proposed Activity  | Implementation Arrangements  | Measurable Outcomes |
|                           |  | <ul style="list-style-type: none"> <li>Develop processes for joint commissioning of activities which contribute to the EDS</li> </ul>  |  |                     |
| 10                        | Levering the partnering strengths of the EDS Steering Group to effectively identify and secure investment in the borough     | <p>Recognising that most major funders distinctly favour multi-partner bids, the EDS Steering Group will aim to optimise the clear strengths of the partnerships it embodies to identify and secure public sector funding investment within the borough.</p> <p>The Council will also look to continue to build upon its positive relationships with neighbouring local authorities where multi-borough bids are sought.</p> | LB H&F to work with EDS to identify scope and opportunities for leveraging resources.  | TBA                 |
| 10                        | Developing the Business Case for Private Sector investment   | The Council will work with UK Trade & Investment and other relevant intermediaries to outline our portfolio of major sites/buildings for potential private sector investment and development, which will illustrate (amongst other issues) how changes in housing policy have opened up the potential of Hammersmith & Fulham.   | LB H&F to work with UKTI, business support intermediaries within the borough and others to develop the Business Case.  | TBA                 |
| 10                        | Developing formal policy statements to require contributions to the EDS to be identified and assessed in Council procurement | <p>Establish a series of formal policy measures and supporting practices to oblige potential contractors to formally identify how they will positively contribute to the 12 EDS Priority Aims as part of the procurement process.</p> <p>Where appropriate, these measures could yield further influence by becoming embedded within the policies of EDS Steering Group members.</p>   | <ul style="list-style-type: none"> <li>Lead by Hammersmith &amp; Fulham Regeneration Department.</li> <li>Intra-Council inputs coordinated through representatives on the Corporate Regeneration Board</li> <li>Further linking activities developed through the EDS Steering Group</li> </ul> | TBA                 |
| 11                        | Reviewing the status of the borough's designated Employment Zones  | The Council should undertake a formal review of the status of its Employment Zones, to inform the  | To be developed or commissioned by LB H&F  | TBA                 |

| CROSS CUTTING ACTION PLAN |  |  |  |                     |
|---------------------------|--|--|--|---------------------|
| PA Ref                    | Issues To Be Addressed   | Proposed Activity  | Implementation Arrangements  | Measurable Outcomes |
|                           |  | relevant policies to be carried forward within the Local Development Framework.  | and formalised within the Local Development Framework and all other relevant policy documents.                           |                     |
| 11                        | Using Planning Policies to stimulate development opportunities for residents.  | Where appropriate, the Council should seek to optimise the economic opportunities that are created by new developments and can be re-invested more effectively within Hammersmith & Fulham through the use of planning obligations (or any replacement legislation, such as Planning Gains Supplement).  | To be developed by LB H&F and formalised within the Local Development Framework and all other relevant policy documents. | TBA.                |
| 11                        | Ensuring that EDS activities are aligned with the "three thematic aspirations" for spatial developments in the borough | <p>All EDS activities must support the Council's aspirations to achieve a physical environment which supports the creation of sustainable economies and balanced communities within the borough.</p> <p>The EDS will do this by providing an economically focused point of reference for the spatial developments planned.</p> <p>It will also look to consider the three thematic aspirations for spatial development in the borough (Northern Renaissance, Town Centre Rejuvenation and Southern Consolidation) as an ongoing concern within the development of EDS activities.</p> <p>A key priority will be supporting the Masterplan for the North Fulham NDC Area, which will play a critical role in driving "Southern Consolidation", aligning EDS activities with this development to help realise and channel the significant economic and community benefits that the Masterplan will create.</p> | To be determined by LB H&F.  | TBA                 |

| CROSS CUTTING ACTION PLAN |   |   |   |                     |
|---------------------------|---|---|---|---------------------|
| PA Ref                    | Issues To Be Addressed  | Proposed Activity   | Implementation Arrangements   | Measurable Outcomes |
| 12                        | Building strategic linkages across Council initiatives  | Ensuring that the EDS is able to benefit from relevant research commissioned by the Council which can add value to the decision making processes implicit to establishing the EDS' Action Plans and which will inform Council policy across its departments.  | Coordinated through the Corporate Regeneration Board.   | TBA                 |
| 12                        | Building strategic linkages with the delivery plans of stakeholders on the EDS Steering Group | Supporting EDS Steering Group members to identify and formalise synergies and linkages between their respective delivery plans and the EDS, to improve the overall coordination of support and resources and to optimise overall impacts.   | <ul style="list-style-type: none"> <li>• Lead by Hammersmith &amp; Fulham Regeneration Department.</li> <li>• Initial priority support to providers of direct funding to EDS priorities (LSC, Primacy Care Trust, Jobcentre Plus)</li> <li>• Subsequent support for all EDS Steering Group members</li> </ul> | TBA                 |
| 12                        | Adopting Embedded Assessment (EA) techniques to quality control                               | <p>An "Embedded Assessment" approach is critical to ensure that the strategy remains fit for purpose throughout its five-year lifespan and able to respond positively to changes during this period. The embedded assessment approach comprises two elements:</p> <p>i. Quarterly Monitoring Activities: Monitoring returns from each of the three key themes will be produced quarterly and brought together to give a view of the overall EDS progress. The combined EDS monitoring returns will be reviewed by the EDS Steering Group which will make recommendations on any corrective or remedial actions that need to be undertaken, before being forwarded to the Corporate Regeneration Board</p> | To be determined by LB H&F.   | TBA                 |

| CROSS CUTTING ACTION PLAN |   |  |   |                     |
|---------------------------|---|--|---|---------------------|
| PA Ref                    | Issues To Be Addressed  | Proposed Activity  | Implementation Arrangements                           | Measurable Outcomes |
|                           |   | <p>for approval. The information flowing from the EDS implementation will be shared widely with other key organisations and groups within the borough through the membership of the EDS Steering Group and working groups of each TAP.</p> <p>ii. Annual Progress Report &amp; Evaluation: An annual report and evaluation will be developed that shows the progress of the EDS including areas where success can be celebrated and also those where further action is required. The overall aim of the monitoring activity will be to ensure that the EDS is kept live and cogent to the needs of the borough, thus avoiding the risk of "strategic creep".</p> |   |                     |
| 12                        | Establish the EDS Steering Group as the formal governance body for the Economic Development Block of the Local Area Agreement | <p>Given that the EDS and the 4<sup>th</sup> Block of the Local Area Agreement are to be intrinsically linked, it is both logical and beneficial to harmonise the governance arrangements for each.</p> <p>Therefore, the EDS Steering Group will also act as the formal governance body for LAA Block 4 and will be supported as such.</p>  | Support to the EDS Steering Group provided by LB H&F. | TBA                 |

## 7. DELIVERING THE STRATEGY

Ensuring that plans are deliverable and that proactive relationships are put into place are perhaps the most critical factors in achieving the bold and innovative aims we have set out for Hammersmith & Fulham. Experience has shown whilst previous joint working initiatives have created positive impacts, their success has often been limited by the following factors:

- **An overtly short term output-centric focus** – that has often resulted in a reduced focus on the achievement of longer-term desired outcomes.
- **Cumbersome partnership mechanisms** – including a significant degree of replication in the composition of structures for joint working, which has meant that the time and efforts of key individuals have been spread too thinly.
- **A need for better definition of roles and actions** – often joint working strategies can be seen to sit “to one side” of the core objectives and activities of the respective partnership members, causing progress to be slowed by an overall lack of ownership.
- **A closed, bi-partisan view of economic regeneration** – Traditionally, regeneration has focused on the relationships between deliverers and beneficiaries. The new approach recognises that effective economic regeneration requires inputs across all public sector disciplines (including health, education and housing, amongst others); and must establish proactive stakeholder roles for the public, private and third sectors.
- **An “island mentality” in delivery** - The nature of funding arrangements and competition for the allocation of scarce funds in particular, this has often resulted in competition between boroughs, localised strategies and regeneration agendas which pays little head to the complex interdependency that is characteristic of London boroughs.

This EDS arrives at a critical moment in the move away from the traditional approach to economic regeneration and its consequential limitations as identified above. New rationalised policy approaches to joint working (such as the adoption of Local Area Agreements) have set the positive foundations for the proactive delivery ethos that this strategy embraces.

Furthermore, the development of regional and sub-regional agenda (through the Mayor’s EDS; the London Plan; West London Sub Regional Development Framework; and others) has invoked a “sea change” in the funding climate away from traditional single-borough bidding. This is particularly pertinent, in view of the unique linkages and dependencies of Hammersmith & Fulham’s economy beyond the confines of its borders (including the “West London Wedge”; and Park Royal and White City Opportunity Areas). It is essential that the EDS reflects this change in order that the Borough can maintain and improve upon its successful track record of securing regeneration investment.

Hammersmith & Fulham’s EDS is designed to thrive in the new joint working climate, which is reflected in the management and delivery relationships we have adopted; the shift of the Council’s role from “doing” regeneration to supporting and catalysing the efforts of partners; and the efforts made to embed the aims of the strategy in the delivery plans of partners.

Bringing about the realisation of this strategy and achieving its attendant objectives will be dependant on a great deal of joint working at a local, sub regional and regional level. Whilst the Council will be at the heart of the EDS’s delivery, it is not intended that the authority will be the sole deliverer. Instead the Council will work with major partners and service providing organisations from the public, private and third sector to ensure the successful implementation of the strategy.

## 7.1 MANAGING THE STRATEGY

A key element of successfully delivering the objectives of the EDS and securing its benefits will be to ensure that its progress is actively guided and monitored. To achieve this, the EDS will be managed and taken forward at three linked levels which will combine to ensure the strategies objectives are met.

### 7.1.1 STRATEGIC LEVEL

The management mechanisms we will adopt will reflect the changes set out above and will optimise the buy-in from key organisations locally, supporting them to align their resources and efforts towards the shared aims within this strategy. The overall strategy of the EDS will be overseen by two senior level groups, reflecting the need for the strategy to be championed and driven by a mixture of senior stakeholders, both internal and external to the Local Authority:

- **Corporate Regeneration Board** – Comprising senior level Council officers, the Corporate Regeneration Board is part of the overall officer governance arrangements for the Council and has responsible lines and accountability to the CMT. The Corporate Regeneration Board will be Chaired by the Director of Regeneration & Strategy and its membership will include senior level representation from the following Council departments:
  - LB Hammersmith & Fulham Education Department
  - LB Hammersmith & Fulham Regeneration Department
  - LB Hammersmith & Fulham Environment & Planning Department
  - Hammersmith & Fulham Housing Management Services (ALMO)
  - North Fulham New Deal for Communities partnership
  
- **The EDS Steering Group** – Comprising Senior level representatives of key stakeholder and sectors locally, the EDS Steering Group represents the major forum for external parties to engage with representatives of the Council's Regeneration Department, which will be the main conduit between the two strategic level groups. The EDS Steering Group will be Chaired by the Interim Associate Director of Regeneration & Strategy and its membership will include senior level representatives from the following organisations:
  - Hammersmith & Fulham Housing Management Services (ALMO)
  - BBC
  - Westfield Ltd.
  - Greater Hammersmith Business Improvement District
  - Community & Voluntary Sector Network
  - Hammersmith & Fulham Action on Disability (HAFAD)
  - Hammersmith & Fulham Primary Care Trust
  - North Fulham New Deal for Communities partnership
  - JobCentre Plus
  - West London Learning & Skills Council
  - Hammersmith, Ealing and West London College
  - Park Royal Partnership
  - Notting Hill Housing Group
  - LB Hammersmith & Fulham Education Department
  - LB Hammersmith & Fulham Regeneration Department
  - LB Hammersmith & Fulham Environment & Planning Department

Given that the EDS and the 4<sup>th</sup> Block of the Local Area Agreement are to be intrinsically linked, it is both logical and beneficial to harmonise the governance arrangements for each. As such, the EDS Steering Group will also act as the formal governance body for LAA Block 4. This approach will ensure that the Council is best placed to fulfil its role of "steering" economic

development and the needs to rationalise and develop more effective joint working mechanisms in the Borough.

### 7.1.2 OPERATIONAL LEVEL

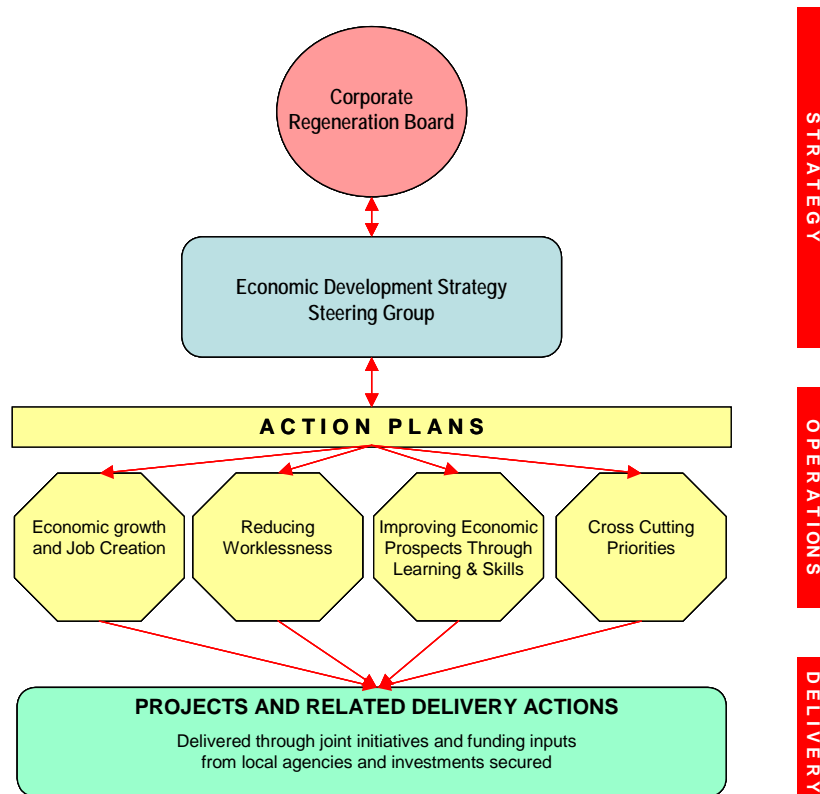
The operational management of the EDS's three key themes will be controlled by Theme Action Plans (TAPs) and a Cross Cutting Action Plan (CCAP). A small work group comprising those who have a vested interest in the work stream's success will take each plan forward. The membership of these groups will not be prescriptive; instead membership will be kept flexible and responsive to the needs of delivery. In addition each plan will be supported by the LBH&F Regeneration Department who will act as the Secretariat to each plan by undertaking the following:

- Facilitating the administrative functions of the plan
- Ensuring the involvement of appropriate key players
- Communicating with all those who can contribute to the plan
- Managing the coordination of delivery
- Providing reporting lines to the EDS Steering Group

### 7.1.3 DELIVERY LEVEL

Day to day delivery of the EDS will not just be the prerogative of the Council, but instead will involve a wide range of individuals and organisations based on their ability to deliver. These roles will be determined directly through the Action Plans of the EDS and actioned through a series of individual projects which taken collectively will deliver the overall objectives of the EDS. In order to overcome past failings it will be important to embed the shared objectives of the EDS within the plans and strategies of key delivery partners. To achieve this the Regeneration Department of LBH&F will develop a series of workshops, seminars and partner briefings to assist key partners to embed the EDS within their individual organisational plans.

MANAGEMENT & DELIVERY STRUCTURE OF THE ECONOMIC DEVELOPMENT STRATEGY



## 7.1.4 MONITORING THE STRATEGY

The EDS covers a five-year period. However, to be successful, the strategy will require close monitoring of the programme and progress on a more frequent basis. To achieve this each of the three key themes will produce Theme Action Plans (in table format), which will operate alongside a Cross Cutting Action Plan (CCAP) and will be broken down into the following specific performance indicators:

- i. **Priority Aim Reference:** this identifies the Priority Aim which the activity will contribute towards
- ii. **Issues to be Addressed:** this describes the issue or problem that needs to be addressed
- iii. **Proposed Activity:** this details the activity that will be undertaken to address the issue
- iv. **Implementation Arrangements:** this makes recommendations about the type of organisations that should lead in addressing and resolving the issue and the potential funding sources that could be brought to bear
- v. **Measurable Outcomes:** this includes the actions that will determine how the issue is being progressed

Within the monitoring arrangements, an “Embedded Assessment” approach is critical to ensure that the strategy remains fit for purpose throughout its five-year lifespan and able to respond positively to changes during this period. The embedded assessment approach comprises two elements:

### EMBEDDED ASSESSMENT MONITORING ARRANGEMENTS

- i. **Quarterly Monitoring Activities:** Monitoring returns from each of the three key themes will be produced quarterly and brought together to give a view of the overall EDS progress. The combined EDS monitoring returns will be reviewed by the EDS Steering Group which will make recommendations on any corrective or remedial actions that need to be undertaken, before being forwarded to the Corporate Regeneration Board for approval. The information flowing from the EDS implementation will be shared widely with other key organisations and groups within the borough through the membership of the EDS Steering Group and working groups of each Action Plan.
- ii. **Annual Progress Report & Evaluation:** An annual report and evaluation will be developed that shows the progress of the EDS including areas where success can be celebrated and also those where further action is required. The overall aim of the monitoring activity will be to ensure that the EDS is kept live and cogent to the needs of the borough, thus avoiding the risk of “strategic creep”.

## 7.2 FUNDING THE STRATEGY

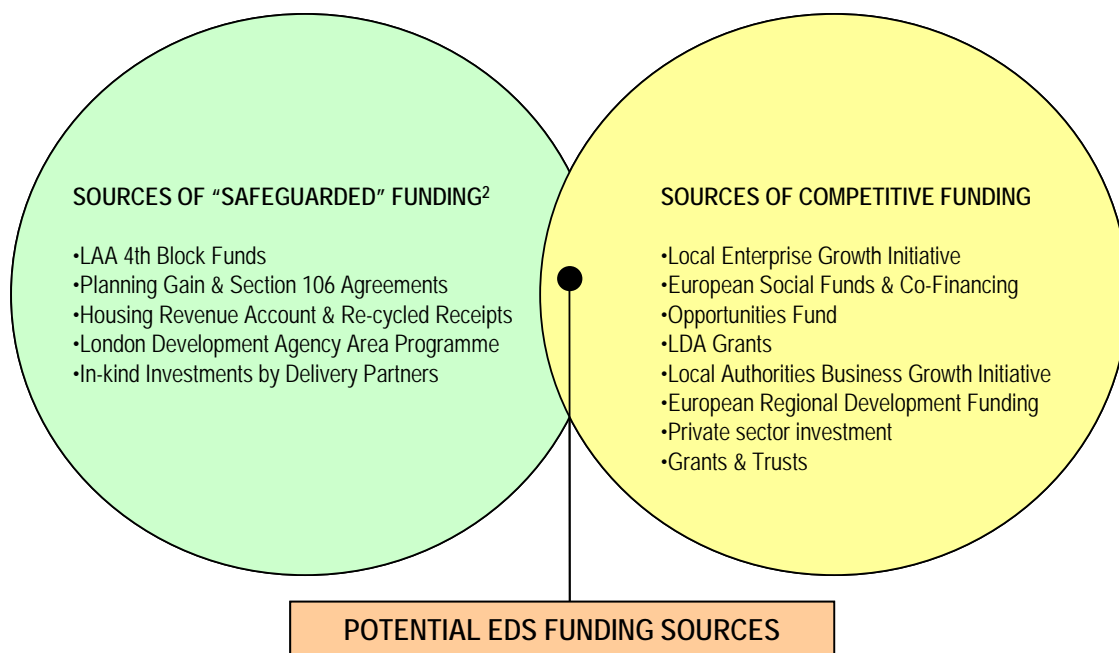
The Council has a strong track record of leveraging funding and resources, (individually and through joint bidding schemes) and has secured approximately £50 million investment between 1997 and 2007. The relationships and plans set out within this EDS will ensure that the Council is best placed to maintain and build upon this successful record, by ensuring that is responsive to changes in the way that public funding is invested.

Furthermore, it is vital that the Council is able to deliver value for money to residents, which means seeking to optimise the quality and impact of its services and actions, whilst reducing the burden of Council Tax on residents. The “active collaboration” approach to achieving the aims of this strategy directly addresses this requirement; and creating impacts through working collectively with key organisations in the Borough, thus minimising the spending burden that the Council must meet directly,

and ensuring that all services providers can achieve better value and greater impacts through improved coordination of their efforts.

The EDS will be funded through a mixture of existing or planned resources which are “safeguarded” by the Council or its partners, whilst also seeking to draw on the synergies and strengths of collaboration to effectively compete for and secure external funding awards from the public sector; and private sector investments.

Whilst it is not possible to fully predict the future policy context which will shape how external public (or private) funds will be managed and awarded, the following sources of both “safeguarded” and competitive funds will be sought to finance the EDS:



Securing funding and investment will be a cross cutting concern across each of the three themes of the Strategy. It will be coordinated as a fixed agenda item within all strategic-level meetings and will be embedded within the Cross Cutting Action Plan, reflecting the important linkage between investment secured and impacts achievable.

<sup>5</sup> This includes major funding awards that have been fully secured by the time of writing.

# Appendices

## 8. APPENDICES

The appendices to the Hammersmith & Fulham Economic Development Strategy comprise the following:

- i. Summarised profiles of the key stakeholders in regeneration
- ii. The key strategies which link into the EDS

### 8.1 SUMMARISED PROFILES: KEY STAKEHOLDERS IN REGENERATION

This Section provides an outline profile of each of the key stakeholders in economic regeneration introduced in Section 2.4 of the strategy, which are organised according to the geographic interest of each stakeholder profiled. The following groupings have been adopted:

- Pan-London stakeholders
- Sub-Regional stakeholders
- Intra-borough stakeholders
- "Neighbouring" local authority stakeholders
- Borough-wide stakeholders
- Sub-borough stakeholders

#### 8.1.1 PAN-LONDON STAKEHOLDERS

Organisations, networks and partnerships with a focus extending across the whole of London, or wider.

##### 8.1.1.1 London Development Agency (LDA)

The London Development Agency is the Mayor's agency responsible for driving London's sustainable economic growth - it's our job to ensure that London remains a global success story. As well as driving forward equality, health and sustainability.

The LDA has responsibility for producing the Mayor's Economic Development Strategy for London, which sets out the Mayor's vision in detail for the London economy and also sets the context for the work of the LDA. The strategy is based on four basic themes, which interconnect:

- i. *Regenerating London:* Supporting areas in London in need of renewal, and addressing the need for homes, jobs, business space and community facilities.
- ii. *Supporting People:* Improving access to skills and jobs, and tackling labour and skills shortages. Removing barriers to employment and helping to ensure London's economy has the diverse, well-skilled workforce it needs to compete and grow.
- iii. *Encouraging Business:* Strengthening business competitiveness, and raising the profile of key business sectors to attract further investment. Encouraging a culture of innovation and entrepreneurial activity.
- iv. *Marketing & Promoting London:* Working to present a powerful, consistent and relevant image of London as a vibrant place to live, study, visit and do business.

The LDA Corporate Plan 2006-2009 emphasises the need for the LDA to increase levels of investment in business and skills programmes and sets out a New Investment fund for designing innovative approaches supporting enterprise, tackling, employment and skills issues. The LDA is also playing an integral role in realising the economic benefits of the Olympic Games for London both in the run up to

2012 and beyond. An Olympic Opportunities and International Promotion team has been established within the LDA to take this forward.

The Economic Development Strategy for London objectives and indicators of success – medium term target outcomes - are very much in line with those of the Hammersmith and Fulham EDS target outcomes and the four basic LDA strategy themes are mirrored in the sub-regional Economic Development Strategy and Action Plan for West London.

#### LONDON TOURISM VISION 2006-2016

The Mayor's London Tourism Vision will be delivered through a series of three-year action plans. Some of the key areas for action are:

- Attract first time and repeat visitors from existing and emerging markets.
- Bid to host international events such as our successful bids for the 2009 World Gymnastics Championships.
- Improve our city's accommodation quality by encouraging sign up to quality assurance schemes
- Provide targeted research and encourage communication within the tourism industry to improve overall quality of the visitor experience.

A subset of the London Tourism Vision is the **West London Tourism Strategy**, a creative joint venture between the London Development Agency, West London Business and Visit London. Fully supported by the West London Alliance and other major partners in West London, the Strategy was launched on 1st March 2005. The Action Plan contains a number of priority actions including research to quantify the benefits of tourism to each borough, specific research into the views of visitors to the area, target markets and product clusters in order that the area can be marketed more effectively in the future. Strategic priorities relating to realising tourism growth potential in the borough can assist the achievement of Theme 1 targets in Hammersmith & Fulham's EDS.

The LDA has also established '**Creative London**' to enhance London's reputation as a leading international centre of creativity and to encourage further creative businesses to locate in London. The Mayor's Commission on the Creative Industries, established in 2003, identified the following common bottlenecks to success for the creative industries: access to property on reasonable terms and negotiating those terms; access to markets, people and industry information; lack of showcasing and international promotional opportunities; lack of start-up and Intellectual Property advice; and lack of seed capital and mentoring to guide businesses and help them become investment ready.

Creative London was therefore developed to support a number of initiatives, including the development of 10 'creative hubs' across London. The hubs provide flexible workspace, training, mentoring, exhibition, showcasing, marketing and networking facilities. 10 geographical areas in London – one being in West London - have been identified where there's a high concentration of creative businesses. Within each of these pockets, there are many non-profit organisations of varying sizes that all have a remit to support the creative industries. In each area, the LDA will appoint a lead organisation to communicate with the other support agencies and develop a long-term plan. The Hub is a creative network within a geographical area of London and it will concentrate on four key issues.

- i. Talent: Creative Hubs will support, nurture and train emerging talent, leading to employment and enterprise opportunities.
- ii. Enterprise: Creative Hubs will offer business support, investment readiness and access to finance.

- iii. Property: Creative Hubs will provide access to appropriate and affordable workspace across the creative business lifecycle.
- iv. Showcasing: Creative Hubs will provide platforms to display creativity and stages to perform. They'll promote London's creative talent and businesses on local, national and international levels and support export activities.

#### 8.1.1.2 Business Link for London

BLL attracts funding from a variety of sources to provide a range of free and subsidised services to London's businesses with up to 250 employees (SMEs). It also has access to the largest network of business contacts in the capital. Key services include:

- Business Review - providing an independent and comprehensive overview of each business.
- Accessing finance – providing advice and guidance on finance options and opportunities. Starting up in business programme provides a range of support to help new businesses become established
- Building a better supply chain programmes aim to help exploit the commercial opportunities from the public and private sector supply chain in London.

The work of BLL supports the Hammersmith and Fulham EDS target outcome E1 economic growth and job creation in particular.

#### 8.1.1.3 UK Trade & Investment

UK Trade & Investment works with the LDA and other regional partners to create and maintain a Regional International Business Strategy as a subset of the Regional Economic Strategy. In summary, UK Trade & Investment can help UK companies in three main areas:

- Providing advice and support - helping to assess a firm's needs and plan for sustainable success in specific chosen markets. It runs a 'Passport to Export' programme combining many of its services in a cost-effective package for new and inexperienced exporters
- Providing information and opportunities - UK Trade & Investment's national and international network can help gather intelligence on target markets and overseas business opportunities
- Making it Happen - UK Trade & Investment helps groups of UK companies attend major international trade shows and take part in British overseas trade missions

UK Trade & Investment is potentially an important stakeholder in relation to EDS target outcome 1.

#### 8.1.1.4 Think London

Think London is the foreign direct investment agency for London. It provides free, confidential and comprehensive advice to help international business locate and expand in London. Their mission is to promote London as the first choice for any business expanding into the UK or Europe – whether it's a start-up or an established international company setting up a UK or European headquarters. The principal funding partners are the London Development Agency and London's business community - through London First. Other key partners are the City of London Corporation, which also provides

funding, and UK Trade & Investment. It works in close partnership with West London Business and supports the Hammersmith and Fulham EDS Theme 1.

## 8.1.2 SUB-REGIONAL STAKEHOLDERS

Stakeholders which are active across the West London Sub Region.

### 8.1.2.1 West London Partnership

This partnership between business and local authorities was formed in 2002 and serves as a forum for the development of joint policies, programmes and initiatives. Its remit is broad and covers a wide range of issues affecting West London, including transport, regeneration, skills and workforce development, spatial development, planning and property, and housing.

The strategic priorities and activities of the WLP support the three Hammersmith and Fulham EDS target outcomes - working with the LDA and other agencies the WLP's members are supporting business competitiveness and new training and employment opportunities, particularly in areas of innovation and growth such as the creative, food and tourism sectors. WLP members' programmes support inward investment and business retention and small business start-up and growth.

The current members of the West London Partnership are the West London Alliance, West London Business, West London Network, the Learning and Skills Council and the Strategic Health Authority. Key WLP strategies and plans include:

- Economic Development Strategy and Action Plan for West London;
- Integrated Network Transport Plan (The Partnership is working with Transport for London to develop an Integrated Network Transport plan for London looking how to tackle the transport issues in the years to 2016 and 2025);
- 2012 Games programme (London's staging of the 2012 Games provides a huge opportunity to secure a wide range of benefits for West London's business and communities and the WLP is developing a programme to make sure these benefits are realised).

### 8.1.2.2 West London Alliance

The West London Alliance (WLA), formed in 1998 by the London Boroughs of Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow, aims to promote the economic, environmental and social well being of the West London community. To achieve this aim the WLA:

- Lobbies on behalf of the sub-region's residents, businesses and visitors to secure the policies and the resources that are required to meet the needs of West London
- Together with its partners, develops collaborative strategies and initiatives to improve West London
- Promotes improvements in the provision of public services by sharing knowledge, expertise and resources; undertaking joint ventures to enhance service delivery; and securing additional resources to underpin or develop services.

The WLA aims to lobby for the interests of West London and to promote its economic vitality. In order to achieve its objectives, the WLA works closely with its partners in the West London Partnership and particularly with West London Business. The six WLA boroughs support a range of economic development and regeneration initiatives in West London (details below), working in partnership with

businesses and other key stakeholders. The range of their involvement includes Park Royal Partnership, City Growth Strategy for Park Royal, Wembley and White City, Heathrow City Partnership and the City Growth Strategy; Local Strategic Partnerships and Local Area Agreements, Borough Economic Development Strategies and borough economic partnerships.

Its main strategic document is the Economic Development Strategy and Action Plan for West London (see West London Partnership). A crucial area for responsibility being developed currently within the WLA is the development of a programme to realise the potential of the 2012 Games for West London.

### **8.1.2.3 West London Network**

The six Councils for Voluntary Service in West London set up the West London Network. It enables voluntary and community groups to communicate with and influence a wide range of organisations. The WLN provides advice and support, primarily for voluntary groups concerned with funding and community cohesion. It is a key member of the West London Partnership, involved in the development and delivery of the Economic Development Strategy and Action Plan for West London.

### **8.1.2.4 West London Business**

West London Business aims to help all business grow and compete. Its main services comprise business information and networking events, lobbying and representation and a membership that networks across the sub-region. It is also a key member of the West London Partnership, involved in the development and delivery of the Economic Development Strategy and Action Plan for West London. A key consideration in the development of the EDS is developing an appropriate business engagement strategy, traditionally a difficult area for local authorities.

### **8.1.2.5 Learning & Skills Council London West**

Launched in April 2001, the LSC is responsible for the planning and funding of all post-16 learning in London West – other than that provided by universities. This work covers the planning and funding of further education, adult and community education, government-funded work-based training and school sixth forms. The strategic priorities of the LSC are:

- Improving the participation and achievement of young people
- Raising the level of adult skills
- Improving the quality of training and skills provision.

In this respect it aligns particularly well with Hammersmith and Fulham EDS Theme 3 'Improve prospects through learning and skills'. The key LSC strategic document is the Annual Statement of Priorities 2006/07. Although there are cross cutting linkages with EDS theme 3 in particular throughout the Strategy, Priority 4 is focused specifically on raising the LSC's contribution to Economic Development through partnership working.

### **8.1.2.6 West Focus**

West Focus is the consortium of seven universities, based in South and West London, and the Thames Valley. It works in partnership with businesses and community groups and provides a range business services including access to funding, recruitment of graduate staff, finding employment or placements (for students or graduates), and new skills development. It operates a Knowledge and Business Development Network providing customers with greater insights into business, local issues and available technologies and the opportunity to gain access to relevant and practical research.

### 8.1.2.7 Jobcentre Plus (West London District)

Jobcentre Plus is a government agency supporting people of working age from welfare into work, and helping employers to fill their vacancies. Its work is particularly relevant to the Hammersmith and Fulham EDS target outcome E2 reducing worklessness. The strategic objectives of Jobcentre Plus are:

#### STRATEGIC OBJECTIVES: JOBCENTRE PLUS (WEST LONDON DISTRICT)

- Increase the effective supply of labour by promoting work as the best form of welfare and helping unemployed and economically inactive people move into employment
- Work towards parity of outcomes for ethnic minority customers
- Pay customers the correct benefit at the right time and protect the benefit system from fraud, error and abuse
- Provide high-quality and demand-led services to employers, which help fill job vacancies quickly and effectively with well-prepared and motivated employees
- Help people facing the greatest barriers to employment to compete effectively in the labour market and move into and remain in work
- Improve continuously the quality, accessibility and delivery of services to all customers
- Ensure that people receiving working age benefits fulfill their responsibilities while providing appropriate help and support for those without work
- Increase Jobcentre Plus' overall productivity, efficiency and effectiveness

### 8.1.3 INTRA-BOROUGH STAKEHOLDERS

Stakeholders with a catchment that includes part or all of Hammersmith & Fulham, as well as other boroughs in West London.

#### 8.1.3.1 Ealing, Hammersmith and West London College

Ealing, Hammersmith and West London College is one of the largest colleges in the UK offering education and training for school leavers, adults, working professionals and international students at four college sites and in the local community and it is particularly renowned for the strength of its ESOL provision. It has over 25,000 students studying on a part or full-time basis and works closely with employers to provide flexible training solutions.

West London College Business Services (WLCBS), based within Ealing, Hammersmith and West London College, has developed a programme of innovative training solutions for a diverse local client base. Taking into account the need for flexibility and the ability to be responsive to employer needs, the College specialises in providing bespoke training solutions to meet the needs of individual employers. Training takes place within the specialist training suite, centrally based in Hammersmith, or on client premises.

Customised Programmes are tailored to enhance existing in-house training programmes and can be adapted to meet the working patterns of individual organisations. In addition, specialist trainers who are industry specific can advise on nationally recognised qualifications for client programmes and manage the process for them. WLCBS also runs a Business Training Network which provides a wide range of open courses that can be accessed throughout the calendar year.

### 8.1.3.2 Park Royal Partnership

Park Royal has a proud manufacturing heritage and is home to some 1900 companies employing approximately 40,000 people. In order to ensure co-ordinated and effective regeneration in the estate, the Park Royal Partnership was established in the early 1990's. The Partnership has been consistently successful in securing grant funding from the Single Regeneration Budget to promote the regeneration of the estate. Park Royal, together with adjacent Wembley has now been designated a priority regeneration area for the London Development Agency.

Park Royal Partnership is a company committed to the promotion and redevelopment of Park Royal – one of the largest business groupings of its type in the whole of Europe. It is funded by the private sector through subscriptions from its members and by the public sector including local authorities and the London Development Agency. Park Royal Partnership is an organisation run by a board of directors drawn from the private, public and not-for-profit sectors. The key objective set out in its 10 year plan (2002 – 2012), of greatest relevance to the Hammersmith and Fulham EDS, is the creation of 25,000 new jobs in the Partnership area.

### 8.1.3.3 Heathrow City Partnership

The overriding purpose of the new Heathrow City Partnership Ltd is to build on their successful track record in regeneration and economic development – providing training and delivering programmes. Specific strategic objectives include:

- Developing the competitiveness of Heathrow City businesses;
- Creating a culture of entrepreneurship;
- Helping local people to develop their skills and job prospects;
- Developing infrastructure and quality sites and premises.

The Heathrow City Partnership programmes encompass twelve wards across the three West London boroughs of Hillingdon, Hounslow and Ealing and include the towns and neighbourhoods of Hayes, Heston and Southall. Although this is not directly relevant to the EDS in terms of geography, the Council has sought to establish stronger and more dynamic linkages with other West London boroughs to deliver the West London SRDF agenda and to compete for funding (such as LEGI); and HCP is likely to continue to play an important role in these activities.

### 8.1.3.4 City Growth Western Arc Partnership

The 'Western Arc' is strategically located between London's West End and Heathrow airport and is an area of both historic and economic significance in its own right. It comprises the key areas of Park Royal, Wembley, and White City and spans the three London Boroughs of Brent, Ealing and Hammersmith and Fulham.

At the heart of the Western Arc is the Park Royal Estate, London's largest business park. In the north of the Western Arc regeneration activity associated with the new National Stadium project at Wembley will include retail, leisure and entertainment facilities which are expected to transform the area by providing 3,700 new homes and 6,100 new jobs.

The BBC dominates the landscape in White City in the south of the Western Arc forming a focal point for the important media and creative centre it has spawned. Major redevelopment projects already underway across White City include the major £1.6 billion Westfield London development, as considered extensively earlier in this Strategy.

The vision for the Western Arc will is that by 2015 it will have an excellent public image and be widely known as a prosperous business community in which specialised clusters thrive and where a high

quality public transport system and low traffic congestion facilitate the employment of well qualified and well skilled people from all local communities.

To deliver on this vision a strong local partnership of business leaders and other local agencies have agreed to:

- Drive up standards of delivery from local agencies
- Create positive new perceptions
- Build on growth cluster strengths
- Maximise employment of local people into local jobs
- Create a high quality and sustainable Business environment

#### **8.1.3.5 Notting Hill Housing Partnership**

Notting Hill Housing was founded in 1963 and is one of the UK's largest providers of affordable housing. It employs approximately 750 staff and manages 19,000 homes, housing and nearly 50,000 people across London and the surrounding areas. Notting Hill Housing is part of the Notting Hill Housing Group, which includes:

- Notting Hill Housing Trust
- Notting Hill Care Services
- Notting Hill Commercial Properties
- Notting Hill Home Ownership
- Notting Hill Housing Trust Shops
- Notting Hill Properties.

NHH is a key voice in the development of housing policies and innovative practices. Its is a member of the g15 - a group of 15 housing associations who meet regularly to discuss housing policies, best practice and the issues of the day.

#### **8.1.3.6 Shepherd's Bush Housing Association**

Shepherds Bush Housing Association owns and manages over 4,000 properties in eight London boroughs: Hammersmith and Fulham, Kensington and Chelsea, Ealing, Hounslow, Richmond, Hillingdon, Brent and Harrow.

Its portfolio includes over 320 bed spaces for direct and agency managed supported housing and it manages over 700 privately leased properties.

#### **8.1.3.7 Acton Housing Association**

Launched in November 2004, Dominion Housing Group incorporates Acton Housing Association, Cherwell Housing Trust, Kelsey Housing Association, and Optimum Housing.

Acton Housing Association is an RSL with charitable status, established in 1969. It has one of the largest development programmes in the country, providing over 7,500 high-standard affordable homes for a wide range of people across 13 London boroughs, in the City of Bristol and elsewhere. It houses families, single people, older people, key workers, students and people with special needs, under rent or shared-ownership schemes. Co-founded the Group in November 2004.

Key stakeholdings in Hammersmith & Fulham include:

*i. Queen Charlotte's (Goldhawk Road, Hammersmith and Fulham)*

Dominion's development at the site of the famous Queen Charlotte's Maternity Hospital in Hammersmith, West London is one of the largest affordable housing projects in the capital, with over 70% of the homes designated as affordable.

Dominion acquired the land from Hammersmith Hospitals NHS Trust and worked on the 200-home scheme in close partnership with Crest Nicholson and Hammersmith & Fulham Council.

The multi-million pound development is intended to create a sustainable "mixed community" of privately owned homes and homes for shared ownership and rent. Some of the properties have been given to the NHS Trust's key worker nominees and some to residents of two specialist housing associations - Innisfree and ARHAG.

The scheme also includes a state-of-the-art medical centre and the next stage will see sheltered accommodation for elderly people developed at the site.

*ii. Cedar House (Townmead Road, Hammersmith and Fulham)*

Dominion was chosen by Hammersmith and Fulham Council as part of a consortium to redevelop Cedar House - a huge former gasworks site next to the river Thames.

Dominion and other housing associations worked with private contractor St George to develop more than 1,500 homes on this very high value land.

This major regeneration project also includes the provision of offices, shops, restaurants, hotels, public parks and other leisure facilities. The homes are for intermediate rent.

### **8.1.3.8 Octavia Hill Housing Trust**

Octavia is a not-for-profit organisation that provides low-cost housing in London for those in need. It owns and manages 3,500 properties primarily in Westminster, Kensington, Hammersmith and Brent. Four Boroughs characterised by exceptionally high demand for affordable housing and some of the highest house prices in the UK.

Nearly all of Octavia's properties are let to nominees of the Local Authority in which the property is based. It provides some homes for those in the essential services (sometimes known as keyworkers).

In addition to the provision of homes it also operates a residential care home, and twenty-five special projects. It operates two day-care centres for the elderly; a small repairs agency for the elderly, sheltered housing and it leases and manages homes for families that would otherwise be in Bed and Breakfast accommodation.

The Association is registered as an exempt charity with the Housing Corporation and the Registrar of Friendly Societies.

### **8.1.3.9 Catalyst Communities Housing Association**

Catalyst Communities Housing Association is the largest member of Catalyst Housing Group. It provides more than 11,000 affordable homes in outer-west London and the Thames Valley, including homes for rent, shared ownership homes, sheltered schemes and supported housing. Catalyst Communities was formerly known as Ealing Family Housing Association.

### 8.1.3.10 Family Mosaic Housing Group

Family Mosaic is one of the largest housing groups in the UK, providing homes and housing services to around 45,000 people in 20,000 homes across London and Essex.

It provides a wide range of housing and services, which includes:

- General housing needs
- Sheltered housing
- Housing with extra support
- Temporary housing department (with over 1,000 units of temporary accommodation)
- Tenant support service

Family Mosaic has three subsidiaries: Landmark, Old Oak and Charlton Triangle Homes. Old Oak Housing Association was set up in 1999 to regenerate and manage 670 homes and a community centre which were transferred from the London Borough of Hammersmith & Fulham. Now that refurbishment of homes has been completed, Old Oak's Board is focussing on community development and regeneration projects. Family Mosaic is the majority shareholder in the Company, with the balance of shares held by tenants and Local Authority nominees.

### 8.1.3.11 Threshold Housing & Support

Threshold Housing provides rented homes to people across south and west London and north Surrey. The Threshold Group provides a total of more than 5,800 rented and shared ownership homes to people who would be unable to afford to rent or buy properties at market rates. It also offers support services to people who have learning disabilities or mental health needs or who are otherwise vulnerable. It works mainly in south and west London and north Surrey, and, through its local neighbourhood strategy, aims to improve quality of life in these communities. It has over 500 new homes in development, concentrated in existing communities.

The Threshold Group consists of three housing associations – Threshold Housing, Threshold Support and Threshold Key Homes – and a subsidiary that administers the development of new homes, Threshold Development Ltd.

## 8.1.4 NEIGHBOURING LOCAL AUTHORITY STAKEHOLDERS

Profiles the headline regeneration priorities of other boroughs in the West London Sub Region.

### 8.1.4.1 London Borough of Brent

The Regeneration Strategy 2001-2021 focuses on six key priorities:

- To 'reduce the gaps' between Brent's deprived communities and the rest of London, and in particular to focus on the neighbourhoods of South Kilburn, St Raphaels/Brentfield, Roundwood, Church End, Stonebridge and Harlesden
- To reduce unemployment levels across the Borough to below the London average, concentrating efforts on those people most in need
- To increase income levels across Brent to above the London average and promote measures to retain this wealth within the Brent economy
- To promote a landmark development of regional and national significance at Wembley, creating an identity for the Borough and ensuring substantial local benefit

- v. To ensure a consistently high quality of life for all residents of Brent – incorporating the provision of decent homes for all, high quality destinations and facilities, low levels of crime, healthy living and town centres which meet the needs of local people
- vi. To take positive preventative action in those areas most at risk of falling into decline in the future.

#### 8.1.4.2 London Borough of Ealing

The 2006 -2016 Regeneration Strategy states that Ealing's regeneration will be based on opportunities in:

- The Heathrow-Paddington Sustainable Growth Corridor
- Park Royal and the A40 corridor
- Business sectors with the capacity to expand
- Ealing's town centres
- Transport services that ensure these opportunities are easily accessible from all parts of the borough

Arising out of these themes, Ealing will pursue six central activities designed to transform the way Ealing pursues regeneration and brings benefits to its residents:

- i. To establish Southall as the gateway to Europe for investment from South Asia by creating on 60 hectares of brownfield land a high-density, high-quality, public-transport-based development suitable for enterprises in the 'knowledge industries', enhanced by high-quality housing, retail, hotels, leisure and entertainment activities and a particularly 'green' environment
- ii. Through a partnership with major landowners, to ensure the high-quality redevelopment of central Ealing, with a set of landmark buildings and distinctive features that will differentiate central Ealing from other metropolitan centres and draw the maximum benefit from its transport connections
- iii. To strengthen the north of the Borough by encouraging the growth of modern, flexible companies in the A40 corridor, building on Ealing's traditional strength in supplying and servicing of other businesses at Heathrow Airport, in Central London and in the Thames Valley, resulting in the redevelopment of at least 20 hectares of brownfield land
- iv. To increase the economic activity rate in Ealing from 72.8 % to 75% and to ensure that in no wards, compared with the present 19, do more than 20% of households have an annual income lower than the fifth statistical band (currently £20,000-£25,000)
- v. To work with the Learning and Skills Council to develop a credible skills strategy that increases the proportion of residents of working age qualified at Level 3 or above from 49% to 60%; and those at Level 4 and above from 35.2% to 45%, in order to support a high-skill, high-wage economy
- vi. To make Ealing's town centres a focus of investment in order to maximise local opportunities and promote economically and environmentally sustainable development (the successful Ealing Centre BID is a 5 year programme that aims to provide additional measures for the area over and above those provided as standard ranging from increased security, improved signage, marketing and promotion activities for Ealing as a destination and community, upgrading the physical environment with the further removal of graffiti and improved provisions for public spaces)

#### 8.1.4.3 London Borough of Harrow

The London Borough of Harrow does not seem to place quite the same emphasis on economic development as some neighbouring boroughs. Its stated ambitions in terms of the local economy are:

- Having a strong and respected relationship with the business community
- Being a centre of excellence for community and business support and development
- Encouraging and promoting exemplar projects providing a range of employment opportunities for those individuals disadvantaged by lack of access to the labour market
- Empowering and encouraging the Refugee Sector to engage with us in a mutually beneficial relationship
- Successfully initiating training provision that matches local labour needs
- Encouraging and promoting local communities to play an active role in the regeneration of their neighborhoods and improve the quality of life
- Developing the Harrow Vitality Profile to provide a comprehensive evidence based information system used by all partners to plan service delivery and target need
- Working with neighbouring boroughs to provide continuity of service across the West London sub-region
- Assisting in the development of a vibrant and exciting town centre with key major new developments
- Encouraging and promoting Harrow's district centres as areas of entrepreneurial development

#### 8.1.4.4 London Borough of Hillingdon

The strategic objectives of Hillingdon's strategy for a sustainable economy 2005 - 2015 are to:

- Pursue opportunities to promote balanced and sustainable economic development in Hillingdon
- Enhance and maintain Hillingdon's competitive position as a location to live, work and to do business
- Develop initiatives to maximise the unique advantages of Hillingdon's strategic location which encompasses Heathrow Airport, rail and road connections, Brunel University, Hillingdon Hospital, etc.
- Enable Hillingdon people to realise their full potential through education and training
- Maximise opportunities for local employment and career progression for Hillingdon residents
- Maximise opportunities that are offered by the diversity of the borough's population
- Engage employers in work to address community needs including crime and antisocial behaviour, academic underachievement, social exclusion, etc.

- Co-ordinate action to manage growth opportunities and reflect current needs in the Hayes/West Drayton corridor
- Support excellence in public services particularly in areas such as schooling, health facilities, open spaces and recreation facilities

#### 8.1.4.5 London Borough of Hounslow

The economic development priorities for Hounslow are not as clearly identifiable as those of its neighbouring boroughs. Hounslow for Business is the new business support partnership developed by Hounslow Chamber of Commerce and the Council's Economic Development and Business Support Unit. To simplify matters for the business customer, it co-ordinates information for business and bring all business support initiatives in the Borough under a single business led brand. The Economic Development and Business Support Unit is also currently leading the Council's input to two major area regeneration initiatives in the borough: The West Area Study, a major profiling and analysis of the borough's West Area - Feltham, Hanworth and Bedfont, and the Chiswick Heritage Area programme which includes development of Chiswick House & Grounds.

#### 8.1.4.6 London Borough of Kensington & Chelsea

Despite its position as one of London's most affluent boroughs Royal Borough it continues to experience relatively high levels of deprivation. This is characterised by unemployment, low incomes, high benefit dependency, higher levels of crime and anti-social behaviour, and poor health.

Regeneration is not something that the Council can deliver alone, and will aim to work in partnership with a range of other organisations from the statutory, voluntary and community sectors. Economic Regeneration priorities include:

- To develop a partnership with the new Jobcentre Plus in the north of the borough, ensuring that it delivers appropriate, accessible services to local people, and works effectively with other local organisations
- To work with business groups to ensure that regeneration is considered as an essential part of mainstream Council policy development.
- To develop strong partnerships with neighbouring boroughs, to ensure that opportunities for joint working are identified and exploited
- To strengthen the work of the KCP to ensure that it remains focused on tackling deprivation, unemployment and lack of opportunity

### 8.1.5 BOROUGH WIDE STAKEHOLDERS

Profiled of stakeholders with a borough-wide influence.

#### 8.1.5.1 Hammersmith and Fulham Primary Care Trust

Hammersmith and Fulham Primary Care Trust (PCT) is the NHS organisation responsible for providing and commissioning healthcare for people living and working in the London Borough of Hammersmith and Fulham.

Their aim is to improve the health of local residents by providing access to high quality health services and encouraging people to make healthy lifestyle choices (for example stopping smoking, eating a healthy diet and taking regular exercise). The PCT leads on the Healthier Communities initiative, one of 4 themes identified in the LAA. Targets within the health theme include:

- Reducing the mortality rates from heart disease and stroke related disease by at least 40% in people under 75
- Promoting smoke free environments and reducing the numbers of people smoking. With specific targets for reducing smoking among pregnant women and women of childbearing age
- Reducing the harm caused by alcohol and drug misuse
- Supporting people to become physically active and to adopt a healthier diet
- Improve access to sexual health services
- Reduce accidental injuries

The PCTs priorities in 2005/06 are set out below in relation to each of the key areas set by the Healthcare Commission:

- Deliver effective and affordable care - treating patients in the right place at the right time
- Improving health
- Developing patient centred services with real choices
- Supporting our staff

#### **8.1.5.2 Business Enterprise Centre**

BEC provides start-up and existing businesses based in and around the borough of Hammersmith and Fulham with relevant information about initiatives, support organisations and key business news. BEC has played a critical role in working alongside the Council to support enterprise growth within the borough. Their main remit is the provision of:

- Practical business advice
- Access to information and communication technology
- Improved contact with customers & businesses
- Assistance with marketing and competitiveness
- Help in achieving long term business survival
- Weekly business news items specially for small business

#### **8.1.5.3 Hammersmith & Fulham Refugee Forum**

HFRF was established in 2000 by a number of refugee community organisations working with Hammersmith and Fulham Community Law Centre, to provide an umbrella group for refugee organisations in the borough.

The aim of the Forum is to support organisations in facing the constant demand on their services in an increasingly restrictive environment. Its objectives are:

- To promote any charitable purpose for the benefit of refugees in the borough
- To promote equality of opportunity and the elimination of unfair discrimination on grounds of race
- To promote any other charitable purpose that will develop the capacity and skills of the inhabitants in the area of benefit in such a way that they are better able to identify and help

meet their needs and to participate more fully in society. It seeks to achieve these objectives through the following activities:

- *Regular Open Forum Meetings* - Open Forum Meetings are held on a regular basis as an opportunity for refugee community organisations and other voluntary and statutory agencies to network, exchange ideas and lessons learnt
- *Media Project* - The Media Project, funded by the Commission for Racial Equality, with the appointment of Phil Cooper as Press Officer. The aims of the project include raising the profile of the Forum and the individual Refugee Community Organisations (RCOs) in the media, also helping RCOs to deal more effectively with journalists. The outcome sought is positive coverage to counter the negative and often inaccurate reporting of issues affecting refugees and asylum seekers
- *Community Information Project* - The Community Information Project aims to support RCOs with access to information and services relevant to their needs. A Community Information Officer, Abi Ogunsola, has been appointed to support RCOs through this project
- *Training* - The Forum provides training for refugee organisations to equip them with the skills, knowledge and understanding to represent the views of their organisations to local and national service providers, policy makers and opinion formers

#### 8.1.5.4 Hammersmith & Fulham Chambers of Commerce

Hammersmith & Fulham Chamber of Commerce is Hammersmith & Fulham's is a key local provider of business support and networking opportunities for businesses in the borough.

Members of the Hammersmith & Fulham Chamber of Commerce have access to a number of informational and networking opportunities, including:

- Free members lounge
- Free London Business Matters Magazine
- Free monthly e-newsletter
- Free legal advice
- Free entries in the London Chamber of Commerce Members' Directory
- Free listing on the Members' Zone of the website
- Free admission to prestigious Changing Places events
- Full and varied programme of networking events
- Free seminars
- Member to Member Networking activities

#### 8.1.5.5 Community and Voluntary Sector Network

The CVSN is a network of community and voluntary organisations working with the residents of Hammersmith & Fulham. The network was launched in July 2002 and is run by a Steering Group drawn from members of the network.

It aims to provide an effective and sustainable community network; with a strong voice within the Hammersmith and Fulham Borough; Partnership and other decision making bodies, by enabling community and voluntary groups to

- Appoint their own representatives on local decision-making bodies, including the Borough Partnership

- Develop their own agenda items and proposals for these decision-making bodies
- Work together to tackle their own issues and concerns
- Learn from each other and from public sector and local businesses

#### 8.1.5.6 Hammersmith & Fulham Action on Disability (HAFAD)

HAFAD aims to create opportunities for disabled people to achieve their rights as human beings to enjoy a full role in society. It exists to help create choice and independence for disabled people, through the delivery of high-quality, professionally managed services; and by working with the Local Authority, The Primary Care Trust and other partners to ensure that the inequality experienced by disabled people is proactively and effectively addressed by public bodies.

HAFAD works with its partners in the Voluntary & Community Sector to ensure that the duplication of services is minimised and to achieve effective new ways of working collaboratively with other services, organisations and businesses to meet its objectives.

HAFAD is widely recognised for the innovation and impacts of the leading edge initiatives it has developed. Its priorities in the 2007-2010 period are likely to include:

Ensuring HAFAD is better known in the community:

- HAFAD will work to ensure it has a presence in the community across the borough
- HAFAD will continue to cultivate the schools programme as part of the extended schools agenda

Creating greater partnership working with others to promote inclusion through:

- Employment Project creating a HAFAD Academy in partnership with GlaxoSmithKline Plc.
- Agenda for Youth Programme developing an integrated service for young disabled people and establishing a comprehensive range of activities that help to facilitate support and build pathways into the wider community
- Partnership with Richmond College to deliver ASDAN community volunteering/Internship programme as a route into sustainable employment and tackling social exclusion
- Advocacy Partnership with MIND, MENCAP, CITAS and the Forward Project, to provide for the borough's advocacy needs
- Initiative for a wider and deeper partnership to influence the way the sector is managed, by raising funds to share technical management expertise in business development, fundraising, human resources, IT & network support, training and volunteering

Developing services to meet unmet needs:

- Developing a Training Social Enterprise scheme to create opportunities for disabled people to become trainers in the areas of diversity, disability, equalities, disability youth work and other areas
- Measures to address anti-social behaviour/hate crime against disabled people

#### 8.1.6 SUB-BOROUGH STAKEHOLDERS

Stakeholders with specific interests in the borough that are not borough-wide.

##### 8.1.6.1 North Fulham New Deal for Communities (NDC)

North Fulham NDC is a community partnership looking to improve the North Fulham area. The North Fulham NDC partnership is a Government-funded programme which operates until 2011 under the New Deal for Communities (NDC) initiative. New Deal for Communities is a key programme in the

Government's strategy to tackle multiple deprivation in the most deprived neighbourhoods in the country. It gives some of the England's poorest communities the resources to tackle local problems in an intensive and co-ordinated way. The aim is to bridge the gap between these neighbourhoods and the rest of England.

In 2005 North Fulham NDC established a number of key objectives for the three-year period 2005-08:

- Improve the quality of local public services, making them more accountable and responsive to the needs of local people and businesses in the NDC area
- Improve the economic well-being of the NDC supporting area by increasing family incomes, reducing the number of adults without qualifications and business and entrepreneurial activity
- Improve the health of residents of the NDC area by tackling health inequalities and promoting healthy lifestyles
- Improve levels of educational attainment and achievement of NDC resident children at primary and secondary school and to promote attainment in vocational education for young people up to 19
- Develop a range of high quality buildings and public spaces to underpin the NDC's broad strategic aims
- Increase the active participation of disadvantaged communities within the NDC neighbourhood in existing and new structures of local governance

#### **8.1.6.2 Fulham, Hammersmith and Shepherd's Bush Town Centre Management Schemes**

There are three town centre managers working within the borough. Each has responsibility over one of Fulham, Hammersmith and Shepherds Bush town centres.

The town centre managers undertake a wide range of activities to make the town centres vibrant and pleasant places to live, shop and work. They aim to maximise local resources for the benefit of the whole town centre and undertake activities to support town centre businesses. Examples of town centre management activities include:

- Working closely with the Visitor Development officer to provide activities and guides for visitors.
- Organisation of business forums to tackle issues ranging from litter to licensing
- Organisation of events and promotions to attract more footfall and inward investment in the town centre
- Attracting resources to the town centre by bidding for central government funding for projects as diverse as disability access, shop front improvements, and Safer Shopping initiatives

#### **8.1.6.3 Greater Hammersmith BID Partnership**

Greater Hammersmith is a business-led partnership established to represent the views of local businesses in Central Hammersmith. In March 2006 local businesses voted to establish a Business Improvement District (BID) to identify and deliver tangible improvements that businesses think are needed to benefit their business and improve their operating environment. The Greater Hammersmith BID is a non-profit initiative that is independent from the London Borough of Hammersmith and Fulham, and would therefore provide services in addition to what the local authority already offers. Approximately

£2.9 million will be spent in the Central Hammersmith BID area, over the BID's 5 year life span. The strategic objectives of the BID are:

- To make Central Hammersmith a safe, secure and confident place to work in, visit and run a business
- To clean and freshen up the streetscape of Central Hammersmith making it a more attractive and welcoming place to work in and visit
- To inject life and vibrancy into Central Hammersmith attracting more people to the area and making it a more desirable place to work in and visit
- To listen to businesses and present a strong co-ordinated voice within the local area

This section maps these stakeholders and their major strategies. Linkages, dependencies and synergies are then drawn within each of the three themes of this EDS, and their Thematic Action Plans (TAPs).

## 8.2 THE KEY STRATEGIES WHICH LINK INTO THE EDS

Outlined below is a summarised profile of the main strategies that exert significant impacts on Hammersmith and Fulham's economy and the issues tackled through the EDS.

These strategies were taken into consideration within the development of the EDS and the linkages between each of these and the EDS will be reinforced through proactive partnerships forged through the EDS Steering Group.

| SUMMARISED PROFILE OF KEY REGENERATION STRATEGIES AND AREA BASED INITIATIVES WHICH LINK TO THE ECONOMIC DEVELOPMENT STRATEGY |  |   |   |                       |   |
|--|--|---|---|-----------------------|---|
| TITLE  | SUMMARY  | LIFESPAN  | PARTNERS  | GEOGRAPHICAL COVERAGE | FUNDING & RESOURCES ALLOCATED                                 |
| Sustaining Success – London Economic Development Strategy  | <p>The LDA has a central role in facilitating London's EDS which follows on from the 2001 strategy "Sustaining Success" and aims to support the LDA in addressing the following overarching aims:</p> <ul style="list-style-type: none"> <li>• Deliver more effective infrastructure for future growth and create healthy, sustainable, high-quality communities</li> <li>• Tackle the barriers to employment</li> <li>• Tackle the barriers to enterprise start-up, growth and competitiveness</li> <li>• Promoting London to the rest of the UK and the outside world</li> </ul> <p>The EDS operates in conjunction with the London Plan and the West London SRDF, thus championing a holistic approach to economic development and regeneration combining both psychical and socio-economic aspects.</p> <p>There are 14 core objectives across the themes of the EDS and its Action Plan:</p> <ol style="list-style-type: none"> <li>1. Support the delivery of the London Plan, to promote sustainable growth and economic development</li> <li>2. Deliver an improved and effective infrastructure to support London's future growth and development</li> <li>3. Deliver healthy, sustainable, high quality communities</li> <li>4. Tackle barriers to employment</li> <li>5. Reduce disparities in labour market outcomes between groups</li> <li>6. Address the impacts of concentrations of disadvantage</li> <li>7. Address barriers to enterprise start-up growth and competitiveness</li> <li>8. Maintain London's position as a key enterprise and trading location</li> <li>9. Improve the skills of the workforce</li> <li>10. Maximise the productivity and innovation potential of</li> </ol> | To 2016. Reviews every 3 to 4 years. Corporate Plan 2006-2009 | Virtually all public, private and voluntary organisations with an interest in the London economy. Also strong inter-regional links and with central Government. | All of London         | £576 million 2006/7, £747 million 2007/8, £422 million 2008/9 |

| SUMMARISED PROFILE OF KEY REGENERATION STRATEGIES AND AREA BASED INITIATIVES WHICH LINK TO THE ECONOMIC DEVELOPMENT STRATEGY |   |               |   |   |                               |
|--|---|---------------|---|---|-------------------------------|
| TITLE  | SUMMARY   | LIFESPAN      | PARTNERS  | GEOGRAPHICAL COVERAGE   | FUNDING & RESOURCES ALLOCATED |
|  | <p>London's enterprises</p> <p>11. Ensure a coherent approach to marketing and promoting London</p> <p>12. Co-ordinate effective marketing and promotion activities across London</p> <p>13. Maintain and develop London as a top international destination and principal UK gateway for visitors, tourism and investment</p> <p>14. Work in partnership to deliver the Mayors EDS Action Plan</p>  |               |   |   |                               |
| West London Tourism Strategy and Action Plan 2005  | <p>The strategy mirrors the aims of the London Tourism Vision and forms one of a 'family' of 5 sub regional tourism strategies for London. Its main priority programmes are:</p> <ul style="list-style-type: none"> <li>• Leadership and promotion</li> <li>• Market development</li> <li>• Evidence and Intelligence</li> <li>• Product development</li> <li>• People and Entrepreneurship</li> </ul> <p>In particular the Tourism Strategy supports EDS Theme 1</p>   | 2005 - 2008   | London Development Agency, West London Business, Visit London, West London Alliance                 | The London Boroughs of Hounslow, Hillingdon, Ealing, Hammersmith and Fulham, Brent and Harrow.  | N/A                           |
| Creative London  | <p>4 key objectives:</p> <ul style="list-style-type: none"> <li>• Ensure the continued growth and development of London's creative industries</li> <li>• Maximise their contribution to London's economy</li> <li>• To enhance the regenerative capacity of London through the increased engagements of its citizens in the arts and other cultural activities</li> <li>• To make sure that London's diverse communities benefit from, and contribute to, this expansion</li> </ul> <p>In strategic terms this 'Creative London' initiative links to all three themes in the Hammersmith and Fulham EDS</p> | Not specified | Potentially all public, private and voluntary bodies involved in the creative industries in London. | Intended to cover all of London. 10 strategic locations identified: Barking, Haringey/North London, Kings Cross/Arsenal/Camden, Notting Hill/North, Westminster, Brixton/Elephant & Castle, South London/Croydon, City Fringe, Deptford, Greenwich/Creekside, Lower Lea Valley and West London – location not | N/A                           |

| SUMMARISED PROFILE OF KEY REGENERATION STRATEGIES AND AREA BASED INITIATIVES WHICH LINK TO THE ECONOMIC DEVELOPMENT STRATEGY |   |   |  |  |                               |
|--|---|---|--|--|-------------------------------|
| TITLE  | SUMMARY   | LIFESPAN                                  | PARTNERS   | GEOGRAPHICAL COVERAGE  | FUNDING & RESOURCES ALLOCATED |
|  |   |   |  | specified  |                               |
| West London Economic Development Strategy and Implementation Plan  | <p>Strategic priority themes mirror those of the LDA Strategy and include investment in:</p> <ul style="list-style-type: none"> <li>• Places and infrastructure</li> <li>• People</li> <li>• Enterprise</li> <li>• Marketing and promotion</li> </ul> <p>It links well with all 3 EDS target outcomes and the revised strategy will include a West London Olympics programme.</p>   | The Strategy will be reviewed in 2006/07. | West London Alliance, West London Business, West London Network, the Learning and Skills Council, the Strategic Health Authority   | The London Boroughs of Hounslow, Hillingdon, Ealing, Hammersmith and Fulham, Brent and Harrow. | N/A                           |
| LSC Annual Statement of Priorities 2007/08   | <p>The Annual Statement of Priorities sets the key strategies; targets; and thematic priorities for the LSC; its partners; and its funding programmes.</p> <p>Although there are cross-cutting linkages throughout the Annual Statement of Priorities with EDS theme 3 in particular, LSC Priority 4 is focused specifically on raising the LSC's overall contribution to Economic Development.</p> <p>Through partnership working, the LSC will place an emphasis mainly on low skilled (sub NVQ Level 3) individuals who are not working and enhancing the delivery of skills relevant to employment. This includes moving people off benefits into jobs; helping socially and economically excluded disadvantaged people to gain sustainable employment; and supporting low-skilled workers in the workplace, amongst other actions.</p> | 2007 - 2008                               | A wide range of partners including other bodies involved in education, training and employment; other bodies engaged in related social policy; and education and training providers (public and third sector). | The London Boroughs of Hounslow, Hillingdon, Ealing, Hammersmith and Fulham, Brent and Harrow. | N/A                           |
| Park Royal Strategy  | <p>The strategic vision for Park Royal is that it will:</p> <ul style="list-style-type: none"> <li>• Have 25,000 more jobs</li> <li>• Be easy to travel into by fast, frequent and reliable public transport</li> </ul>   | 2002 - 2012                               | Key partners include: Local Park Royal companies, the Local Authorities, Business Link, the London Development Agency, the London West Learning and Skills   | Spans parts of the London Boroughs of Brent, Ealing and Hammersmith & Fulham                   | N/A                           |

| SUMMARISED PROFILE OF KEY REGENERATION STRATEGIES AND AREA BASED INITIATIVES WHICH LINK TO THE ECONOMIC DEVELOPMENT STRATEGY |   |                                    |   |  |                               |
|--|---|------------------------------------|---|--|-------------------------------|
| TITLE  | SUMMARY   | LIFESPAN                           | PARTNERS  | GEOGRAPHICAL COVERAGE  | FUNDING & RESOURCES ALLOCATED |
|  | <ul style="list-style-type: none"> <li>• Be known for the number of businesses leading the way in sustainable environmental practice</li> <li>• Be known for the number of its businesses which are working closely with their local communities</li> <li>• Have a strong representative organisation in Park Royal Partnership to lobby on behalf of Park Royal and to promote the area and its redevelopment, to draw in public and private sector resources for further improvements, and to ensure there are strong, committed partners in the private, public and community sectors.</li> </ul> <p>The role of Park Royal in the EDS is crucial and its strategic approach fits well with all 3 EDS target themes.</p> |                                    | Council, West London Business   |  |                               |
| City Growth Western Arc Partnership Vision   | <p>The stated vision for the Western Arc is: By 2015 the Western Arc will have an excellent public image and be widely known as a prosperous business community in which specialised clusters thrive and where a high quality public transport system and low traffic congestion facilitate the employment of well qualified and well skilled people from all local communities.</p> <p>Potentially, the implementation of the work of the Partnership will influence all 3 EDS target themes.</p>  | Not specified                      | Local businesses, London Boroughs of Brent, Ealing and Hammersmith and Fulham, LDA, LSC, Job Centre Plus, FEIs, HEIs, | It comprises the key areas of Park Royal, Wembley, and White City and spans the three London Boroughs of Brent, Ealing and Hammersmith and Fulham. | N/A                           |
| Neighbouring London Borough Council regeneration strategies (within the West London Sub Region)                              | <p>Neighbouring London boroughs councils have varying interests in and commitments to their local economies. The activities of the London Boroughs of Ealing and Brent are possibly of greatest importance to the Hammersmith and Fulham EDS, but important strategic linkages can also be made with other boroughs, in particular Hillingdon.</p> <p>Given the forthcoming DCLG White Paper on the future of local government (out at the end October/start November), which is widely predicted to provide stronger remits and incentives for local authorities to support their local economies, coupled with new Comprehensive Performance Assessment criteria favouring</p>  | Various - up to 10 year strategies | Various   | The London Boroughs of Hounslow, Hillingdon, Ealing, Brent, Harrow and Kensington & Chelsea  | N/A                           |

| SUMMARISED PROFILE OF KEY REGENERATION STRATEGIES AND AREA BASED INITIATIVES WHICH LINK TO THE ECONOMIC DEVELOPMENT STRATEGY |   |             |   |  |                               |
|--|---|-------------|---|--|-------------------------------|
| TITLE  | SUMMARY   | LIFESPAN    | PARTNERS  | GEOGRAPHICAL COVERAGE                          | FUNDING & RESOURCES ALLOCATED |
|  | council-wide strategic approaches to economic development the West London local authorities are likely to become more strategically and operationally important in terms of economic development and the EDS.   |             |   |  |                               |
| North Fulham New Deal for Communities  | <p>In 2005 North Fulham NDC established a number of key objectives for the three-year period 2005-08:</p> <ul style="list-style-type: none"> <li>• Improve the quality of local public services, making them more accountable and responsive to the needs of local people and businesses in the NDC area</li> <li>• Improve the economic well-being of the NDC supporting area by increasing family incomes, reducing the number of adults without qualifications and business and entrepreneurial activity</li> <li>• Improve the health of residents of the NDC area by tackling health inequalities and promoting healthy lifestyles</li> <li>• Improve levels of educational attainment and achievement of NDC resident children at primary and secondary school and to promote attainment in vocational education for young people up to 19.</li> <li>• Develop a range of high quality buildings and public spaces to underpin the NDC's broad strategic aims</li> <li>• Increase the active participation of disadvantaged communities within the NDC neighbourhood in existing and new structures of local governance</li> </ul> <p>The implementation of the NDC will influence all 3 EDS target themes.</p> | 2001 - 2011 | Community groups, local businesses, voluntary organisations, London Borough of Hammersmith & Fulham, Police and the Hammersmith and Fulham Primary Care Trust | Parts of the North End & Fulham Broadway wards | £44 million                   |
| Hammersmith & Fulham Primary Care Trust Worklessness Strategy  | Although currently in an early stage of development, the PCT's Worklessness Strategy looks to tackle the identified linkages between long-term worklessness and ill health by dedicating targeted resources and funding to support people to return to employment.  | N/A         | N/A   | N/A  | N/A                           |

| SUMMARISED PROFILE OF KEY REGENERATION STRATEGIES AND AREA BASED INITIATIVES WHICH LINK TO THE ECONOMIC DEVELOPMENT STRATEGY |   |             |   |                       |                               |
|--|---|-------------|---|-----------------------|-------------------------------|
| TITLE  | SUMMARY   | LIFESPAN    | PARTNERS  | GEOGRAPHICAL COVERAGE | FUNDING & RESOURCES ALLOCATED |
|  | Further to blanket allocations, this strategy also includes additional resources for priority groups, such as lone parents and the EDS should look to support, inform and align with the development of this strategy as an immediate priority.   |             |   |                       |                               |
| JobCentre Plus Annual Business Plan 2006-07  | <p>Jobcentre Plus is an executive agency for the Department for Work and Pensions. The aim of the Department is to "promote opportunity and independence for all". Jobcentre Plus plays a significant role in making this a reality through delivering "work for those who can, support for those who cannot"</p> <p>Key Priorities for 2006/07 include:</p> <ul style="list-style-type: none"> <li>• Continuing to change the shape of our business to meet customer need</li> <li>• Better meet employers needs</li> <li>• Help our customers with health conditions and disabilities realise their aspirations to return to work</li> <li>• Support the transition into work for lone parents</li> <li>• Offer greater tailoring in the support made available to customers</li> <li>• Improve the effectiveness of deliver outside of Jobcentre Plus through partnership working</li> </ul> | 2006 - 2007 | Department of Work & Pensions, Child Support Agency, local authorities, and third sector delivery partners. | National              | N/A                           |

16 APRIL 2007

**CABINET MEMBER FOR REGENERATION**  
*Councillor Frances Stainton*

**EUROPEAN REGIONAL DEVELOPMENT FUND LONDON OBJECTIVE 2 PROGRAMME 2000-2006 ENHANCING PROGRAMME MANAGEMENT**

**Wards**  
**College Park and Old Oak, Wormholt and White City, Shepherds Bush Green, Askew**

The report seeks authority for the Council to secure £253,273 in grant funding from the Government Office for London in respect of the above.

The total amount of the approval is £253,273 of which 50% ie £126,826 will be paid to the Council as cash. The balance is made up of partner contributions. The Council is not required to provide any cash contribution to this project. Entering into the agreement with Government Office for London will enable the Council to secure costs incurred to date.

**CONTRIBUTORS**

DCS  
HLS  
DF

**Recommendations:**

- 1. That authority is granted to continue the Council's role as Accountable Body for the financial year 2006/07.**
- 2. That the Director of Community Services is authorised to enter into the Funding Agreement with Government office for London and authorised to spend in accordance with the grant conditions.**

|   |
|---|
| <b>HAS A PEIA BEEN COMPLETED?</b><br><b>YES</b> |
|---|

## **1. BACKGROUND INFORMATION**

Objective 2 programme

- 1.1. The Objective 2 programme is part of the Structural Funds, an inward investment programme that has benefited selected areas across London and in West London, parts of Hammersmith and Fulham, Ealing and Brent.
- 1.2 This programme supports a package of financial assistance aimed at reducing unemployment and sponsoring regeneration of the built environment and business premises.
- 1.3 The programme is managed by the Government for London devolved to area partnerships.

## **2. TECHNICAL ASSISTANCE (TA)**

- 2.1 Technical Assistance (TA) is part of the programme's management arrangements and covers the technical specialist/expert support required. It is paid for by special measures in the programme at 50% with the remainder supplemented by partner contributions which can be in cash and/or in-kind.
- 2.2 Area partnerships are serviced by Technical Assistance offices in other sub-regions however, in the case of West London, one Technical officer - Agency appointment - has covered the functions of technical support and programme coordination needed across the area since 2000/01 to date.
- 2.3 H&F provided the accountable body for the TA contract since the start of the programme, dating back in 2001. Other members, such as LB Ealing have provided officer support – at director level - to cover the partnership's Chair responsibilities and London Borough of Brent and West London Business provided Councillor and Chief Executive representation at programme fora.
- 2.4 Expenses incurred to the Council in hosting this post have been met by European Regional Development Fund (ERDF) via a project application submitted to Government Office for London for approval and then paid in arrears in agreed instalments. ERDF pays 50% of the costs with the remainder made up from partner contributions in cash or in-kind, although the latter forms the bulk.
- 2.5 The current offer letter extends the existing contract for the remaining period of the programme to the end of 2006/07 and allocates to the Council an agreed amount of ERDF funds to draw in order to meet the costs of TA.

## **3. MEETING THE COUNCIL PRIORITIES**

- 3.1 H&F acts as the accountable body for the TA contract in order to best safeguard its specific interests in the context of partnership business and take on an enhanced strategic role in terms of influencing primary funding authorities and key players in regeneration. A total of £2.7 million has been received by the borough (levering in approximately another £4m) for schemes aimed at moving residents from the most deprived areas, outside of benefits and into training and employment.

- 3.2 A further £835,000 (matching a total investment of £1.9m) is sponsoring the creation of a nursery and office spaces by City Mission in Scrubbs Lane and an extension at the Edward Woods Centre accommodating office space and a café.
- 3.3 Entering into a grant funding arrangement with Government Office for London (GOL) for the period up to December 2007 will enable the Council to claim ERDF and meet costs incurred.
- 3.4 The Technical Assistant role supports recipients of funding develop and implement appropriate monitoring and audit systems and in this respect safeguards money from potential clawback, (where suppliers have not had systems that meet ERDF audit requirements).
- 3.5 The role will also provide the Council with support in lobbying for new structural and business support funds of £100m for London from 2007 – 2113.
- 3.6 This contract does not represent a new agreement but the continuation of an existing one.
- 3.7 The retrospective nature of this contract covers £40,00 costs incurred from April 2006.

#### **4. COMMENTS OF HEAD OF LEGAL SERVICES**

- 4.1 By entering into the agreement the Council will be the accountable body for the programme and will subject to the obligations and potential liabilities set out in the report. The terms and conditions of the Agreement are standard Government Office for London terms and the same as in previous years.

#### **5. COMMENTS OF DIRECTOR OF FINANCE**

- 5.1 LBHF has already incurred costs of £40,000 in relation to this scheme, and expects to have spent £126,826 by December 2007. If the agreement with the Government Office for London is extended, this expenditure will be funded through a grant.
- 5.2 In order to receive this grant funding, LBHF must provide a cash-in-kind contribution of £126,447. This match funding will be based on apportionments of officer time and a share of accommodation costs. The share of officer time will come from all managers, project officers and finance staff who are involved in the management of the programme, and will be supported by timesheet documentation.

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

| <b>No.</b> | <b>Description of Background Papers</b>  | <b>Name/Ext. of Holder of File/Copy</b> | <b>Department/ Location</b> |
|------------|--|---|-----------------------------|
| 1.         | Offer letter Cover Letter London objective 2 programme 2000-2006. European regional development fund<br>PROJECT: West London Area Technical Assistance – ERDF 06/107 | Mark Billington ext 4229                | CSD, Riverview House        |

16 APRIL 2007

**CABINET MEMBER  
FOR HOUSING**

*Councillor Adronie  
Alford*

**HOUSING ALLOCATIONS PLAN 2007 – 2008**

The Council is required to publish an annual allocations plan, which sets out the balance of lettings for the coming year.

**Wards  
All**

This document seeks approval for the proposed distribution of lettings to RSL and Council properties for 2007/08.

**CONTRIBUTORS**

CSD  
HLS  
DF

**Recommendation:**

**That approval is given for the proposed distribution of lettings to Registered Social Landlords and Council properties for 2007/08 as outlined in the report.**

|  |
|--|
| <p><b>HAS A PEIA BEEN<br/>COMPLETED?<br/>YES</b></p> |
|--|

## **1. INTRODUCTION**

- 1.1 The Council is required to publish an annual allocations plan, which sets out the balance of lettings for the coming year.
- 1.2 This document seeks approval for the proposed distribution of lettings to Registered Social Landlords (RSL) and Council properties for 2007/08. There is a small reduction in new lettings compared to recent years, partly because of an increased decant programme for Council properties, and the establishment of two new quotas, a key workers and sustainability.
- 1.3 The Council intends to develop a balanced allocations plan that whilst prioritising those in housing need, seeks to provide increased quotas for working households or persons in work related apprenticeships. This will enable the Council to deliver mixed and safe communities by providing housing opportunities that give households greater choice and more housing options.
- 1.4 In relation to the above the Council intends to undertake a period of consultation over the summer regarding a number of proposed policy changes to the letting of social housing with a view to revising the current rules of allocation. A report outlining these proposed changes will be considered by Cabinet at a meeting in September 2007 as a key decision.
- 1.5 The proposed distribution set out below seeks to ensure that the Council complies with its legislative duties under Parts VI and VII of the Housing Act 1996, maintains a supply of lettings for local residents, retains the current rate of tenant transfers to reduce overcrowding, a supply of lettings for vulnerable households and introduces two new quotas.

## **2. ESTIMATED SUPPLY OF HOUSING**

- 2.1 This report proposes an allocation plan for the distribution of available lettings in 2007/2008 as set out at Appendix A. The Allocations Plan targets take account of the following considerations:
  - i. The predicted availability of housing created by the departure of existing tenants and the acquisition of new dwellings (including RSL nominations).
  - ii. The expected demand from statutory rehousing duties.
  - iii. The level of assessed housing need experienced by tenants and borough residents.
  - iv. The need to decant tenants from their homes in order to carry out major works.
  - v. The relative demand from people in supported accommodation, children leaving care and other special schemes of rehousing.
- 2.2 The estimated number of nominations that the Council will be offered by registered social landlords or Housing Associations (RSLs) within the borough is included in the Allocations Plan. RSL properties that have been offered to the Council under nomination arrangements will be allocated in the same way as the Council's own housing stock.

- 2.3 As noted in last year's report, over recent years the trend in the true supply of available Council housing was downward until 2002/03, in 2004/05 590 Council lettings became available but in 2007/08 this is projected to decline to 445 lettings as a result of an increased number of decants given there is a need for essential redevelopment work required in some of the Councils' stock and a small but increasing number of decants required owing to decent homes work.
- 2.4 Trends in vacancies show that the key factor in supply is the ability of tenants to move out of the sector voluntarily, frequently into low cost or other home ownership, or for other social and mobility reasons. The establishment of the new H&F Home Buy service and the Council's commitment to developing new products that assist people into home ownership will ensure that this becomes a viable option for many Council tenants in future years. There will be a corresponding positive impact on the number of Council tenancies available for re-letting.
- 2.5 In addition to Council properties, it is expected that Housing Associations will contribute a total of 350 nominations of rented housing to the Allocations Plan 2007/2008.
- 2.6 The major schemes due for delivery in the coming year are:

| <b>New lets expected 2007-8</b> |                                     |  |              |
|---------------------------------|-------------------------------------|--|--------------|
| <b>RSL</b>                      | <b>Scheme</b>                       | <b>Completion date</b>   | <b>Units</b> |
| Dominion Housing Group          | Hammersmith Pumping Station         | Summer 2007  | 19           |
| Circle 33 Housing Trust         | Du Cane Road                        | Phased handover from January 2007 with practical completion for 23rd July 2007 (number available to let is subject to returning decants) | *23          |
| Octavia Housing & Care          | White City - Phase one              | Spring 2007  | 45           |
| Notting Hill Housing Group      | Kerrington Court                    | Spring 2008  | 24           |
| Ujima Housing Association       | Imperial Wharf - Block H.1.3 & H.14 | Winter Nov 2007  | 31           |
| Old Oak                         | Charmers Court Heathstan Road       |  | 31           |
|                                 |                                     |  | <b>173</b>   |

\*estimated.

2.7 On this basis, the Council will aim to complete **1186** lettings during 2007/2008, comprising **830** new households with an additional **356** lettings to tenant transfers. Of the total, the Council's stock is expected to contribute **836** rehousing, while Registered Social Landlords will provide **350** and **15** will come from outward mobility arrangements with other housing authorities. A copy of the original plan for 2006/2007 is attached at Appendix B for comparison.

### **3. DELIVERING THE ALLOCATION PLAN 2007/2008**

3.1 The Allocations Plan for 2007/2008 will be delivered in the framework of choice based lettings, which was successfully launched in September 2005. Passing the initiative to applicants to bid for properties, choice undoubtedly makes Allocation Plan targets more challenging to achieve for statutorily homeless households, as rehousing is dependent on successful bidding for properties.

3.2 It is therefore anticipated that it will be necessary to make direct offers to homeless households in a significant number of cases in 2007/08 in order to maintain control of temporary accommodation levels. Nevertheless the Council continues to promote choice for homeless families where possible.

3.3 A further report reviewing choice based lettings is planned for a future Housing Scrutiny committee meeting.

### **4. TENANT TRANSFERS AND DECANTS 2006/2007**

4.1 In support of its strategy to combat overcrowding, the target for tenant rehousing during 2007/2008 remains at the high level of 30% of all lettings at 356 transfers.

4.2 The demand for Council decants in 2007/08 is double that of last year reaching **108** there is an expectation that decants will be given priority to achieve movement on the hidden homes initiative etc.

4.3 A further 50 transfers are committed to the **Beneficial transfer** scheme to release larger properties for overcrowded families in the borough.

### **5. REASONABLE PREFERENCE GROUPS**

5.1 It is a legal requirement of the Housing Act 1996 Part VI that a number of classes of household must be given 'reasonable preference' under an allocations scheme. These groups are:

- People who are homeless
- People occupying unsanitary, overcrowded, or otherwise unsatisfactory housing;
- People who need to move for medical or welfare reasons
- People who need to move to a particular location - for example, to be nearer to special medical facilities - and who would suffer hardship if they were unable to do so

5.2 A scheme may provide for other factors to be taken into account in determining which applicants are to be given preference under a scheme, provided they do not dominate the scheme at the expense of the groups listed above. For example essential workers such as teachers, nurses and police officers could be allocated accommodation within a reasonable travelling distance from their work in areas where high housing costs might otherwise price them out of the communities they serve.

## 6. PROPOSED ALLOCATIONS TO HOMELESS AND SPECIAL QUOTAS

6.1 **Priority Homeless Households** - The Allocation Plan sets aside 478 lets to address priority homelessness demand. This represents 60% of all secure lettings to new tenants. Holding homeless rehousing to this relatively low level over the longer term, however, will depend on maintaining a reduction in the overall level of temporary accommodation in line with the government's target to halve homeless placements by 2010. This is a key Best Value Performance Indicator for the Council and good performance on this informs the government's Comprehensive Performance Assessment determination and the level of homelessness directorate funding.

6.2 **Housing Register** - It is proposed to set the quota for the general Housing Register to 94 for 2007/2008 including 66 sheltered units, a planned decrease on last year. Although this is less than last year the number of allocations to housing register applicants during 2006-2007 was good and exceeded its target by 21 cases.

6.3 **Community Lettings Scheme** - Community lettings were introduced in 2003 to allocate bed-sit units to older children or other adult members of tenant households in order to alleviate overcrowding. The scheme has attracted a steady level of demand from tenant households requiring the very largest properties and will continue to be promoted in 2007/2008.

6.4 **Inward Mobility/Reciprocals** - Quota allows for 15 inward moves in 2007/2008. These properties are generally made available to people currently outside the borough to provide or receive support, and for those seeking sheltered housing accommodation. They have also been available to support the Multi-Agency Witness Protection scheme since 2004.

6.5 **Supporting People Quota** - Was introduced at the beginning of 2006 to provide move on for single people leaving temporary supported housing in the borough who are ready for independent living.

6.6 The lack of move-on accommodation is of critical problem for temporary supported accommodation providers in the borough and can lead to the ineffective use of support and resettlement services funded through Supporting People, and to repeat homelessness.

6.7 The Supporting People quota is an important element of the Council's Supporting People strategy, and it is therefore proposed to continue to allocate a significant quota of 60 units for this purpose in 2007/2008.

- 6.8 **Children Leaving Care** - Is allocated a quota of 45 properties for 2007/2008 reflecting sustained demand from care leavers in the borough and is currently being consulted on with the Director of the Children's Trust. This level of allocation recognises the high cost of maintaining care leavers who are otherwise capable of independent living and should greatly assist with care planning.
- 6.9 **Rehousing Policy Quota** - Is estimated to require an allocation of 15 units, used mainly to address the needs of people left in occupation of Council properties after the tenant ceases to occupy, and who are entitled to succeed under policy.
- 6.10 **Ex-staff Rehousing** - Is allocated 5 units in line with expected demand and is available to re-house certain categories of service tenant at the end of long-term employment in the borough.
- 6.11 **Key Workers** - It is proposed that a general quota be introduced to the allocation scheme to take account of the housing need of essential workers in the borough. The definition of a key worker is a public sector worker in professions where there are critical recruitment and retention issues such as teachers, nurses and police officers and including some local authority workers such as children's social workers and occupational therapists. From April 2007, a maximum of 10% of all affordable lettings in the borough will be prioritised for letting to those who have key worker status, work in the borough and currently fall into one of the 'reasonable preference' groups for the purposes of section 167 of the Housing Act 1996. Priority will be determined on how long the applicant has been employed in the borough.
- 6.12 **Sustainable Communities** - In the interests of building sustainable and balanced communities a special quota is also proposed. 15% of all *new* affordable rented housing (25 units) developed in the borough would be allocated to people in part time or full time employment. Again these individuals would be required to fall into one of the 'reasonable preference' groups.

## 7. CHOICE BASED LETTINGS: POLICY AMENDMENTS

- 7.1 **Determining priorities within the Reasonable Preference criteria** In general, priority for the allocation of housing to applicants to the Council's Housing Register will be determined by the Council's Choice Based lettings scheme. However, in view of the scarcity of affordable housing in the borough, the Council also takes account of the following factors permitted by section 167(2A) of the Housing Act 1996 as amended including the financial resources available to a person. Lower priority is given to any person with a net income in excess of £30,000 per annum, or assets, savings or a property with a net value greater than £60,000. It is proposed that the net income threshold be increased to £40,000 per annum although the £60,000 limit for assets, savings or property remains unchanged. This is to ensure consistency with the desire to give people in employment on low to moderate incomes access to social housing as stated in 6.11 and 6.12 above. A secure tenancy of a property will not therefore be allocated to such persons under the Council's scheme where there is a person in housing need seeking an allocation of the relevant property whose circumstances do not fall within the above.

- 7.2 **Statutorily Homeless** - As previously noted, in passing the initiative to applicants to bid for properties, choice undoubtedly makes Allocation Plan targets more challenging to achieve for, statutorily homeless households as rehousing is dependent on successful bidding for properties.
- 7.3 A review of the operation of choice based lettings indicated that homeless families are not getting effective choice due to the large number of housing register applicants with a longer priority date. In order to resolve this issue in future and provide a more equitable service, a change in policy is recommended. It is proposed that the priority date of homeless households previously on the housing register be the effective priority date and not the date that they were statutorily accepted as homeless. This change will require discussion with our West London strategic partners with whom we work to operate choice base lettings since this proposal is outside the current agreement.
- 7.4 Nevertheless, whilst the Council will continue to promote choice for homeless households where possible, it is anticipated that it will be necessary to make direct offers to homeless households in a significant number of cases in 2007-2008, in order to maintain control of temporary accommodation levels. It is proposed therefore to amend the current policy so that the Council may make a direct offer before the end of the bidding period in order to meet temporary accommodation targets.
- 7.5 **Lease reversions in temporary accommodation** The current rules of allocation allow that where a temporary accommodation property is approaching lease end and a period of waiting has elapsed, that band A status is awarded. Following evaluation and shortage of supply of new properties it is proposed that band A status will no longer be awarded to households in leased accommodation. However although applicants in this situation will retain their current banding, every effort will be made to make a direct offer where that household has been accommodated for at least 27 months to prevent the need for them move in to alternative temporary accommodation.
- 7.6 **Management Transfers** - Currently the scheme of allocation permits cases agreed as management transfers a maximum period of 3 months to bid. It is proposed that choice is removed and that direct offers are made to reflect the urgent rehousing nature of these cases.
- 7.7 **Supporting People** - Currently Supporting People cases requiring a band B are referred to the Housing Welfare Panel (HWP) for approval. Owing to the volume of referrals it is proposed that this be amended so that the Move-On project determines whether an applicant should be awarded band B and that a list of such cases would come before the Head of h&f Home Buy, Rehousing and Adaptations for scrutiny who would be expected to randomly select case files and test the robustness of the decisions.
- 7.8 The current scheme of allocation permits people ready to move on from supported accommodation a maximum 6 month period bidding period. It is proposed to reduce this to 3 months. Some applicants are not bidding but are holding out for very specific requirements e.g. certain locations, types of property etc and providers

report that once applicants know that they are going to get a secure tenancy they begin to disengage and in a number of cases begin to build rent arrears which questions their ability to sustain a secure tenancy.

## **8. AMENDMENT TO THE COUNCIL'S SIZE-STANDARD**

- 8.1 In recent years the Council has ring fenced a number of one bed Council properties for use as temporary accommodation for homeless households with one young child. From, April 2007 the use of Council stock in this way will be gradually reduced with such households placed into alternative temporary accommodation. The properties in question will be returned to the general needs stock and will be allocated permanently through the usual channels. Although this will increase the number of permanent one bed dwellings available for allocation, there remains significant demand for 2 bed supply.
- 8.2 Therefore, in order to reduce the amount of time spent in temporary accommodation or (for in those waiting on the housing register) unsatisfactory housing conditions for households with very young children (children under 2 years), the Council proposes an amendment to its size standard. Households agreed a housing duty or applying on the housing register after the 1 April 2007, with one child under the age of two years of age at the point of offer will be eligible for a one bed property only. In addition, households with an agreed housing duty agreed prior to April 2007 who are currently living in temporary accommodation may also opt for a one bed property on a voluntary basis. Households allocated a property in this way will be eligible to apply for a transfer for a two bed property. It is estimated that 60 households from the homelessness quota will be rehoused in this way.
- 8.3 Whilst this change can be introduced for Council tenancies consultation with registered social landlords would be required as part of a wider discussion concerning the operation of a common transfer policy.

## **9. COMMENTS OF HEAD OF LEGAL SERVICES**

- 9.1 The allocations plan meets the statutory requirements of the Housing Act. In Particular it ensures that reasonable preference is given to the categories of people set out in the Act. Reasonable preference is not defined in the Act but case law defines this as a 'reasonable head start' it is accepted that this does not guarantee a person an allocation. The Act also allows the Council to give additional preference to particular groups, for example key workers. Advice has been obtained from external counsel and the Head of legal services is satisfied that the proposed quota for key workers is lawful.
- 9.2 The other policy amendments to the choice based lettings set out in the plan are also lawful as the Council continues to give reasonable preference to those in the greatest housing need. However, it will be necessary to discuss some of these changes with the other London Boroughs who form part of the Locate Choice based letting scheme as the proposals are outside our current agreement with these partners.

**10. COMMENTS OF DIRECTOR OF FINANCE.**

10.1 The funding for the proposed housing allocation plan is to be met from 2007/08 Housing General fund and Housing Revenue Account budgets.

**11. CONCLUSIONS**

11.1 It is a requirement under the Housing Act Part VI that the boroughs allocation plan be consulted on with all relevant interested parties, including registered social landlords and tenants and residents representatives.

11.2 The plan and suggested policy amendments will be subject to an impact needs assessment.

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

| <b>No.</b> | <b>Description of Background Papers</b>  | <b>Name/Ext. of Holder of File/Copy</b>      | <b>Department/ Location</b> |
|------------|--|--|-----------------------------|
| 1.         | Guide to the allocation of Council properties and nominations to registered social landlords | Gareth Mead, Head of Rehousing & Adaptations | CSD                         |
| 2.         | Allocations Plan 2005/2006   | Gareth Mead, Head of Rehousing & Adaptations | CSD                         |

**ALLOCATIONS PLAN 2007/08**
**Appendix A**
**SUPPLY 2007/2008**

|                                   | 1B         | 2B         | 3B         | 4+B       | SHEL      | TOTAL      |
|-----------------------------------|------------|------------|------------|-----------|-----------|------------|
| HRA voids                         | 210        | 100        | 54         | 9         | 72        | 445        |
| RSL relets                        | 69         | 68         | 22         | 7         | 12        | 178        |
| Outward mobility ~ other boroughs | 15         | 15         | 8          | 2         | 0         | 40         |
| TOLs released to permanent stock  | 65         | 0          | 0          | 0         | 0         | 65         |
| New developments                  | 34         | 86         | 42         | 10        | 0         | 172        |
| Portable discount voids           | 0          | 0          | 20         | 5         | 0         | 25         |
| <b>Total true voids</b>           | <b>393</b> | <b>269</b> | <b>146</b> | <b>33</b> | <b>84</b> | <b>925</b> |
| Less redevelopment decants        | 40         | 24         | 14         | 2         | 0         | 80         |
| Less disposals                    | 0          | 5          | 5          | 5         | 0         | 15         |
| <b>True voids net of decants</b>  | <b>353</b> | <b>240</b> | <b>127</b> | <b>26</b> | <b>84</b> | <b>830</b> |

**ALLOCATIONS  
2007/2008**

|  |            |            |            |           |            |             |
|--|------------|------------|------------|-----------|------------|-------------|
| New Lettings                           | 353        | 240        | 127        | 26        | 84         | 830         |
| Tenant transfers & decants             | 151        | 103        | 54         | 11        | 36         | 356         |
| <b>Total allocations social rented</b> | <b>504</b> | <b>343</b> | <b>181</b> | <b>37</b> | <b>120</b> | <b>1186</b> |

**ALLOCATIONS PLAN  
2007/2008**

|                                | 1B         | 2B         | 3B         | 4+B       | SHEL       | TOTAL       |
|--------------------------------|------------|------------|------------|-----------|------------|-------------|
| Housing Register               | 11         | 8          | 9          | 0         | 66         | 94          |
| Priority homeless perm         | 148        | 206        | 95         | 24        | 5          | 478         |
| Inward Mobility                | 15         | 10         | 2          | 0         | 13         | 40          |
| Supporting People Quota        | 60         | 0          | 0          | 0         | 0          | 60          |
| Private Sector Action          | 1          | 0          | 0          | 0         | 0          | 1           |
| Children leaving Care          | 43         | 2          | 0          | 0         | 0          | 45          |
| Community Lettings Quota       | 20         | 0          | 0          | 0         | 0          | 20          |
| Rehousing Policy               | 12         | 3          | 0          | 0         | 0          | 15          |
| Ex staff rehousing             | 1          | 2          | 2          | 0         | 0          | 5           |
| Key Workers                    | 20         | 25         | 2          | 0         | 0          | 47          |
| Special Quota (Sustainability) | 10         | 10         | 3          | 2         | 0          | 25          |
| <b>SUB-TOTAL</b>               | <b>343</b> | <b>265</b> | <b>112</b> | <b>26</b> | <b>84</b>  | <b>830</b>  |
| Management Transfers           | 10         | 8          | 8          | 4         | 0          | 30          |
| Beneficial Transfers           | 27         | 2          | 1          | 0         | 20         | 50          |
| General Transfers              | 63         | 63         | 22         | 6         | 14         | 168         |
| Council decants                | 52         | 33         | 19         | 1         | 3          | 108         |
| <b>SUB-TOTAL</b>               | <b>152</b> | <b>106</b> | <b>50</b>  | <b>11</b> | <b>37</b>  | <b>356</b>  |
| <b>GRAND-TOTAL</b>             | <b>495</b> | <b>371</b> | <b>162</b> | <b>37</b> | <b>121</b> | <b>1186</b> |

## ALLOCATIONS BY TYPE

|                                | <b>Council</b> | <b>Hsg Assn</b> | <b>Outward</b> | <b>TOTAL</b> |
|--------------------------------|----------------|-----------------|----------------|--------------|
| Housing Register               | 59             | 10              | 5              | 74           |
| Priority Homeless ~ permanent  | 299            | 189             | 10             | 498          |
| Mobility                       | 30             | 10              |                | 40           |
| Supporting People              | 30             | 20              | 10             | 60           |
| Urban Renewal                  | 1              | 0               |                | 1            |
| Children Leaving Care          | 25             | 20              |                | 45           |
| Community Lettings quota       | 20             | 0               |                | 20           |
| Rehousing Policy               | 8              | 7               |                | 15           |
| Ex staff rehousing             | 3              | 2               |                | 5            |
| Key Workers                    | 47             | 0               |                | 47           |
| Special Quota (Sustainability) | 0              | 25              |                | 25           |
| <b>SUB-TOTAL</b>               | <b>522</b>     | <b>283</b>      | <b>25</b>      | <b>830</b>   |
| Management Transfers           | 25             | 5               |                | 30           |
| Beneficial Transfers           | 35             | 10              | 5              | 50           |
| General Transfers              | 122            | 36              | 10             | 168          |
| Council Decants                | 78             | 30              |                | 108          |
| <b>SUB-TOTAL</b>               | <b>260</b>     | <b>81</b>       | <b>15</b>      | <b>356</b>   |
| <b>GRAND-TOTAL</b>             | <b>782</b>     | <b>364</b>      | <b>40</b>      | <b>1186</b>  |

**ALLOCATION PLAN 2006/2007**

**Appendix B**

| <b>BY SUPPLY</b>           | <b>COUNCIL LETTINGS</b> | <b>HSG ASSNS</b> | <b>OUTWARD MOBILITY</b> | <b>TOTAL</b> |
|----------------------------|-------------------------|------------------|-------------------------|--------------|
| Housing Register           | 102                     | 120              | 10                      | <b>232</b>   |
| Priority Homeless – Perm   | 300                     | 120              |                         | <b>420</b>   |
| Priority Homeless – Temp   | 105                     |                  |                         | <b>105</b>   |
| Community Lettings         | 20                      |                  |                         | <b>20</b>    |
| Mobility/ Reciprocals      | 10                      | 5                |                         | <b>15</b>    |
| Supporting People Quota    | 35                      | 40               |                         | <b>75</b>    |
| Urban Renewal Action       | 2                       |                  |                         | <b>2</b>     |
| Children Leaving Care      | 33                      | 15               |                         | <b>48</b>    |
| Rehousing Policy Quota     | 10                      | 10               |                         | <b>20</b>    |
| Ex-Staff Rehousing         | 3                       | 5                |                         | <b>8</b>     |
| <b>TOTAL TRUE LETTINGS</b> | <b>620</b>              | <b>315</b>       | <b>10</b>               | <b>945</b>   |
| Management Transfers       | 40                      | 10               |                         | <b>50</b>    |
| Beneficial Transfers       | 43                      | 25               | 2                       | <b>70</b>    |
| General Transfers          | 167                     | 65               | 3                       | <b>235</b>   |
| Council Decants            | 40                      | 10               |                         | <b>50</b>    |
| <b>TOTAL TRANSFERS</b>     | <b>290</b>              | <b>110</b>       | <b>5</b>                | <b>405</b>   |
| <b>TOTAL REHOUSING</b>     | <b>910</b>              | <b>425</b>       | <b>15</b>               | <b>1350</b>  |

| <b><u>BY PROPERTY SIZE</u></b> | <b>BS/1B</b> | <b>2B</b>  | <b>3B</b>  | <b>4+ B</b> | <b>SHEL</b> | <b>TOTAL</b> |
|--------------------------------|--------------|------------|------------|-------------|-------------|--------------|
| Housing Register               | 97           | 50         | 15         | 3           | 67          | <b>232</b>   |
| Priority Homeless – Perm       | 116          | 210        | 66         | 21          | 7           | <b>420</b>   |
| Priority Homeless – Temp       | 105          |            |            |             |             | <b>105</b>   |
| Community Lettings             | 20           |            |            |             |             | <b>20</b>    |
| Mobility/ Reciprocals          | 5            | 5          |            |             | 5           | <b>15</b>    |
| Supporting People Quota        | 75           |            |            |             |             | <b>75</b>    |
| Urban Renewal Action           | 2            |            |            |             |             | <b>2</b>     |
| Children Leaving Care          | 45           | 3          |            |             |             | <b>48</b>    |
| Rehousing Policy Quota         | 10           | 10         |            |             |             | <b>20</b>    |
| Ex-Staff Rehousing             | 3            | 5          |            |             |             | <b>8</b>     |
| <b>TOTAL TRUE LETTINGS</b>     | <b>478</b>   | <b>283</b> | <b>81</b>  | <b>24</b>   | <b>79</b>   | <b>945</b>   |
| Management Transfers           | 18           | 18         | 10         | 4           |             | <b>50</b>    |
| Beneficial Transfers           | 40           | 13         | 1          |             | 16          | <b>70</b>    |
| General Transfers              | 55           | 65         | 60         | 35          | 20          | <b>235</b>   |
| Council Decants                | 16           | 20         | 10         | 4           |             | <b>50</b>    |
| <b>TOTAL TRANSFERS</b>         | <b>129</b>   | <b>116</b> | <b>81</b>  | <b>43</b>   | <b>36</b>   | <b>405</b>   |
| <b>TOTAL REHOUSING</b>         | <b>607</b>   | <b>399</b> | <b>162</b> | <b>67</b>   | <b>115</b>  | <b>1350</b>  |

**ALLOCATION PLAN 2005/2006**

**Appendix B**

| <b>BY SUPPLY</b>           | <b>COUNCIL LETTINGS</b> | <b>HSG ASSNS</b> | <b>OUTWARD MOBILITY</b> | <b>TOTAL</b> |
|----------------------------|-------------------------|------------------|-------------------------|--------------|
| Housing Register           | 120                     | 32               | 10                      | <b>162</b>   |
| Priority Homeless – Perm   | 298                     | 127              |                         | <b>425</b>   |
| Priority Homeless – Temp   | 95                      |                  |                         | <b>95</b>    |
| Community Lettings         | 20                      |                  |                         | <b>15</b>    |
| Mobility/ Reciprocals      | 10                      | 5                |                         | <b>20</b>    |
| Supporting People Quota    | 35                      | 35               |                         | <b>70</b>    |
| Urban Renewal Action       | 2                       |                  |                         | <b>2</b>     |
| Children Leaving Care      | 45                      | 3                |                         | <b>48</b>    |
| Rehousing Policy Quota     | 5                       | 6                |                         | <b>11</b>    |
| Ex-Staff Rehousing         | 5                       | 2                |                         | <b>7</b>     |
| Rough Sleepers Initiative  | 7                       |                  |                         | <b>7</b>     |
| <b>TOTAL TRUE LETTINGS</b> | <b>642</b>              | <b>210</b>       | <b>10</b>               | <b>862</b>   |
| Management Transfers       | 40                      | 10               |                         | <b>50</b>    |
| Beneficial Transfers       | 40                      | 26               | 2                       | <b>68</b>    |
| General Transfers          | 168                     | 29               | 3                       | <b>200</b>   |
| Council Decants            | 45                      | 5                |                         | <b>50</b>    |
| <b>TOTAL TRANSFERS</b>     | <b>293</b>              | <b>70</b>        | <b>5</b>                | <b>368</b>   |
| <b>TOTAL REHOUSING</b>     | <b>935</b>              | <b>280</b>       | <b>15</b>               | <b>1230</b>  |

| <b><u>BY PROPERTY SIZE</u></b> | <b>BS/1B</b> | <b>2B</b>  | <b>3B</b>  | <b>4+ B</b> | <b>SHEL</b> | <b>TOTAL</b> |
|--------------------------------|--------------|------------|------------|-------------|-------------|--------------|
| Housing Register               | 41           | 30         | 12         | 2           | 77          | <b>162</b>   |
| Priority Homeless – Perm       | 150          | 187        | 68         | 13          | 7           | <b>425</b>   |
| Priority Homeless – Temp       | 95           |            |            |             |             | <b>95</b>    |
| Community Lettings             | 20           |            |            |             |             | <b>20</b>    |
| Mobility/ Reciprocals          | 5            | 5          |            |             | 5           | <b>20</b>    |
| Supporting People Quota        | 70           |            |            |             |             | <b>70</b>    |
| Urban Renewal Action           | 2            |            |            |             |             | <b>2</b>     |
| Children Leaving Care          | 45           | 3          |            |             |             | <b>48</b>    |
| Rehousing Policy Quota         | 5            | 6          |            |             |             | <b>11</b>    |
| Ex-Staff Rehousing             | 2            | 5          |            |             |             | <b>7</b>     |
| Rough Sleepers Initiative      | 7            |            |            |             |             | <b>7</b>     |
| <b>TOTAL TRUE LETTINGS</b>     | <b>442</b>   | <b>236</b> | <b>80</b>  | <b>15</b>   | <b>89</b>   | <b>862</b>   |
| Management Transfers           | 18           | 18         | 10         | 4           |             | <b>50</b>    |
| Beneficial Transfers           | 40           | 11         | 1          |             | 16          | <b>68</b>    |
| General Transfers              | 49           | 56         | 45         | 30          | 20          | <b>200</b>   |
| Council Decants                | 16           | 20         | 10         | 4           |             | <b>50</b>    |
| <b>TOTAL TRANSFERS</b>         | <b>123</b>   | <b>105</b> | <b>66</b>  | <b>38</b>   | <b>36</b>   | <b>368</b>   |
| <b>TOTAL REHOUSING</b>         | <b>565</b>   | <b>341</b> | <b>146</b> | <b>53</b>   | <b>125</b>  | <b>1230</b>  |

16 APRIL 2007

**LEADER**

*Councillor Stephen Greenhalgh*

**CABINET MEMBER FOR REGENERATION**

*Councillor Frances Stainton*

**NORTH FULHAM NDC DELIVERY PLAN 2007 – 2008**

The North Fulham NDC programme is a 10 year central government funded programme, administered by the NDC Partnership Board. The Council acts as Accountable Body for the Partnership. The NDC produces an annual Delivery Plan of projects, in agreement with Government, which is funded by NDC Grant. This grant is received by the Council on behalf of the partnership board and is disbursed in accordance with the plan and decisions of the NDC Board. This report summarises the key elements of the 2007/08 NDC Delivery Plan and recommends acceptance of the 2007/08 NDC grant by the Council, on behalf of the NDC.

**Wards**

**North End  
Fulham Broadway**

**CONTRIBUTORS**

DCS  
HLS  
DF  
NDC

**Recommendations:**

- 1. To note the NDC Delivery Plan 2007/08 and the intention it includes for the NDC to achieve incorporated status.**
- 2. Accept the NDC grant for the 2007/08 year on behalf of the NDC Board.**
- 3. To disburse that grant in accordance with the Delivery Plan and decisions of the NDC Board.**

|   |
|---|
| <b>HAS A PEIA BEEN COMPLETED?<br/>YES</b> |
|---|

## **1. BACKGROUND**

- 1.1 The North Fulham NDC (New Deal for Communities) is a 10 year (2001-2011) regeneration programme funded by Central Government. The NDC receives funding directly from the Department of Communities and Local Government (DCLG), via Govt Office for London (GOL) to deliver the activities and outcomes detailed in the annual NDC Delivery Plan. This Plan is agreed by the NDC Partnership Board and by GOL and must detail a programme of activity intended to achieve a range of long term outcomes to improve health, educational attainment, employment and skills of the population of a defined area of North Fulham covering parts of Fulham Broadway and North End wards. The NDC is also required to work to reduce the levels of and fear of crime, support businesses and improve the local environment in this area.
- 1.2 The NDC is a partnership organisation, with its Board drawn from representatives of local residents (8 local people elected by secret ballot); the Council (2 Councillors nominated by the Cabinet Member for Regeneration); PCT; Police; Job Centre Plus; schools; local business and the BME community. The Council acts as Accountable Body for the NDC and is required to accept the NDC grant on behalf of the partnership, to disburse that grant on behalf of the NDC in accordance with the Delivery Plan and the decisions of the NDC Board and to ensure that the partnership adheres to principles of sound governance.
- 1.3 It is possible for the NDC and GOL to agree an alternative organisation to act as Accountable Body. However, the Council has performed this role since the beginning of the NDC programme in 2001 to the satisfaction of all parties and there is no intention on the part of the NDC or GOL to seek any amendment to this arrangement as the NDC enters the final 4 years of its funded programme.

## **2. NDC DELIVERY PLAN 2007/08**

- 2.1 The NDC Delivery Plan is subject to a process of detailed consultation with GOL, and DCLG in terms of the annual and long term targets and proposed project interventions selected by the NDC Partnership to meet the 10 year outcome targets. GOL also requires that the results of the annual NDC Performance Management assessment process (the PMF) is also included in the Delivery Plan as an Improvement Plan. This detailed and final element of the Delivery Planning process is not completed until after the results of the PMF are reported to ministers in April 2007.
- 2.2 The NDC Board, constituted after the resident elections of September 2006, has refined the original vision for the programme. It is intent on building on the areas of success experienced by the NDC over the last few years, e.g. reduction in the fear of crime, reduction in smoking prevalence, investment in local schools, improved business confidence in the area and on addressing key areas for improvement including the need to reduce the high number of adults without qualifications, getting more lone parents and long term sick residents into work and improving the performance of NDC resident children

at key stages of their education. These intentions are reflected in the thrust of the 2007/08 Delivery Plan.

2.3 The principal aims of the NDC Delivery Plan 2007/08 are:

- **Children & young people to maximize their potential at School and college**

The NDC recognises the crucial importance of local residents of all ages in securing the best possible formal educational qualifications to be able to enjoy good employment prospects in adult life. The Partnership's work with education providers (both statutory and within the community) has, however, provided a picture of local needs and aspirations which is complex. Many children enter the first year of primary education with little, or no spoken English. Many children and young people have complex special educational needs, family and social pressures, all of which can adversely impact on learning. The NDC will focus on working with primary schools to support family learning capacity, and to support performance in English and Maths. At secondary level, the NDC will continue the family learning theme and will complement this with partnerships with schools to improve citizenship education and focus on GCSE attainment. The latter by providing direct incentives to those young people at the margins of predicted success at the 5 A-C grade threshold.

- **Families to be able to enjoy improved levels of health and well being**

The NDC has some record of success in working in partnership with local people, health providers and specialist agencies to address lifestyle issues such as exercise, smoking cessation, healthy eating and self – management of chronic illness. The Partnership will build on these successes, developing a form of Healthy-living Network, offering linked opportunities and services to individuals and families to promote physical, mental and emotional well being. Work will continue with the PCT to mainstream key innovations piloted by the NDC in GP Exercise Referral and Healthy Lifestyles.

- **Residents to gain qualifications and skills to secure work and to improve household incomes**

The NDC recognises that with 27% of adults lacking any form of formal qualification, access to employment is limited and where residents are in work, earning potential and career development are severely inhibited with skills deficits. The NDC will continue to work with local people and partners to build the capacity of residents to successfully access the existing range of provision for adult education. It will establish innovative, effective new provision where necessary and will work at all levels of the community to promote a culture of aspiration and achievement.

- **All members of the community to feel safe and secure in their homes and neighbourhood**

The NDC has enjoyed significant success in reducing the community's fear of and experience of crime. However, rates of certain offences remain stubbornly high and some members of the community still suffer from disproportionately negative experiences within the neighbourhood. The NDC will embrace new, innovative policing methods, in partnership with the police and Council to build on the programme's initial successes, and will ensure that the local community is able to enjoy a relationship with these agencies based on transparency and local accountability.

- **Businesses to prosper and to be able offer a wide range of goods and services**

The NDC has invested significant sums in supporting local businesses and confidence ratings of many small businesses have increased significantly. However, the retail and service sector in North Fulham faces imminent challenges from the large- scale developments at White City and the continued under-performance of the North End Rd street market. The NDC will continue to work with local businesses, develop stronger links with the Council's Economic Development Strategy priorities and seek to secure significant inward investment to position the NDC business community as a strong competitor in the south of the borough.

- **Residents and visitors to enjoy high quality public services and amenities**

The NDC has already invested over £9m in housing, schools and streetscapes and is investing a further £1.98m in Normand Park. The impact of these investments in public amenities has been reflected in the improved ratings on the environmental/dereliction index and a consistently high rating for satisfaction with the area as a place to live. There is however, more to do for the NDC to realise its vision for North Fulham. The NDC's emerging Liveability agenda is starting to give shape to a renewed ambition to secure lasting improvements to public amenities, which can be securely sustained beyond the NDC programme life- span.

- **Community links to be strengthened and sustained**

The pressures on the cohesiveness of the local community, or more accurately, the plurality of communities, which share the NDC neighbourhood are significant. Migration, a tenure pattern skewed towards social renting, high land and property values and competition from other parts of the borough, undermine the stability of local communities. The NDC will increase its efforts to work with a range of

partners to address issues of community relations, high population churn and restricted social mobility to help create a neighbourhood of choice, home to a thriving and prosperous mixed community.

2.4 The NDC must agree a complex programme of project activity and expenditure with GOL, which is subject to intense scrutiny by Government officials to ensure that the aims and objectives noted above, are translated into measurable indicators of outcome change. There is a requirement to ensure that the annually approved programme of activity fits with a 10 year strategy to reduce the gaps in terms of adverse indicators on health, employment, crime, education etc, which set the North Fulham area apart from the borough as a whole, when the NDC programme was launched at the start of the decade.

2.5 The NDC must continually test its proposed programme of activity against the original baseline established at the outset of the programme, the periodic revisions made in light of the two-yearly MORI surveys and the annual performance management framework (PMF) assessments. The initial indicators of the 2006 PMF assessment suggest that the NDC is performing well in terms of its progress against the long term targets. The list of project interventions contained in the 2007/08 plan are intended to support that progress and to maintain the focus on piloting innovative approaches to some of the most difficult problems facing the local community - e.g. long term worklessness, low aspirations and long term decline in the retail offer.

2.6 Anticipated project activity for 2007/08

## COMMUNITY WELL BEING

### Projects

| Worklessness           | Project deliverer                        | Project summary  |
|------------------------|--|--|
| Road to Jobs           | To be tendered                           | 1. Provision of benefit and career advice<br>2. Support provided re job search, CV and interviewing<br>3. Assistance with job applications<br>4. Small training grants   |
| Volunteering           | Hammersmith & Fulham Volunteer Centre    | 1. Residents recruited for voluntary activities<br>2. Support provided re job search, CV and interviewing<br>3. Employers and community groups supported with volunteer placements<br>4. Volunteers supported into placements<br>5. Volunteers assisted into paid employment |
| Adult Qualifications   | Adult Education Department<br>FE College | 1. IAG provided<br>2. Range of accredited programmes delivered at Normand Croft Community Centre<br>3. Residents assisted into FE<br>4. Residents assisted into work   |
| Community Chest Grants | NDC                                      | 1. Promotion and recruitment to grant scheme<br>2. Application approval process through dedicated panel<br>3. Grants awarded to selected community groups/orgs<br>4. Community groups assisted with tailored training and support  |

| <b>Household incomes</b>              | <b>Project deliverer</b>            | <b>Project summary</b>  |
|---------------------------------------|-------------------------------------|---|
| Household debt initiative (Money Max) | Citizens Advice Bureau              | <ol style="list-style-type: none"> <li>1. Dedicated outreach 1-1 support</li> <li>2. Support to community groups</li> <li>3. Support with financial literacy and money management skills</li> <li>4. Talks to schools and promotion of school savers schemes</li> <li>5. Financial Capability Conference</li> </ol> |
| Credit Union                          | Urban Partnership Group led partner | <ol style="list-style-type: none"> <li>1. Residents recruited into voluntary placements</li> <li>2. Business plan developed</li> <li>3. Raise community and borough support</li> </ol>  |

| <b>Adult qualifications</b> | <b>Project deliverer</b>   | <b>Project summary</b>   |
|-----------------------------|----------------------------|--|
| Adult Qualifications        | Adult Education Department | <ol style="list-style-type: none"> <li>1. IAG provided</li> <li>2. Range of accredited programmes delivered at Normand Croft</li> <li>3. Residents assisted into further education</li> <li>4. Residents assisted into work</li> </ol> |
| Skills Escalator            | KIS Training               | <ol style="list-style-type: none"> <li>1. Accredited training programmes delivered at Normand Croft</li> <li>2. IAG and dedicated support provided</li> <li>3. Residents assisted into further education</li> </ol>                    |

## Projects

| <b>Educational attainment - Key Stage 2</b> | <b>Project Deliverer</b>                                  | <b>Project Summary</b>  |
|---|---|---|
| Key Stage 2 Project                         | Sir John Lillie School<br>Fulham Primary<br>Normand Croft | <ol style="list-style-type: none"> <li>1. Provision of Learning Mentors support</li> <li>2. Continuing Professional Development for teachers</li> </ol> |
| After School Care                           | Sir John Lillie   | <ol style="list-style-type: none"> <li>1. Provision of high quality before and after school care</li> </ol>   |
| Primary secondary Transfer Project          | St Augustine's School                                     | <ol style="list-style-type: none"> <li>1. School Transition support</li> <li>2. Maths booster classes</li> </ol>  |
| FSWA Supplementary School                   | Fulham Somali Women's Association                         | <ol style="list-style-type: none"> <li>1. Study Support for Somali pupils</li> </ol>  |

| <b>Key Stage 4</b>          | <b>Project Deliverer</b>  | <b>Project Summary</b>   |
|-----------------------------|---|--|
| KS 4 Incentive Award Scheme | NDC & Henry Compton school/Fulham Cross school, Hurlingham & Chelsea school | <ol style="list-style-type: none"> <li>1. Incentives and study support for young people</li> </ol> |
| Study Support               | Community Education Forum   | <ol style="list-style-type: none"> <li>1. Study support classes</li> </ol>                         |
| Study Support               | Fulham Cross School   | <ol style="list-style-type: none"> <li>1. Saturday study support classes</li> </ol>                |

| <b>Youth Development</b>                              | <b>Project Deliverer</b>  | <b>Project Summary</b>  |
|---|---|---|
| Youth Development                                     | NDC / LBH&F/Brunswick club  | 1. Outreach and positive activities for young people  |
| Reading Outreach (working across a range of outcomes) | Hammersmith and Fulham Libraries  | 1. In school and out of school reading clubs<br>2. Family reading activities  |
| Youth Inclusion                                       | Youth Offending Team  | 1. Positive engagement of most at risk young people   |
| Young Peoples Sexual Health Project                   | Youth Inclusion Project in partnership with the Teenage Pregnancy Partnership | 1. Lunch time drop in information and advice session in Henry Compton, Fulham Cross,<br>2. Sexual health drop ins in community venues – offering contraception and screening as well as information and advice<br>3. Street outreach with wardens in specific locations |
| Youth facility  | NDC   | 1. Capital investment in youth provision  |

| <b>Sustainability</b>  | <b>Project Deliverer</b> | <b>Project Summary</b>  |
|------------------------|--------------------------|---|
| Sustainability Project | NDC                      | 1. Forward strategy planning, capacity building and fundraising advice for projects, schools and voluntary sector |
| Normand Croft Hub      | NDC                      | 1. Development of community facilities and services   |

## Projects

| <b>Healthy lifestyles</b>  | <b>Project deliverer</b>        | <b>Project summary</b>   |
|----------------------------|---------------------------------|--|
| GP referral                | DMH Fitness (social enterprise) | 1. Provision of gym based exercise on referral by GP<br>2. Expansion to 4 GP practices outside NDC area<br>3. Evaluation and feasibility to inform the commissioning of project by mainstream services mainstreaming<br>4. Development of health trainers help people adhere to exercise |
| Community Based Exercise   | DMH Fitness                     | 1. Expansion of men's football team in partnership with Chelsea FC<br>2. Men's Health event<br>3. Provision of exercise sessions in community halls and schools (e.g. fitness yoga for women,)<br>4. Provision of free swimming lessons<br>5. Formation of a healthy living network      |
| Lillie Road Fitness Centre | Greenwich Leisure (GLL)         | 1. Renovation of centre with new equipment in place and concessionary access offered to NDC residents<br>2. GP exercise referral running from centre   |
| Lifestyle Fridays          | PCT                             | 1. Monthly screening information and advice sessions in community venues in the NDC area   |
| Smoking cessation project  | NDC                             | 1. National No Smoking Day<br>2. Smoke Free Fulham Campaign<br>3. Telemarketing of cessation services to GP patients<br>4. Cessation groups linked to cafes and pubs<br>5. Smoke Free Homes  |
| Food Co-ops                | Rural Regeneration Unit         | 1. More co-ops up and running in the community and schools<br>2. Fruit Tuck shops in all schools   |

| <b>Family and child support</b>      | <b>Project deliverer</b>        | <b>Project summary</b>  |
|--------------------------------------|---------------------------------|---|
| Family Welfare Association           | FWA                             | 1.Menu of services offered to all NDC primary schools<br>2.Brief solution focussed therapy offered to primary school children in schools<br>3 Parenting classes – 6 groups a year<br>4.Group work in place – (Girls’ and boys’ groups at Henry Compton and Fulham Cross, Dads’ group, Women’s group ) |
| Common Assessment Framework (CAF)    | LBHF                            | 1.CAF –Project agreed by NDC Partnership Board<br>2.Parttime worker in post<br>3. Training of all services and facilities involved with children in North Fulham in implementation of CAF<br>4. Establish lead professional<br>5. Feedback and review   |
| Young people’s sexual health project | See children and families theme |   |

| <b>Mental well being</b> | <b>Project deliverer</b> | <b>Project summary</b>  |
|--------------------------|--------------------------|---|
| Counselling Project      | To be tendered           | 1.Project agreed<br>2.Mental health outreach to key venues and target groups<br>3.Individual and group counselling offered to residents |

| <b>Mainstreaming</b>  | <b>Project deliverer</b> | <b>Project summary</b>  |
|-----------------------|--------------------------|---|
| Expert Patients (EPP) | HF - PCT                 | 1.Local residents and carers trained in self management of their chronic conditions in English and community languages<br>2.EPP Graduates trained as EPP tutors |
| Alcohol Project       | LBHF                     | 1.Outreach support work in GP surgeries and to street drinkers  |

## **LIVEABILITY**

### **Projects**

| <b>Built environment</b>  | <b>Project delivery</b>  | <b>Project summary</b>  |
|---|--|---|
| Improved Lighting<br>Recycling<br>Improvements to Private Sector Housing<br>Development of a neighbourhood based climate change action plan | LBH&F<br>LBH&F/RSLs<br>LBH&F/private landlords<br>To be tendered | 1. To implement a recycling strategy for the North Fulham NDC area.<br>2. To implement a lighting strategy for the NDC area.<br>3. To implement a programme of improvements to private sector housing focussing on energy efficiency.<br>4. Start on site for Normand Park.<br>5. To draft a local 3-5 year climate change action plan to promote sustainable lifestyles and developments in the NDC area |
| Business and Enterprise Support   | Civic Regeneration and KIS Training                              | 1. Dedicated business advisory service to new and established businesses<br>2. Provision of premises improvements grants (PIGS) and related guidance<br>3. Support for potential start-ups and self employment<br>4. North Fulham Business Association<br>5. Annual Business Awards   |
| Revitalise NER  | NDC & LBHF and independent Consultancy                           | 1. NER consultation study<br>2. Implementation strategy to support revitalisation of area<br>3. Improvement plan in place   |

| <b>Neighbourhood services</b> | <b>Project delivery</b>  | <b>Project summary</b>   |
|-------------------------------|--|--|
| Neighbourhood Services        | University of Westminster;<br>The London Borough of Hammersmith and Fulham | 1 to develop local structures for greater service accountability to local residents including a neighbourhood charter. |

| <b>Crime and community safety</b> | <b>Project delivery</b>   | <b>Project summary</b>   |
|-----------------------------------|---------------------------|--|
| Police Initiatives                | Metropolitan Police/LBH&F | Two dedicated policing teams in the area which will work together to tackle a range of indicators which impact upon crime in the NDC area.                   |
| Domestic Violence                 | Hesita                    | Delivering a number of outreach sessions and one to one sessions with clients. The project will link with more closely with the Neighbourhood policing team. |

2.7 All projects must go through an internal NDC appraisal process, prior to approval by NDC Board or Theme Group. The Appraisal panels are chaired by an external regeneration expert and the majority of members are local community members. This ensures that the central premise of the NDC programme, to put communities at the heart of the process to transform their neighbourhoods, continues to underpin the programme in North Fulham. Where projects are likely to be funded at £250k or above, a further appraisal and approvals process is required, with GOL approval also being necessary in addition to that of the NDC Board.

## 2.8 Budget

The NDC partnership has made a submission to Government for a programme of activity (above) based upon an anticipated NDC grant budget of £ 5.61 m - a slight reduction, (approx £200k) on the allocation predicted at the mid year review in 2006. The total allocation for the NDC over the 10 year lifetime is still expected to reach the original sum set aside in 2001 by Government i.e. £44. 286m. The remaining funding to the end of the programme is anticipated to be as follows -

| <b>2007/8</b>                             | <b>2008/9</b>    | <b>2009/10</b>   | <b>2010/11</b> |
|---|------------------|------------------|----------------|
| <b>£1,911,000 ( capital)</b>              | 3,084,627        | 2,879,449        | 0              |
| <b>£3,138,000 ( revenue)</b>              | 1,632,395        | 1,173,299        | 719168         |
| <b>£561,000 ( management &amp; admin)</b> | 42,655           | 33,963           | 28,981         |
| <b>£5,610,000</b>                         | <b>4,759,677</b> | <b>4,086,711</b> | <b>748,149</b> |

## 2.9 NDC Legacy and Succession

All 39 NDCs across the country are expected by DCLG, to establish a clear succession strategy. Many partnerships have already incorporated as charitable trusts and/or companies and have acquired assets, developed social enterprises and are exploring models of neighbourhood-based governance. North Fulham has established a sub-group of the main Board to develop an assets and investment programme for the NDC which intends to assess options for the investment of NDC capital to secure an ongoing income stream which will be of benefit to the residents. The 2007/08 Delivery

plan contains the clear aim of establishing an incorporated legacy body within the year as a necessary step to enable to the NDC to enter into arrangements with partners that will facilitate succession planning. The NDC Board will consult with DGLG, G, the Council and other voluntary and charitable bodies in its deliberations as to the most appropriate form of incorporation.

### **3. COMMENTS OF DIRECTOR OF FINANCE**

3.1 As detailed in the report, the Council is the accountable body for the North Fulham NDC Delivery programme and a submission of £5,610k has been made to DCLG to fund the 2007/08 programme set out in the report.

3.2 As this 10 year scheme is entering the last 4 years of the funded programme discussions have commenced on the legacy and succession strategy of the programme and further discussions will need to take place with the Council and the other bodies on the options to maintain and secure future benefits of the programme.

### **4. COMMENTS FROM HEAD OF LEGAL SERVICES**

4.1 The Head of Legal Services notes that the NDC is currently an unincorporated association and the Council acts as accountable body on its behalf. As such the Council is responsible to the government for the proper use of NDC funds.

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

| <b>No.</b> | <b>Description of Background Papers</b> | <b>Name/Ext. of Holder of File/Copy</b>                                 | <b>Department/ Location</b> |
|------------|---|---|-----------------------------|
| 1.         | NDC Delivery Plan                       | David Bowler<br>North Fulham NDC<br>Programme Director<br>020 7471 0347 | NDC                         |

16 APRIL 2007

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

**CABINET MEMBER    ITEM**

**CABINET MEMBER  
FOR COMMUNITY &  
CHILDREN'S  
SERVICES**

*Councillor Antony  
Lillis*

**13.1    APPOINTMENT OF COUNCIL REPRESENTATIVE TO AN  
OUTSIDE ORGANISATION – ADOPTION PANEL**

This report records the Cabinet Member for Community and Children's Services decision to appoint a representative to an outside body falling within the scope of the Cabinet Member's executive portfolio.

**Decision taken by Cabinet Member on: 19 February 2007**

**To appoint Councillor Harry Phibbs to the Adoption Panel.**

**Wards: All**

**CABINET MEMBER  
FOR COMMUNITY &  
CHILDRENS  
SERVICES**

*Councillor Antony  
Lillis*

**13.2    CONSULTATION ON CHANGES TO FAIR ACCESS TO  
CARE SERVICES**

This report provides an initial review of Fair Access to Care Services in Hammersmith and Fulham. Fair Access to Care Services are the eligibility criteria set down by the Department of Health for all Local Authorities. The criteria contain four bands – 'critical', 'substantial', 'moderate' and 'low' risk. The Borough currently sets it's threshold for services at moderate and provides services for those at this level of need and above.

The Borough must provide adult social care services in such a way that available resources are aligned with local need. An increase in demand for services attributable largely to demographic changes predicate a need for the threshold for services to be reviewed.

All service users whose needs were last assessed as moderate will be reassessed. As part of the assessment process, the existing moderate category will be split into 'greater moderate' and 'lower moderate' categories.

When the financial implications of the reassessments are known, a recommendation may be made to Cabinet to change the eligibility criteria to exclude either the lower moderate category, or the moderate category entirely.

This report proposes that officers consult on options for adjusting the threshold for access to services; the likely impact of doing so for service users, carers, staff and partner organisations; and the identification of actions that might mitigate against the impact of any changes. Consultation outcomes will also inform final recommendations as to Fair Access to Care Services.

**Decision taken by Cabinet Member on: 2 March 2007**

**That the consultation outlined in the report is carried out.**

**Wards: All**

**CABINET MEMBER  
FOR COMMUNITY &  
CHILDRENS  
SERVICES**

*Councillor Antony  
Lillis*

**13.3 EXPRESSION OF INTEREST FOR AN ACADEMY  
SPONSORED BY THE MERCERS COMPANY AND THE  
WORSHIPFUL COMPANY OF INFORMATION  
TECHNOLOGISTS TO BE SITUATED ON THE STAMFORD  
HOUSE SITE**

This paper recommends that a decision is taken by the Cabinet member for Community and Children's Services to give in principle support to an Eol (Expression of Interest) to be submitted to the DfES for an Academy, sponsored by the Mercers Company and the Worshipful Company of Information Technologists to be situated on the Stamford House site. The Eol, if approved by the DfES, will release funding for a feasibility study on the site.

**Decision taken by Cabinet Member on: 12 March 2007**

**That the Council supports in principle the submission of an Eol to the DfES for an Academy sponsored by the Mercers Company and the Worshipful Company of Information Technologists to be situated on the Stamford House site.**

**Wards: All**

**DEPUTY LEADER  
(+ ENVIRONMENT)**

*Councillor Nicholas  
Botterill*

**13.4 PETERBOROUGH PRIMARY SCHOOL/ QUEENSMILL  
SCHOOL ACCESS IMPROVEMENTS (CLANCARTY ROAD)**

This report outlines a proposal to change the layout of pay and display parking bays following the installation of a new main entrance gate to Peterborough School and the installation of a new gate to access the car park of Queensmill School.

**Decision taken by Cabinet Member on: 27 February 2007**

**To approve the proposal to change the layout of pay and display parking bays, associated carriageway markings and guardrail around the school entrances.**

**Ward: Avonmore and Brook Green**

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

### **13.5 ONE-HOUR PAY AND DISPLAY ONLY PARKING BAYS IN ASKEW ROAD**

This report details the proposed one-hour pay & display only parking bay scheme on Askew Road for use by visitors to the local shopping facilities, and considers the responses received from consultation with business proprietors and local residents.

This report also assesses the possibility for increased pay and display tariffs in the key local shopping area of Askew Road as recommended by the Deputy Leader (+ Environment).

#### **Decision taken by Cabinet Member on: 8 March 2007**

- 1. To modify the consulted scheme to incorporate traffic flow concerns and implement five one-hour parking bays on Askew Road with a waiting and loading restriction during peak periods.**
- 2. To implement an increase to the pay and display tariff from £1.60 to £2.40 per hour in line with the proposed increase in Hammersmith Town Centre. Implementation of the two elements of this scheme to take place in June/July 2007.**

**Ward: Askew**

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

### **13.6 MATCH-DAY PARKING SCHEME – ZONES X AND Y**

This report summarises a proposal to consult Controlled Parking Zones X and Y on a potential match-day parking scheme.

**CABINET MEMBER  
FOR  
REGENERATION**  
*Councillor Frances  
Stainton*

#### **Decision taken by Cabinet Members on: 8 March 2007**

**To approve the proposal to consult Controlled Parking Zones X and Y on a potential match-day parking scheme.**

**Ward: Palace Riverside**

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

### **13.7 GAMBLING ACT 2005**

The Gambling Act 2005 (the Act) gives responsibility for the licensing and regulation of gambling premises to licensing authorities. The costs of these new responsibilities will be met by gambling operators through a one-off application fee and annual fee.

Licensing authorities should set the fees for gambling premises licences on a full cost recovery basis.

This report details the cost for implementing this Act and recommends the fee levels to be set.

**Decision taken by Cabinet Member on: 8 March 2007**

1. To note the recommendation to set the maximum fees outlined in the Fees Regulations.
2. To agree that officers can take a recruitment rationale forward to the Recruitment Panel to ensure adequate staff resource is available for implementation.

**Wards: All**

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

**13.8 IMPLEMENTATION OF CONFIRM IT SYSTEM FOR ENVIRONMENT WSGM SERVICE (WASTE, STREET CLEANSING, GROUNDS MAINTENANCE)**

This report outlines the need to implement an IT system for WSGM which will enable better performance management and improve service efficiency. The report recommends that the existing CONFIRM IT system used within the Highways and Engineering Division and StreetScene Enforcement Team be utilised.

**Decision taken by Cabinet Member on: 9 March 2007**

1. That the provisions of the Contracts Code requiring competitive tenders to be sought be waived for the reasons outlined in the report.
2. That the Council purchases additional software licences and an implementation package from CONFIRM in the initial sum of £70318 for WSGM operations (with additional annual licence fees and support costs of £3,202).

**Wards: All**

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

**13.9 REAL NAPPIES FOR LONDON**

This report summaries work done to date on encouraging the use of Real Nappies within the borough and seeks agreement to continue the programme in 2007/08.

**Decision taken by Cabinet Member on: 8 March 2007**

**That the Council fund it's continued commitment to the Real Nappy for London Scheme in 2007/08 from the DEFRA Waste Efficiency Scheme.**

**Wards: All**

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

### **13.10 RAVENSCOURT SQUARE – CHANGES TO WAITING RESTRICTIONS**

The main purpose of the scheme is:-

1. To increase the safe distance between the junction of Goldhawk Road and Ravenscourt Square by preventing parking within 10m of the junction.
2. To improve access to properties in the south-eastern section of Ravenscourt Square by preventing vehicle obstructions.

#### **Decision taken by Cabinet Member on: 13 March 2007**

1. To proceed with the original proposal as indicated on Map 1 of the report.
2. That Members consider increasing the restriction to a double yellow line for the entire length of Ravenscourt Square at a later date once the impact of the initial proposal has been assessed.

**Ward: Ravenscourt Park**

**CABINET MEMBER  
FOR HOUSING**  
*Councillor Adronie  
Alford*

### **13.11 APPOINTMENT OF COUNCIL REPRESENTATIVE TO AN OUTSIDE ORGANISATION – HAMMERSMITH UNITED CHARITIES**

This report records the Cabinet Member for Housing's decision to appoint a representative to an outside body falling within the scope of the Cabinet Member's executive portfolio.

#### **Decision taken by Cabinet Member on: 22 February 2007**

**To appoint Mr John Howard and Ms Katherine Landale to Hammersmith United Charities for a period of 4 years expiring on 28 February 2011.**

**Wards: All**

**CABINET MEMBER  
FOR HOUSING**  
*Councillor Adronie  
Alford*

### **13.12 LONDON HOUSING UNIT**

The Council currently funds the London Housing Unit at a cost of £39K for 2006-07. The future of the London Housing Unit is uncertain with a review of services taking place in 2007-08. Given this uncertainty and the need to give one years notice of withdrawal of funds this report recommends that notice is served and that London Councils are sent a letter confirming the Council's intention not to fund beyond the 31 March 2008.

**Decision taken by Cabinet Member on: 14 February 2007**

- 1. To issue the Association of London Government with a notice of termination giving one years notice from 31 March 2007 that the Council will no longer fund the London Housing Unit.**
- 2. The Council to review its position after the review results are known.**

**Wards: All**

**CABINET MEMBER  
FOR HOUSING**

*Councillor Adronie  
Alford*

**13.13 PETITION FROM RESIDENTS OF EMLYN GARDENS**

A petition was received from Emlyn Gardens Tenants and Residents Association (TRA) protesting against the management of their estate by the Hammersmith North office due to the closure of the Shepherds Bush Green office and the creation of the South Hammersmith Area Office.

The report notes the concerns of the petitioners and sets out the consultation necessary to ensure best service provision, particularly to the elderly and vulnerable.

The report agrees the management decision based on best use of resources whilst bearing in mind the ongoing needs of residents in Emlyn Gardens.

**Decision taken by Cabinet Member on: 28 February 2007**

- 1. To endorse the management decision to provide services to Emlyn Gardens Estate from the Hammersmith North office from April 2007.**
- 2. To endorse the ongoing consultation with residents to ensure no loss of service.**

**Ward: Askew**

**CABINET MEMBER  
FOR HOUSING**

*Councillor Adronie  
Alford*

**13.14 PETITION FROM THE RESIDENTS OF KELMSCOTT GARDENS**

A petition was received from Kelmscott Gardens Residents Association protesting against the management of their estate by the Hammersmith North office due to the closure of the Shepherds Bush Green office and the creation of the South Hammersmith Area Office.

The report notes the concerns of the petitioners and sets out the consultation necessary to ensure best service provision, particularly to the elderly and vulnerable.

The report agrees the management decision based on best use of resources whilst bearing in mind the ongoing needs of residents in Kelmscott Gardens.

**Decision taken by Cabinet Member on: 28 February 2007**

- 1. To endorse the management decision to provide services to Kelmscott Gardens Estate from the Hammersmith North office from April 2007.**
- 2. To endorse the ongoing consultation with residents to ensure no loss of service.**

**Ward: Askew**

**DEPUTY LEADER  
(+ ENVIRONMENT)**

*Councillor Nicholas  
Botterill*

**CABINET MEMBER  
FOR  
REGENERATION**

*Councillor Frances  
Stainton*

**13.15 HAMMERSMITH TOWN CENTRE PARKING REVIEW –  
CONTROLLED PARKING ZONE A**

This report proposes three key changes to Controlled Parking Zone A. This includes:

1. Consultation with local residents and businesses regarding the hours of operation and the maximum length of stay in shared-use bays.
2. Pay and display tariff increase to control the demand for parking.
3. Introduction of a discounted residential visitor parking permit scheme to off-set the cost of parking for residents' visitors following the proposed pay and display increase. This is particularly essential for vulnerable residents who rely on their visitors for care and support.

This report requires an urgent decision since we need to conduct the consultation in March/April if we are to meet the implementation deadline of July/August 2007. This deadline cannot be pushed back without delaying the entire parking programme for next year which is reliant on the outcome of this trial.

**Decision taken by Cabinet Member on: 13 March 2007**

**To approve the following proposals:**

- 1. To conduct a consultation with the residents and businesses within Zone A to assess their opinion on the options described in the report.**
- 2. To increase the pay & display tariff in Zone A from £1.60 to £2.40 per hour.**

3. To introduce a residential visitors permit at £1.50 per hour with an unlimited allocation and a 50% discount for blue badge holders for the first 240 hours each year.
4. To implement the residential visitor permit in an electronic format as outlined in Appendix 2 of the report.

**Ward: Hammersmith Broadway**

**CABINET MEMBER  
FOR EDUCATION**

*Councillor Victoria  
Brocklebank-Fowler*

**13.16 PROPOSED RE CONSTITUTION OF THE GOVERNING  
BODY OF QUEENSMILL SPECIAL SCHOOL**

The report recommends that the new instrument of government for Queensmill Special School be made and come into effect from 21 April 2007.

**Decision taken by Cabinet Member on: 15 March 2007**

**That the Instrument of Government for the Queensmill Special School as specified be made and come into effect on 21 April 2007.**

**Ward: Parsons Green and Walham**

## FORWARD PLAN OF KEY DECISIONS

*Proposed to be made in the period  
April 2007 to July 2007*

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 April 2007 to July 2007.

**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  
**Jenny Foley** on 020 8753 2064  
or by e-mail to [Jenny.Foley@lbhf.gov.uk](mailto:Jenny.Foley@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, are encouraged to get in touch with the relevant Councillor and contact details are provided at the end of this document.

*If you are reading this on a PC, you can access this contact list quickly by pressing [here](#).*

*Forward Plan No. 59 (published 15 March 2007)*

# FORWARD PLAN OF KEY DECISIONS

*Proposed to be made in the period  
April 2007 to July 2007*

## LIST OF KEY DECISIONS PROPOSED

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

| <u>Date of decision-making meeting</u> | <u>Proposed Key decision</u>   | <u>Lead Executive Councillor</u>                                       | <u>Page</u> |
|--|--|--|-------------|
| Cabinet<br>16 April 2007               | 1. THE GENERAL FUND<br>CAPITAL PROGRAMME AND<br>REVENUE BUDGET 2006/07<br>MONTH 10 AMENDMENTS              | LEADER   | 1 – 2       |
| Cabinet<br>16 April 2007               | 2. VOLUNTARY & COMMUNITY<br>SECTOR FUNDING<br>ALLOCATIONS  | CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES            | 3 – 4       |
| Cabinet<br>16 April 2007               | 3. ECONOMIC DEVELOPMENT<br>STRATEGY  | LEADER;<br>CABINET MEMBER<br>FOR REGENERATION                          | 5 – 6       |
| Cabinet<br>16 April 2007               | 4. PARKING PROGRAMME<br>2007-2009  | DEPUTY LEADER<br>(+ ENVIRONMENT)                                       | 7 – 8       |
| Cabinet<br>16 April 2007               | 5. CLOSURE OF TAMWORTH<br>DAY CENTRE FOR PEOPLE<br>WITH MENTAL HEALTH<br>NEEDS: OUTCOME OF<br>CONSULTATION | CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES            | 9 – 10      |
| Cabinet<br>16 April 2007               | 6. CONTRACT AWARD FOR<br>THE SUPPLY AND DELIVERY<br>OF FOOD (E)  | LEADER;<br>CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES | 11 – 12     |
| Cabinet<br>16 April 2007               | 7. THE HOUSING ALLOCATION<br>PLAN 2007/08  | CABINET MEMBER<br>FOR HOUSING  | 13 – 14     |

|                                  |  |  |                |
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| <b>Cabinet<br/>16 April 2007</b> | 8. CHILDREN AND YOUNG PEOPLE'S PLAN  | CABINET MEMBER FOR COMMUNITY & CHILDREN'S SERVICES             | <b>15 – 16</b> |
| <b>Cabinet<br/>16 April 2007</b> | 9. REVIEW OF POLICY ON SERVICE USER CONTRIBUTIONS FOR ADULT SOCIAL CARE (EXCLUDING PERSONAL CARE AND RESIDENTIAL CARE)                                 | CABINET MEMBER FOR COMMUNITY & CHILDREN'S SERVICES             | <b>17 – 18</b> |
| <b>Cabinet<br/>16 April 2007</b> | 10. EXTENSION OF HIGHWAY TERM MAINTENANCE CONTRACTS AND PROCUREMENT OPTIONS (E)  | DEPUTY LEADER (+ ENVIRONMENT)                                  | <b>19 – 20</b> |
| <b>Cabinet<br/>16 April 2007</b> | 11. EUROPEAN REGIONAL DEVELOPMENT FUND LONDON OBJECTIVE 2 PROGRAMME 2000-2006 ENHANCING PROGRAMME MANAGEMENT   | CABINET MEMBER FOR REGENERATION; DEPUTY LEADER (+ ENVIRONMENT) | <b>21 – 22</b> |
| <b>Cabinet<br/>16 April 2007</b> | 12. FUNDING FOR COMMUNITY SUPPORT CENTRE PROJECT   | LEADER   | <b>23 – 24</b> |
| <b>Cabinet<br/>16 April 2007</b> | 13. RE-ORGANISATION OF HUMAN RESOURCES   | LEADER   | <b>25 – 26</b> |
| <b>Cabinet<br/>16 April 2007</b> | 14. FULHAM PALACE, LONDON SW6 LOWER AND UPPER FIRST FLOORS OF GEORGIAN EAST QUADRANGLE (E)   | LEADER; DEPUTY LEADER (+ ENVIRONMENT)                          | <b>27 – 28</b> |
| <b>Cabinet<br/>16 April 2007</b> | 15. NORTH FULHAM NDC 2007/08 DELIVERY PLAN   | CABINET MEMBER FOR REGENERATION                                | <b>29 – 30</b> |
| <b>Cabinet<br/>16 April 2007</b> | 16. OLDER PEOPLE'S ACCOMMODATION STRATEGY- DEVELOPMENT OF AN EXTRA CARE SHELTERED HOUSING SCHEME AND A COMMUNITY RESOURCE CENTRE AT IMPERIAL WHARF (E) | CABINET MEMBER FOR COMMUNITY & CHILDREN'S SERVICES             | <b>31 – 32</b> |

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| <b>Cabinet<br/>14 May 2007</b> | 1. THE GENERAL FUND<br>CAPITAL PROGRAMME AND<br>REVENUE BUDGET 2006/07<br>MONTH 11 AMENDMENTS  | LEADER   | <b>33 – 34</b> |
| <b>Cabinet<br/>14 May 2007</b> | 2. LOCAL DEVELOPMENT<br>FRAMEWORK: PREFERRED<br>OPTIONS CONSULTATION   | CABINET MEMBER<br>FOR<br>REGENERATION;<br>DEPUTY LEADER<br>(+ ENVIRONMENT)         | <b>35 – 36</b> |
| <b>Cabinet<br/>14 May 2007</b> | 3. ALLOCATION OF THE<br>PREVENTATIVE<br>TECHNOLOGIES GRANT<br>(PTG) 07-08  | CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES                        | <b>37 – 38</b> |
| <b>Cabinet<br/>14 May 2007</b> | 4. FULHAM PALACE - PHASE 2<br>HLF APPLICATION  | DEPUTY LEADER<br>(+ ENVIRONMENT);<br>CABINET MEMBER<br>FOR REGENERATION            | <b>39 – 40</b> |
| <b>Cabinet<br/>14 May 2007</b> | 5. AWARD OF ROAD 2000<br>CONDITION SURVEY<br>CONTRACTS (E)   | DEPUTY LEADER<br>(+ ENVIRONMENT)   | <b>41 – 42</b> |
| <b>Cabinet<br/>14 May 2007</b> | 6. HAMMERSMITH TOWN HALL<br>– ASSEMBLY HALL<br>REMEDIAL WORKS TO<br>HEATING SYSTEM AND<br>INTERNAL / EXTERNAL<br>REFURBISHMENT         | LEADER;<br>DEPUTY LEADER<br>(+ ENVIRONMENT);<br>CABINET MEMBER<br>FOR REGENERATION | <b>43 – 44</b> |
| <b>Cabinet<br/>14 May 2007</b> | 7. HAMMERSMITH TOWN<br>CENTRE PARKING REVIEW -<br>ZONE A   | DEPUTY LEADER<br>(+ ENVIRONMENT)   | <b>45 – 46</b> |
| <b>Cabinet<br/>14 May 2007</b> | 8. SELECTION OF THE<br>COUNCILS PREFERRED<br>HOUSING ASSOCIATION<br>PARTNERS AND THE<br>AGREEMENT<br>ACCOMPANYING THEIR<br>APPOINTMENT | CABINET MEMBER<br>FOR HOUSING  | <b>47 – 48</b> |
| <b>Cabinet<br/>14 May 2007</b> | 9. SECTION 106 FUNDING<br>AVAILABLE FOR<br>AFFORDABLE HOUSING<br>INITIATIVES   | CABINET MEMBER<br>FOR HOUSING  | <b>49 – 50</b> |

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| <b>Cabinet<br/>14 May 2007</b> | 10. PHOENIX HIGH SCHOOL<br>REPLACEMENT OF ART<br>ROOM ROOF COVERING                                      | CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES             | <b>51 – 52</b> |
| <b>Cabinet<br/>14 May 2007</b> | 11. NORMAND PARK<br>IMPROVEMENT PROJECT -<br>WORKS CONTRACT<br>FUNDING (E)                               | DEPUTY LEADER<br>(+ ENVIRONMENT);<br>CABINET MEMBER<br>FOR REGENERATION | <b>53 – 54</b> |
| <b>Cabinet<br/>14 May 2007</b> | 12. ANNUAL REPORT FOR THE<br>SUPPORTING PEOPLE<br>PROGRAMME 2006/07                                      | LEADER;<br>CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES  | <b>55 – 56</b> |
| <b>Cabinet<br/>14 May 2007</b> | 13. TRENT HR/PAYROLL<br>SYSTEM - IMPLEMENTATION<br>OF "PEOPLE MANAGER"<br>SOFTWARE ACROSS H&F<br>COUNCIL | LEADER  | <b>57 – 58</b> |
| <b>Cabinet<br/>June 2007</b>   | 1. PHOENIX HIGH SCHOOL<br>INTERNAL/EXTERNAL<br>REFURBISHMENT OF<br>REDWAY BLOCK TO CREATE<br>IT FACILITY | CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES             | <b>59 – 60</b> |
| <b>Cabinet<br/>June 2007</b>   | 2. NORMAND PARK<br>IMPROVEMENT PROJECT -<br>WORKS CONTRACT (E)   | DEPUTY LEADER<br>(+ ENVIRONMENT);<br>CABINET MEMBER<br>FOR REGENERATION | <b>61 – 62</b> |
| <b>Cabinet<br/>June 2007</b>   | 3. HENRY COMPTON SCHOOL<br>CONSTRUCTION OF NEW<br>BUILD DRAMA STUDIO<br>FACILITY                         | CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES             | <b>63 – 64</b> |
| <b>Cabinet<br/>June 2007</b>   | 4. FULHAM CROSS SCHOOL<br>CONSTRUCTION OF NEW<br>BUILD MODERN LANGUAGE<br>FACILITY                       | CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES             | <b>65 – 66</b> |
| <b>Cabinet<br/>June 2007</b>   | 5. RECOMMISSIONING OF<br>RESIDENTIAL CARE<br>SERVICES FOR PEOPLE<br>WITH LEARNING DISABILITY             | CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES             | <b>67 – 68</b> |

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| <b>Cabinet<br/>June 2007</b> | 6. IT STRATEGY 2007   | LEADER   | <b>69 – 70</b> |
| <b>Cabinet<br/>June 2007</b> | 7. EXTENSION OF MEALS<br>SUPPLY PROCUREMENT<br>CONTRACT (E)   | CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES            | <b>71 – 72</b> |
| <b>Cabinet<br/>June 2007</b> | 8. PROPOSED INTRODUCTION<br>OF 20MPH ZONE IN THE<br>NORTH END WARD FUNDED<br>BY TfL                                     | DEPUTY LEADER<br>(+ ENVIRONMENT)                                       | <b>73 – 74</b> |
| <b>Cabinet<br/>June 2007</b> | 9. MATCH-DAY PARKING<br>SCHEME - CONTROLLED<br>PARKING ZONES X AND Y  | DEPUTY LEADER<br>(+ ENVIRONMENT)                                       | <b>75 – 76</b> |
| <hr/>                        |   |  |                |
| <b>Cabinet<br/>July 2007</b> | 1. PLAY STRATEGY  | CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES            | <b>77 – 78</b> |
| <b>Cabinet<br/>July 2007</b> | 2. PROPOSED<br>IMPLEMENTATION OF<br>PEDESTRIAN & CYCLE<br>IMPROVEMENTS IN THE<br>IMPERIAL RD AREA                       | DEPUTY LEADER<br>(+ ENVIRONMENT)                                       | <b>79 – 80</b> |
| <b>Cabinet<br/>July 2007</b> | 3. PROPOSED INTRODUCTION<br>OF A 20MPH ZONE IN THE<br>SANDS END WARD AS PART<br>OF IMPERIAL RD SECTION<br>106 AGREEMENT | DEPUTY LEADER<br>(+ ENVIRONMENT)                                       | <b>81 – 82</b> |
| <b>Cabinet<br/>July 2007</b> | 4. CHANGES TO FAIR ACCESS<br>TO CARE SERVICES (FACS)<br>ELIGIBILITY CRITERIA  | LEADER;<br>CABINET MEMBER<br>FOR COMMUNITY &<br>CHILDREN'S<br>SERVICES | <b>83 – 84</b> |