London Borough of Hammersmith & Fulham

Housing, Health And Adult Social Care Select Committee

Agenda

Wednesday 19 June 2013
7.00 pm
Courtyard Room - Hammersmith Town Hall

MEMBERSHIP

<table>
<thead>
<tr>
<th>Administration:</th>
<th>Opposition</th>
<th>Co-optees</th>
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</thead>
<tbody>
<tr>
<td>Councillor Lucy Ivimy (Chairman)</td>
<td>Councillor Daryl Brown</td>
<td>Maria Brenton, HAFAD</td>
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<td>Councillor Andrew Brown</td>
<td>Councillor Stephen Cowan</td>
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<td>Councillor Joe Carlebach</td>
<td>Councillor Rory Vaughan</td>
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<td>Councillor Oliver Craig</td>
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<td>Councillor Peter Graham</td>
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<td>Councillor Peter Tobias</td>
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CONTACT OFFICER: 
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Committee Co-ordinator
Governance and Scrutiny
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E-mail: sue.perrin@lbhf.gov.uk

Reports on the open agenda are available on the Council’s website:

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

Date Issued: 11 June 2013
Housing, Health And Adult Social Care
Select Committee
Agenda
19 June 2013

Item Pages
1. MINUTES AND ACTIONS 1 - 13
   To approve as an accurate record, and the Chairman to sign the
   minutes of the meeting of the Housing, Health & Adult Social Care
   Select Committee held on 9 April 2013.
   (b) To monitor the acceptance and implementation of recommendations
       as set out at Appendix 1.
   (c) To note the outstanding actions.

2. APOLOGIES FOR ABSENCE

3. DECLARATIONS OF INTEREST
   If a Councillor has a disclosable pecuniary interest in a particular item,
   whether or not it is entered in the Authority’s register of interests, or any
   other significant interest which they consider should be declared in the
   public interest, they should declare the existence and, unless it is a
   sensitive interest as defined in the Member Code of Conduct, the nature
   of the interest at the commencement of the consideration of that item or
   as soon as it becomes apparent.

   At meetings where members of the public are allowed to be in
   attendance and speak, any Councillor with a disclosable pecuniary
   interest or other significant interest may also make representations, give
   evidence or answer questions about the matter. The Councillor must
   then withdraw immediately from the meeting before the matter is
   discussed and any vote taken.

   Where Members of the public are not allowed to be in attendance and
   speak, then the Councillor with a disclosable pecuniary interest should
   withdraw from the meeting whilst the matter is under consideration.
   Councillors who have declared other significant interests should also
   withdraw from the meeting if they consider their continued participation
   in the matter would not be reasonable in the circumstances and may
   give rise to a perception of a conflict of interest.

   Councillors are not obliged to withdraw from the meeting where a
   dispensation to that effect has been obtained from the Audit, Pensions
   and Standards Committee.
4. **MEMBERSHIP AND TERMS OF REFERENCE**

This report sets out the new membership of the Committee and the terms of reference of the Council’s Overview & Scrutiny Board and the three select committees as agreed at the Annual Council meeting held on 29 May 2013.

5. **APPOINTMENT OF CO-OPTED MEMBERS**

(a) **HAFAD**

(I) The Committee is asked to agree the re-appointment of Maria Brenton, Chairman of HAFAD as a non-voting co-opted member for the 2013/2014 municipal year.

(II) In the event of Ms Brenton resigning as Chairman of HAFAD, the Committee is asked to authorise the Select Committee Chairman to appoint a HAFAD representative.

(b) **Age UK**

The Committee is asked to agree the appointment of an Age UK representative as a non-voting co-opted member for the 2013/2014 municipal year and to authorise the Chairman to appoint a representative.

6. **APPOINTMENT OF VICE-CHAIRMAN**

The Committee is asked to elect a Vice-chairman from amongst its membership for the 2013/2014 municipal year.

7. **SELF DIRECTED SUPPORT: SERVICE TRANSFER**

This report demonstrates lessons learned from the LBHF Self Directed Support (SDS) procurement. It also provides a clear overview of procurement practices in all current and future tri-borough procurements. Using the learning from the SDS procurement, Tri-borough commissioning will ensure that these processes are consistently and rigorously applied.

8. **TRANSITION PLANNING FOR ADULTS WITH DISABILITIES**

This aim of this report, is to present the current position of transitions planning for children with disabilities to adult services.

9. **ADULTS SAFEGUARDING REPORT**

This Annual Report of the Hammersmith and Fulham Adult Safeguarding Board for 2012-13 reflects the work of all the agencies represented on the Board.

10. **WORK PROGRAMME AND FORWARD PLAN 2013-2014**

The Committee is asked to give consideration to its work programme for this municipal year, 2013/2014 as set out in Appendix 1 of the report.
Details of the Key Decisions which are due to be taken by the Cabinet at its next meeting are provided in Appendix 2 in order to enable the Committee to identify those items where it may wish to request reports.

11. **DATES OF NEXT MEETINGS**

The Committee is asked to note that the dates of the meetings scheduled for this municipal year are as follows:

- 10 September 2013
- 13 November 2013
- 21 January 2014
- 19 February 2014
- 2 April 2014
London Borough of Hammersmith & Fulham
Housing, Health
And Adult Social
Care Select
Committee
Minutes
Tuesday 9 April 2013

PRESENT

Committee members: Councillors Lucy Ivimy (Chairman), Stephen Cowan, Oliver Craig, Peter Graham, Steve Hamilton and Rory Vaughan

Other Councillors: Marcus Ginn and Andrew Johnson

Officers: Stella Baillie (Tri-borough Director of Provided Services and Mental Health Partnerships), Mike England (Director of Housing Options, Skills and Economic Development), Eva Hrobonova (Deputy Director of Public Health), Derek Myers (Chief Executive), Sue Perrin (Committee Co-ordinator), Paul Rosenberg (Operations Manager, H&F Direct)

51. MINUTES AND ACTIONS

RESOLVED THAT:

The minutes of the meeting held on 20 February 2013 be approved and signed as an accurate record of the proceedings, subject to the following amendment:

47. Shaping a Healthier Future, fifth paragraph, last two sentences should be amended to read ‘Charing Cross provided services for the whole of North West London, including 255,000 Hammersmith & Fulham residents. It was forecast that 220,000 (86%) Hammersmith & Fulham residents would use the future facility.’

52. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Carlebach, Coleman and Tobias and Ms Maria Brenton.
53. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

54. **PUBLIC HEALTH: UPDATE REPORT**

Mr Derek Myers and Ms Eva Hrobonova responded to questions in respect of the Public Health Update, as Dr Melanie Smith, the former Director of Public Health, had not transferred to the tri-borough councils, which had agreed to a single public health team hosted by Westminster.

Mr Myers stated that an interim director would be appointed and that a short list of candidates would be with Councillor Ginn within two weeks. There would be a full appointments process for the substantive appointment.

Members raised queries in respect of the public health budget and specifically whether it could be used to support Adult Social Care. Mr Myers responded that all three councils had ended the financial year with a small underspend on Adult Social Care. The Public Health budget was a ring fenced grant from Public Health England, and could not be used for other purposes.

The PCTs had previously commissioned a range of public health services, for the tri-borough councils. Those relevant to the new duties of local authorities, as opposed to those of the CCGs, would be transferred. The financial commitment would be known and discreet.

Councillor Cowan stated that the Opposition had concerns and reservations in respect of the arrangements for Hammersmith & Fulham.

Members raised issues in respect of the budget and staffing. Mr Myers responded that, whilst the estimated spend on public health was £101million, this had been split three ways: tri-borough councils, Public Health England and NHS England. In 2013-2014, tri-borough councils would receive £71.3million in public health grant. The public health team currently comprised 48 posts, of which eight were vacant. 38 posts had transferred from the NHS and ten from Adult Social Care,

Councillor Ginn responded that the immediate priority was the successful transition of public health. A review of the service, including the public health and commissioning strategies would follow. The value of public health contracts by function, shown in the report, indicated the previous spend. Currently, the grant was slightly higher than commitments. Hammersmith & Fulham, over the next six to nine months would undertake a strategic analysis of the previous spend and review the Joint Strategic Needs Assessment (JSNA).

Ms Hrobonova responded to a query in respect of the availability of data, that there was specific health service data, which public health would continue to
be able to access, and the negotiation of access to data from all relevant bodies would be one of the objectives included in the JSNA.

A member queried whether any discretion could be exercised in the provision of demand led mandated functions. Councillor Ginn responded that whilst mandatory functions would be considered as part of the review of budgetary allocations, information on performance management indicated that councils would be required to report spend against both mandated and non-mandated functions. In addition, there were clear links between these functions, for example the National Child Measurement Programme and Obesity, children.

**RESOLVED THAT:**

1. The Committee noted the report.
2. An update report be added to the work programme.
3. Information in respect of the £30million transferred to Public Health England and NHS England should be included in the update report.

**55. WELFARE REFORM UPDATE**

Mr Mike England, accompanied by Mr Paul Rosenberg, presented the update report in respect of housing-related welfare reform, which included: Local Housing Allowance (LHA) Rates; Shared Accommodation Room Rate Changes; and Overall Benefits Cap (from April 2013).

**Local Housing Allowance (LHA)**

The total number of households in the private rented sector affected by the Cap had decreased from an initial 540 to 100. There had not been a significant increase in private sector benefit claims within the borough, with just over 3,100 claims being managed in April 2011 and 3,150 claims in January 2013.

The reasons for the reduction in the number of households affected by the Cap was likely to be a combination of: people moving out of the borough; use of own resources to pay difference in rent (although this might be a relatively short term solution); households declaring themselves homeless (estimated to be 25/30 households); and landlords reducing rent.

There was little evidence of families having to move out of the borough because of the Cap on a large scale.

**Housing Benefit Size Criteria Restrictions for Working age Claimants in the Social Housing Sector (Bedroom Tax)**

It was estimated that there were 834 under-occupying cases claiming housing benefit in the Council housing sector potentially affected by the Housing
Benefit change. Of these, it was estimated that 629 were ‘under-occupying’ by one bedroom and 205 by two bedrooms. Within the Registered Provider (Housing Associations) sector, it was estimated that 648 households were potentially affected.

The Housing Occupancy Team was currently working with 115 working age under occupiers.

In March, the Department for Work and Pensions (DWP) had announced a number of further exemptions involving: foster carers; absent members of the armed forces; and persons with a severe disability unable to share a bedroom. H&F Direct would be working with tenants to identify those benefiting from these exemptions.

**Overall Benefit Cap**

The Benefits Cap of £350 for single households and £500 for a family was scheduled to be phased in from mid-July, with the first households expected to be capped in September. The duration of the phasing was not known.

The DWP had estimated that there would be 848 households affected in Hammersmith & Fulham, but it was believed that the actual figure would be 500/550. It was known that 67 households in permanent tenancies (HRA) would be affected. There were 178 households in temporary accommodation, Council directly managed and 187 households in temporary accommodation, managed by housing associations potentially affected.

Mr England noted that first responsibility for responding to the impacts of the welfare reform changes rested with the households.

The Council had met with all relevant housing associations in the borough and established protocols for exchange of information.

The HB Assist Team were in the process of delivering seven project work streams focusing on: LHA Cap; Benefit Caps; Universal Credit; Temporary Accommodation Subsidy; Employment Links and Under Occupation of Social Housing.

A data matching exercise had been undertaken to identify vulnerable families known to either or both Adult Social Care and Children’s services.

£1.48 million had been set aside for discretionary payments by the DWP. This was a significant increase but not sufficient to meet the whole gap, and therefore groups would be prioritised.

Mr England updated on the work of the HB Assist Team. The total number of households from the original client group still to be resolved of 26 in August 2012 had now been reduced to two.

Mr England and Mr Rosenberg then responded to questions.
The benefit cap of £500 per week might appear adequate, but there could be hardship for families paying market rent to a private landlord. There might be some circumstances in which households would be required to move to accommodation in another borough. The Council would offer advice on employment as these households would be not be affected by the Cap. All cases would be assessed individually, and councils were able to offer short term discretionary payments.

In respect of the 67 households in permanent tenancies, the social housing rent would be comparatively low and individual circumstances would vary. Some households might have a large number of children, with a gap between the overall benefit and the amount required for the household’s needs. For some households, the gap might be relatively modest, and they would be expected to meet this themselves.

Where it was known that households would be affected by the Cap, they had been contacted in advance of the changes, initially by a telephone call, which would be followed up in writing. The DWP had been in contact with people affected since October.

In respect of the exemptions to the Cap, the criteria for ‘severe disability’ had not been set. However a parent or child in receipt of disability allowance would by regarded as an exemption. Other cases would be judged on merit.

Two disabled children or children 16 and over would not be expected to share a bedroom. There was no minimum size for a bedroom and no distinction between a single and double bedroom.

The Appeals Process was through an Independent Tribunal.

An equalities impact analysis of LHA households affected had not been undertaken, as this information was not available through housing benefits records. An analysis of the ethnic breakdown would be undertaken as households were contacted in respect of the benefit cap.

In response to a question in respect of the financial justification for the resource team, Mr England stated that should a household’s situation not be resolved, the household might qualify for assistance under the Council’s homelessness duty, which might have to be met through costly bed and breakfast accommodation.

Mr Rosenberg confirmed that there were differences in LHA claims based on postcodes. The W6 postcode, where there had been an increase in market rent, had seen a reduction in private sector claims, whereas SW6, W12 and W14 had all seen slight increases.

Mr England confirmed that under occupied households had been informed that taking a lodger was another course of action. Households had been advised to contact the Council for further information.
Mr Rosenberg confirmed that, within the housing association sector, an estimated 648 households were potentially affected. However, it was expected that this figure could increase to 800.

The maximum number of households affected by the changes was estimated at 500/550 affected by the benefit cap and 1400 by the bedroom tax.

**ACTION:**

Information to be provided in respect of:

- the 115 working age under occupiers and the number of children per household;
- the cost of the resource team, assisting households affected by the gap; and
- the outcome and number of children of households currently affected or likely to be affected by the changes.

**Action: Mike England**

- Housing Benefits: How the system works and specifically people with temporary jobs.

**Action: Paul Rosenberg**

Councillor Cowan requested that historic data in respect of households in larger properties be provided, comparing the situation six months ago with the current position.

Mr England was concerned at the resources required to produce this information, but agreed to look into possible electronic information, which could be provided to the Committee.

**Action: Mike England**

**RESOLVED THAT:**

The report be noted.

56. **HOUSING AND REGENERATION DEPARTMENT: KEY PERFORMANCE INDICATORS**

The Committee received the Housing and Regeneration Department performance report for the period ending January 2013.

Mr England stated that the ‘percentage properties with a valid gas certificate’ was currently 99.6/99.7%.
Councillor Ivimy recommended that, during the current contract negotiations, the fine detail of gas inspections should be agreed.

**ACTION:**

Future reports to include information in respect to the qualitative element of the gas checks.

**Action: Mike England**

Mr England clarified that whilst ‘families living in bed and breakfast for over six weeks’ had been shown as ‘not improving’, the actual number had reduced from 55 at the peak to 31. The high number was a consequence of the dual effect of: the difficulty of providing alternative accommodation in the private rented sector; and the increase in demand resulting from the welfare reform.

In respect of telephony calls, Mr England would confirm how these were monitored.

**Action: Mike England**

57. **CHANGES TO DAY SERVICES: UPDATE 2013**

Stella Baillie presented the update report in respect of the changes to day services, namely: all age day services; reducing reliance on the use of building based day centres to deliver services; development of mental health services; the move away from block contracts to personal budgets; and day services for people with complex learning difficulties.

Councillor Ivimy commented that significant travel was an issue for many people, and asked for reassurance that a tri-borough approach would not seek to consolidate services. Ms Baillie responded that this was not the general intention. If it was necessary for services for small groups to be consolidated, there would be full consultation.

Councillor Vaughan queried the move away from guaranteed contract funding to a situation where people with eligible Adult Social Care needs used a Direct Payment to arrange and buy their own day services. Ms Baillie responded that the changes, which were at an early stage, would be brought about by a transition process involving a mixture of core and flexible funding. Adult Social Care would work through the changes with individual service providers.

For some service users, there would be a managed budget approach, whereby the budget was allocated but the money not actually given to the service user.

Ms Baillie responded to a comment that the re-organisation of the former Ellerslie Day Service had been successfully completed and the service now
had a much smaller staff team, whose role was to support people with mental health problems to become more independent.

The service had changed in that it no longer provided meals but encouraged service users to cook for themselves. During this period of change, the service had not been open to referrals but this would be reviewed once the service returned to the refurbished Ellerslie building.

The Ellerslie Day Service and the Nubian Life Resource Centre had not been amalgamated and retained separate budgets.

**ACTION:**

A further report, which will cover details of the transition from contract funding to Direct Payments, to be added to the work programme. Services providers and users would be asked to attend that meeting.

Action: Stella Baillie/Sue Perrin

Councillor Cowan asked for information in respect of the Ellerslie Day Centre service users:

- attendance at the service over the previous year; and
- an analysis of the length of stay of service users admitted to hospital.

Ms Baillie invited members to visit the services at Ellerslie Road.

**RESOLVED THAT:**

1. The report be noted.
2. An update report be added to the work programme.

**58. WORK PROGRAMME AND FORWARD PLAN 2013-2014**

**RESOLVED THAT:**

1. The work programme be noted.
2. The following items be added to the work programme:
   
   (a) Self Directed Support Procurement and HAFAD: Lessons Learnt

   (b) Hammersmith & Fulham Food Bank
59. **DATE OF NEXT MEETING**

The date of the next meeting will be Wednesday 19 June (not 18 June, as shown on the Council Calendar).

Meeting started: 7.05 pm  
Meeting ended: 10.00 pm

Chairman  ..............................................................

Contact officer:  Sue Perrin  
Committee Co-ordinator  
Governance and Scrutiny  
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E-mail: sue.perrin@lbhf.gov.uk
Recommendation and Action Tracking

The monitoring of progress with the acceptance and implementation of recommendations enables the Committee to ensure that desired actions are carried out and to assess the impact of its work on policy development and service provision. Where necessary it also provides an opportunity to recall items where a recommendation has been accepted but the Committee is not satisfied with the speed or manner of implementation, thus enhancing accountability. It also enables the number of formal update reports submitted to the Committee to be kept to a minimum, thereby freeing up Members time for other reviews.

The schedule below sets out progress in respect of those substantive recommendations and actions arising from the Housing, Health & Adult Social Care Select Committee:

<table>
<thead>
<tr>
<th>Minute No.</th>
<th>Item</th>
<th>Action/recommendation Lead Responsibility</th>
<th>Progress/Outcome</th>
<th>Status</th>
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| 9. | Shaping a Healthier Future: NHS Public Consultation | Information to be provided in respect of:  
(i) deaths during ambulance journeys; and the types of Accident & Emergency cases where travel times are critical;  
(ii) the breakdown by site of the backlog maintenance figure of around £53 million; and  
(iii) all individuals involved in the decision making process and declarations of interest. | Initial response received. Additional information received.  
The breakdown is set out in the pre-consultation business case, page 48 of Volume 3. Chapters 11 to 15. Relevant section circulated. | Complete |
| 10. | Housing Strategy Consultation | Information to be provided in respect of:  
(i) consultation responses;  
(ii) a profile in respect of income bracket | Information circulated. | Complete |
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<th>of people buying homes under The Right to Buy and those moving into Home Buy; and (iii) plans to encourage and monitor targets for Home Buy.</th>
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<td>18.</td>
<td>Imperial College Healthcare NHS Trust: Management of Waiting Lists</td>
<td>(i) The Waiting List Clinical Review Report and External Governance Review to be circulated. (ii) A written response in respect of patient referrals which had gone astray, to include on an individual basis (if possible): the reason why the referral had gone astray; the nature of the delay; and where the patient was being treated and, for cancer patients, the type of cancer by tumour site.</td>
<td>Information circulated. Complete</td>
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<td>19.</td>
<td>Shaping a Healthier Future: NHS Public Consultation</td>
<td>(i) A range of disposal values for Charing Cross site to be provided. (ii) The proposal should be referred to the Secretary of State. (iii) Recommended that the Council’s response to the Consultation be sent as a joint response from the Council and HHASCSC.</td>
<td>Response circulated. Proposals will be known in February 2013. Joint response submitted to the NHS. Complete</td>
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<td>27.</td>
<td>Housing Benefits/Local Housing Allowance</td>
<td>(i) A written answer to be provided in respect of the difference of 30 in the breakdown of those households which had been ‘resolved by HB Assist’.</td>
<td>Information circulated. Complete</td>
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<td><strong>34.</strong></td>
<td><strong>Revenue Budget 2013/2014</strong></td>
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<td>(i) The ASC Business Case, June 2011 to be provided to Members.</td>
<td>Link to Business Case circulated.</td>
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<td>(ii) Comparative prices for meals across London and an analysis of the socio-economic profile of the Hammersmith &amp; Fulham service users to be provided.</td>
<td>Information circulated.</td>
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<td>(iii) Projected numbers and costs and the underlying assumptions in respect of temporary accommodation to be provided.</td>
<td>Information circulated.</td>
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<td><strong>36.</strong></td>
<td><strong>Self Directed Support Services Procurement and HAFAD</strong></td>
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<td>An update to include recommendations on how to improve the procurement process to be provided to the February meeting.</td>
<td>Information circulated and discussed at January meeting.</td>
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<td><strong>47.</strong></td>
<td><strong>Shaping a Healthier Future</strong></td>
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<td>Recommendation: There should be a ballot of all individual GPs in Hammersmith &amp; Fulham as a matter of emergency.</td>
<td>The Chairman to discuss with Dr Spicer.</td>
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<td><strong>55.</strong></td>
<td><strong>Welfare Reform Update</strong></td>
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<td>Information to be provided in respect of:</td>
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<td>(i) the 115 working age under occupiers and the number of children per household;</td>
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<td>(ii) the cost of the resource team, assisting households affected by</td>
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|   |   | the gap; and  
|   |   | (iii) the outcome and number of  
|   |   | children of households currently  
|   |   | affected or likely to be affected by  
|   |   | the changes.  
|   |   | (iv) Housing Benefits  
|   | (iv) Possible electronic information in  
|   |   | respect of households in larger  
|   |   | properties, comparing the  
|   |   | situation six months ago with the  
|   |   | current position.  
|   | Information circulated. | Complete |
| 56. | Housing & Regeneration  
|   | Department: Key Performance  
|   | Indicators | Information to be provided in respect of  
|   |   | the monitoring of telephony calls |
| 57. | Changes to Day  
|   | Services | Information to be provided in respect of  
|   |   | the Ellerslie Day Centre service users:  
|   |   | (i) attendance at the service over the  
|   |   | previous year; and  
|   |   | (ii) an analysis of the length of stay of  
|   |   | service users admitted to hospital.  
| | Information circulated. | Complete |
1. EXECUTIVE SUMMARY

1.1 The report sets out the new membership of this Committee and its terms of reference, as agreed at the Annual Council Meeting held on 29 May 2013.

2. RECOMMENDATIONS

2.1 The Committee is asked to note its membership and terms of reference.

3. INTRODUCTION

3.1 The Council agreed the membership and terms of reference at the Annual Council Meeting held on 29 May 2013.
4. **MEMBERSHIP**

4.1 The membership of this committee is as follows:

Nine voting Councillors including the Chairman and Vice Chairman in the ratio of 6 Administration members and 3 Opposition members.

Councillor Lucy Ivimy (Chairman)
Councillor Andrew Brown
Councillor Daryl Brown
Councillor Joe Carlebach
Councillor Stephen Cowan
Councillor Oliver Craig
Councillor Peter Graham
Councillor Peter Tobias
Councillor Rory Vaughan

**Co-optees**
Each Overview and Scrutiny Committee may co-opt a number of people in a non-voting capacity, the number of which shall be determined by full Council.

4.2 Another report on this agenda deals with the appointment of the co-opted members of this committee.

5. **TERMS OF REFERENCE**

5.1 **Introduction**

Overview and Scrutiny is an important element of the Council’s Constitution. Overview and Scrutiny Committees, known in Hammersmith & Fulham as the Scrutiny Board and Select Committees, represent influential public forums through which Councillors can:

- Support the Executive in Policy Development
- Review the impact of decisions and policy
- Hold the Executive to account for their decisions and actions
- Make representations on the exercise of the Council’s functions and other matters of concern to the local community

Overview and Scrutiny is concerned with the overall wellbeing of Hammersmith & Fulham, including not only Council services but those of a wide range of other public agencies - in particular those responsible for community safety and the delivery of health services. Scrutiny Committees provide an important mechanism for Councillors to represent their wards and are a focus for stakeholder and community involvement.
This Article outlines the basic elements and functions of Overview and Scrutiny in Hammersmith & Fulham. It should be read in conjunction with the Overview and Scrutiny Procedure Rules set out in Part 4 of the Constitution.

5.2 Terms of reference

The Council will appoint the Housing Health & Adult Social Care Select Committee to discharge the functions conferred by section 21 of the Local Government Act 2000, and regulations under section 32 of the Local Government Act 2000 or Local Government and Public Involvement in Health Act 2007.

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<th>Committee</th>
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<td>Housing, Health and Adult Social Care Select Committee</td>
<td>Any aspect of policy, provision and performance relating to housing, health and adult social services in the borough, including the exercise of statutory responsibilities in relation to the scrutiny of health as set out in paragraph 6.03 [c] below and also the voluntary and community sector. (Matters relating to health strategies and services specifically for children and young people shall be within the scope of the Education and Children’s Services Select Committee.) Any other matter allocated by the Scrutiny Board Lead responsibility for scrutinising the relevant Cabinet Member(s)</td>
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5.3 General role

The Overview and Scrutiny Committees will be appointed in accordance with the political proportion of the Council as a whole. Within their terms of reference, these Committees will:

i) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council’s functions;

ii) make reports and/or recommendations to the Executive and/or the full Council in connection with the discharge of any functions or to a Member or officer exercising the relevant delegated powers;

iii) consider any matter affecting the area or its inhabitants arising from the Key Decisions List or otherwise;

iv) call-in, for reconsideration, decisions made but not yet implemented by the Executive and, if necessary, refer them back to the Executive or Full Council;
v) monitor and review the outcomes of recommendations arising from Scrutiny activity; and

vi) consider any petitions or deputations on a relevant matter, and any request for a review of the steps taken and decisions made by the Council in response to a petition when so directed by the Scrutiny Board, in accordance with the Overview and Scrutiny Procedure Rules in Part 4 of the Constitution.

5.4 The full functions of the Select Committees and Overview and Scrutiny Board are outlined in the constitution.

**LOCAL GOVERNMENT ACT 2000**

**LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

<table>
<thead>
<tr>
<th>No.</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>None</td>
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</table>
1. EXECUTIVE SUMMARY
1.1 This report demonstrates lessons learned from the LBHF SDS procurement. It also provides a clear overview of procurement practices in all current and future tri-borough procurements. Using the learning from the SDS procurement, Tri-borough commissioning will ensure that these processes are consistently and rigorously applied.

2. RECOMMENDATIONS
2.1. The report asks that the Scrutiny Committee review and comment on the contents of the report, and in particular the best practice procurement processes presented as a result of the SDS procurement.

3. INTRODUCTION AND BACKGROUND
3.1 This report is produced following a request by Scrutiny Committee on 22nd January. The aim of the report is to provide a clear overview of procurement practices in all current and future Tri-borough procurements. Using the opportunities of the Tri-borough arrangement these processes are the ‘best of three’.
3.2 As part of this work officers have particularly taken into account the learning from the LBHF led SDS procurement which took place pre Tri-borough. This learning has provided an opportunity to ensure that all future Tri-borough procurements continue to be robust, fair and transparent and carried out within the legislative framework for public authority procurements. Additionally, officers are seeking to ensure that insofar as possible, the procurement process is one that is clear and specific, encouraging a wide response from the market.

4. PROPOSAL AND ISSUES

4.1 Governance: All procurements will be scrutinised and overseen by the bi-weekly Commissioning and Contracts Board which is chaired by the Tri-borough Director of Adult Social Care Procurement, Business Intelligence and Workforce.

4.2 Anomaly: Officers will always be required to present any anomalies identified in a procurement to the Commissioning and Contracts Board. An ‘anomaly’ is understood as any significant variation in the information provided in tender submissions. The Commissioning and Contracts Board will take into consideration any potential legal and political implications and agree how each anomaly should be addressed on a case by case basis.

4.3 Clarification process: Future procurements will use a standard clarification process which sets out timescales for questions to be submitted and when responses can be expected. This offers providers a number of opportunities to clarify/ask questions, whilst also reducing any risk of misunderstanding as providers will know when to expect responses.

4.4 Post tender clarification: Providers will be invited to attend post tender clarification meetings in future procurements when needed.

4.5 Pricing: All pricing documents will require providers to submit their tendered price and complete a “cost drivers schedule”. It will explicitly establish how providers cost the service.

4.6 Market Engagement: The new Tri-borough Market Position Statement (due end of June) will offer structured engagement with the market to help providers plan investment, and adapt their services and business structures to meet the needs of people who require care and support.

4.7 Social Value: The requirements of the Social Value Act will be incorporated in ASC tri-borough procurements.

4.8 Consistency: The key lesson learned from the SDS procurement is that all of the current processes (set out in the body of this report) and the processes outlined above will be applied rigorously and consistently in all future Tri-borough procurements.
4.9 Officers will carry out a review at the end of each procurement activity and any lessons learned will continually be built into our procurement practices.

5. CONSULTATION
5.1 N/A

6. EQUALITY IMPLICATIONS
6.1 N/A

7. LEGAL IMPLICATIONS

8. FINANCIAL AND RESOURCES IMPLICATIONS
8.1 N/A

9. RISK MANAGEMENT
9.1 (Details of actions taken to minimise the Risks associated with the Recommendations)

9.2 Implications verified/completed by: (Name, title and telephone of Risk Officer)

10. PROCUREMENT AND IT STRATEGY IMPLICATIONS

10.1 There are no direct procurement implications arising from this report. All procurement activity will adhere to the relevant Council/s Contract Standing Orders and Procurement Codes.

10.2 Implications verified/completed by: Sherifah Scott, Tri-borough Head of Procurement and Contracting (ASC), (020) 7641 8954

LOCAL GOVERNMENT ACT 2000
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1. Introduction

1.1 This report is produced following a request by Scrutiny Committee on 22nd January. The aim of the report is to provide a clear overview of procurement practices in all current and future Tri-borough procurements. Using the opportunities of the Tri-borough arrangement these processes are the 'best of three'.

1.2 As part of this work officers have particularly taken into account the learning from the LBHF led SDS procurement which took place pre Tri-borough. This learning has provided an opportunity to ensure that all future Tri-borough procurements continue to be robust, fair and transparent and carried out within the legislative framework for public authority procurements. Additionally, officers are seeking to ensure that insofar as possible, the procurement process is one that is clear and specific, encouraging a wide response from the market.

1.3 Looking ahead, the Tri-borough commissioning department will continue to to undertake well planned procurements accompanied by clear and consistent guidance. The market will come to recognise Tri-borough procurements. While the content of the procurements will vary depending on the service required, the processes will be consistent with regards to service specification templates, clarification procedures and evaluation guidance.

1.4 This report also provides information on the Tri-borough approach to commissioning and market development. More specifically, this is focused on fostering and building the relationship with the market in a structured way. The new Tri-borough Market Position Statement due to be finalised by the end of March sets out the structure for how this will happen.

2. Procurement Processes

2.1 The following sections provide some more detail on the tri-borough procurement and commissioning processes that are currently in place and/or in the process of being established. Many of these processes continue the best practice tri-borough work currently in place. Some are new and directly informed by the learning from the SDS procurement. The table at the end of these sections provides an 'at a glance' overview of this.

Governance

2.2 The tri-borough model has instituted the Contracts and Commissioning Board. This bi-weekly board is chaired by the Tri-borough Director of Adult Social Care Procurement, Business Intelligence and Workforce and includes representation from corporate procurement and legal officers, as well as heads of service of commissioning and procurement. Officers bring any commissioning, procurement and contract related decisions to the board for ratification. Establishing this mechanism ensures that all current and future procurement decisions have been discussed and agreed by senior officers. During its initial stages, some single borough procurements, (including the SDS procurement) were not presented at the Contracts and Commissioning Board. This is no longer the case, and each procurement will now be discussed and governed here.
Suitability of approach
2.3 To ensure transparency and a level playing field when commissioning, we must procure services according to the contract and finance standing orders of each Council which have procurement routes depending on the size of the contract.

2.4 When seeking authority to tender officers will clearly set out how the proposed procurement process is suitable with regards to:
   a) the level of investment and
   b) the impact on timescales that collaborative processes create, and the potential complexities involved
   c) the impact on the market in that service area

Service Specification Design
2.5 All future procurements will use an agreed template for service specifications. The form and emphasis for each specification will differ depending on the specifics of the service but the intention is to ensure that all tri-borough publications are of similar quality and format. Providers will become familiar with tri-borough specifications as outcome-focused with clear targets and clear flexibility as to how providers will achieve targets.

Clarification Process
2.6 The clarification process is the period during which providers may ask questions clarifying information in the tender documents. Responses to a question by one provider are sent to all providers in order to ensure fairness and transparency. In future procurements the guidance will set out timescales for the clarification process in a consistent manner. An overarching and final deadline will be provided. This is usually seven working days before the submission date. There will also be a set number of deadlines when queries can be submitted and responses provided. An example would look like:

The final deadline for clarification is Friday 18th February.
   • All questions asked before 9am Monday 4 Feb will be responded to in the clarification update issued on Wednesday 6 Feb.
   • All questions asked before 9am Monday 11 Feb will be responded to in the clarification update issued on Wednesday 13 Feb.
   • All questions asked before 9am Monday 18 Feb will be responded to in the clarification update issued on Wednesday 20 Feb
   • Tender submission date 27th February

2.7 This model offers responses in a structured way, allowing providers to plan their tender more effectively. It also has the benefit of enabling providers to seek further clarification on any issues previously addressed. Providers are encouraged to familiarise themselves with tender documentation as early as possible in the process. This will be emphasised in the supporting guidance documentation.
2.8 For each procurement, the lead officer will set up a clarification sub-group to include a commissioner and legal officer. The emphasis of the sub-group will be to provide definitive responses to clarification questions and when a definitive response cannot be provided it will be the procurement lead’s responsibility to seek further guidance from the Contracts and Commissioning Board.

2.9 Post tender clarification: When required and as appropriate, a post tender clarification meeting with providers will be requested, as an opportunity for the evaluators to clarify and/or validate any aspects of submitted tenders before agreeing on a final score.

Award criteria
2.10 Pricing: Going forward a bespoke pricing document will be developed for each tender. The pricing document will require providers to submit their tendered price and complete a “cost drivers schedule”. The cost drivers schedule will require the provider to detail what proportions of different specified activities make-up the tendered price. Activities set out in the cost drivers schedule will include: front line staff costs, first line management costs, direct service costs, indirect costs such as overheads and any other costs relevant to the service being procured.

2.11 Quality Criteria: As part of the non-price award criteria, providers will be required to explain their service delivery model in a way that demonstrates how the outcomes received relate to the contract price.

2.12 Social Value: In accordance with the Public Services (Social Value) Act 2012, another aspect of quality criteria will be the assessment of how a tender offers economic, social and environmental benefits to the Tri-borough councils. Social Value will be a component of the overall quality criteria and will be assessed as such.

Anomaly
This process provides clarity and consistency for providers. It allows them to plan for procurements. The benefits are set out in the table below. Should an occasion arise where there is a clear anomaly in the information provided in the tenders submitted, officers will firstly issue clarification to all providers to point this out and ensure probity. If the matter is not resolved at that point, officers will then seek legal advice and undertake a risk analysis based on that advice. This risk analysis, together with the legal advice will then be presented for decision to the Director of Procurement, Business Intelligence and Workforce and any other relevant corporate stakeholder. This would normally take place at the Commissioning and Contracts Board, but depending on timescales and availability, decision may be taken by the Director outside this structure.

Table 1: Best practice procurement processes

<table>
<thead>
<tr>
<th>Tri-borough best practice process</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioning and Contracts Board Board</td>
<td>Enhanced governance arrangements.</td>
</tr>
<tr>
<td>• Director and heads of service as well as</td>
<td>• The Board meets on a fortnightly basis to sign</td>
</tr>
<tr>
<td>Representation from Corporate Legal and Procurement Colleagues</td>
<td>Off any commissioning and contract related issues. All matters of process are addressed here. Significant benefits attached to attendance of corporate colleagues</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Representation from Corporate Legal and Procurement Colleagues</td>
<td>Any 'anomalies' that may arise in a procurement can be brought here. Enables overview of market development issues</td>
</tr>
<tr>
<td>Service Specification Template</td>
<td>Provides clarity about what we want from the service.</td>
</tr>
<tr>
<td>Service Specification Template</td>
<td>Specification will be devised with project team to include officers from commissioning and procurement.</td>
</tr>
<tr>
<td>Service Specification Template</td>
<td>Service users and providers involved in service specification design pre-tender.</td>
</tr>
<tr>
<td>Service Specification Template</td>
<td>Specification signed off at Commissioning and Contracts Board.</td>
</tr>
<tr>
<td>Service Specification Template</td>
<td>Using market information from relationships with providers to inform specification design.</td>
</tr>
<tr>
<td>Clarification Process</td>
<td>Provides clarity about what we want from the service.</td>
</tr>
<tr>
<td>Clarification Process</td>
<td>Adoption of a standard clarification process which sets out timescales for questions to be submitted and when responses can be expected.</td>
</tr>
<tr>
<td>Clarification Process</td>
<td>Process will ensure that all providers receive responses to all queries on specific dates as set out in guidance.</td>
</tr>
<tr>
<td>Clarification Process</td>
<td>All clarifications will be responded to in writing only; no verbal updates.</td>
</tr>
<tr>
<td>Award Criteria</td>
<td>Greater clarity of pricing.</td>
</tr>
<tr>
<td>Award Criteria</td>
<td>Both price and non-price criteria will seek explicit break-down of how providers cost the service and the outcomes to be delivered against that cost.</td>
</tr>
<tr>
<td>Award Criteria</td>
<td>Tenders will include a social value component in the non-price award criteria.</td>
</tr>
<tr>
<td>Award Criteria</td>
<td>Council understands how providers are costing their service, and whether the proposals are providing value for money.</td>
</tr>
<tr>
<td>Award Criteria</td>
<td>Ensures that the requirements of the Social Value Act are met by each procurement.</td>
</tr>
</tbody>
</table>

### 3. Market Engagement

3.1 The new Tri-borough Market Position Statement has been developed in consultation with a wide range of providers. It is a market facing document that provides information on the department’s commissioning intentions and on current and projected demand for services. Its
purpose is to develop more of a shared approach to delivering care as a sector. This structured engagement with the market will help providers plan investment, and adapt their services and business structures to meet the needs of people who require care and support.

3.2 Officers are also developing a pilot using an external organisation to facilitate a tri-borough provider network to act as an effective bridge between provider organisations, both those with contracts and those based in any of the three boroughs and the councils. The pilot will also result in a Provider Event which will communicate local priorities, share best practice and explore options for an ongoing network. The purpose of this network is to:

   a. improve communication
   b. encourage networking and partnership working
   c. support innovation
   d. improve workforce development
   e. provide information and options for an ongoing network

**Market Facilitation/Innovation**

3.3 This network will be a platform for pursing an open dialogue with existing and potential providers of care and support in order to generate ideas for service innovation. This dialogue may also take the form of road-shows and other events where officers can get an idea of what the market can deliver. This will build on the existing work with infrastructure organisations such as CAVSA.

**Commissioner/Provider relationship**

3.4 The intention for all future contractual relationships is that commissioned providers will work with us to develop services according to best practice. This developmental approach will also provide the potential for innovative services/solutions to problems as we look at ways to improve services together.

3.5 This will be also be emphasised in our contracts to ensure that officers are not prevented from developing service in ways that might improve outcomes for residents both in the short and long term.

### 4. Conclusion

4.1 The Council’s first priority must be to procure the best services available for residents and deliver upon required outcomes in order to meet their needs.

4.2 As a public body with agreed financial and contract standing orders, the Council must operate in a transparent, fair and equitable manner. The existing and new processes described in this note ensure the Council can answer any criticism or legal challenge arising from a procurement.

4.3 An additional process of risk analysis of options for responding to anomalies in pricing or service specification has been developed. This will enable individual decision making in a structured manner.
4.4 The Council will continue to work with existing and new providers of services to develop specifications and to build networks that increase awareness of procurement processes and good practice sharing between providers, the Council and other stakeholders.
1. EXECUTIVE SUMMARY

1.1. This aim of this report is to present the current position regarding transitions planning for children with disabilities to Adult Services.

1.2. The focus of the report is on actions being taken to redesign services that improve the seamless transfer of people between the Children and Adult departments.

1.3. Effective transitions planning is key to providing social, educational and healthcare support for young people with various disabilities, of which learning disabilities is the highest number.

1.4. The report provides a high level Tri-borough picture of the key operational aspects of the Learning Disability Service in terms of current number of cases, current eligibility criteria, emerging trends in cases across the Tri-borough Service, and specific to various relevant boroughs.

1.5. The paper will also highlight current areas which affect seamless transfer from children to adults, and how the proposed Tri-borough model within the context of transformation in learning disabilities and children with disabilities, addresses these areas.
2. **RECOMMENDATIONS**

2.1. That Members of the Scrutiny Committee review and comment on the key aspects of the paper in terms of the current operational information, and the proposed model being adopted via the transformation process.

3. **INTRODUCTION AND BACKGROUND**

3.1. We know that transition to adulthood is a time when young people and their families are thinking about their aspirations for the future. Services at transition should be aimed at moving a person into work/adult life in such as way as to promote their independence and so reduce their long term needs for care and support.

3.2. The recent Children’s Bill has several key areas that affect transition planning across Adult and Children’s Services. The key areas to highlight are as follows:

- **A definition of wellbeing into legislation** - A clear shift from the deficit/harm model of welfare to a wider definition of well being. It grounds the responsibilities of the public sector in supporting the whole well being of a child into adulthood.

- **The duty placed on service providers to produce, maintain and transfer responsibility of a child's plan for those in need of support from multiple services. Also to jointly develop services for children and young people** - This impacts on the development of one Education healthcare plan (EHC) to replace other plans for a young person in transition. This is recently introduced via the Children’s Bill.

3.3 The Children’s Plan - Building Brighter Futures (DCSF 2007) and the child health strategy emanating from it; Healthy Lives, Brighter Futures (Department of Health and DCSF 2009); and the National Service Framework for Children, including the recently released Children’s Bill 2013, all acknowledge the importance of transition planning across key agencies, with the young person at the centre. This should ensure that young people are supported as they move between Children’s Services and the Adult Care Services, to ensure that they do not fall between the gaps in provision or become alienated by the often quite different ethos and demands facing users of Adult Services.

3.4 Other policy documents, reviews and white papers such as Healthy Children, Safer Communities (2009) show that vulnerable, disabled young people may face more challenges than their non-disabled peers during transition from Children’s to Adult’s Services.

3.5 Outlining the government’s plans to achieve improved transitions, the government affirmed that transition should not be a single (often unplanned) event but a carefully considered on-going and regularly reviewed process, involving the young person themselves in planning and shaping personalised support services.
4. TRANSITION PLANNING

4.1 Transition into the adult world can present challenges for all young people. The process of transition may be more difficult for some young people with disabilities and requires unique strategies to enable each young person achieve the maximum possible independence in working, living and participating in the community as adults.

4.2 Transition planning is a process that brings together the young person and those individuals directly involved in helping the young person prepare to enter a post-school environment. It is designed to ensure that the young person will be provided the necessary skills and services to make a smooth transition from school (Children’s Services) to adult life with as little interruption as possible. Unless the transition process is formalised, little thought or planning is given to the student’s future service or programme needs. Quality transition planning is achieved when the process is initiated as early as possible.

4.3 A team comprised of the young person, family member(s), school personnel, caseworkers and significant others meet to assist the young person in defining a vision for the future. The overall value of the meeting is the sharing of knowledge about the young person’s strengths, interests, and preferences in order to create a map of where help is needed, and what experiences are going to be valuable over the next few years as they move into adulthood.

4.4 Role of Local authorities in transition planning

4.4.1 Local authorities should ensure that early transition planning is in place for all young people with an Education Healthcare plan (EHC) focusing on positive outcomes and how to achieve them. This is a requirement of the new bill Person-centred planning should be at the heart of this discussion, focusing on an in-depth analysis of the appropriate learning provision for the young person to help them meet their outcomes. The planning process should raise young people’s and their parent’s expectations reinforcing and promoting notions of work and independent living with clear and achievable outcomes.

4.4.2 EHC plans reviewed after the age of 19 should plan for phased transition into the key life outcomes listed, with a greater emphasis on pathways to independent living and links to job seeking, for example Job Centre Plus.

4.4.3 When the child or young person is expected to leave education or training within the next two years, the review meeting must consider what provision is required to assist in preparing the young person for adulthood and independent living. Local authorities and learning providers should support young people to a smooth transition to adulthood so they are prepared when their EHC plan ends. Both providers and local authorities should give advice to young people and help them to understand what support is available to them after they complete their education, including support to find work, housing support and on-going health and social care support.
4.4.4 Effective transition planning should plan clear hand-overs to new professionals and services so that young people and parents know and are confident in who they are dealing with and where they need to go for help.

4.4.5 At present the Learning Disabilities Tri-borough Service actively engages in support planning and also works with service users to produce health action plans, as part of an integrated service offer. There are various thinking tools available used to support service users to develop health action plans that are fit for purpose, and that can be captured using a variety of media tools.

4.5 Role of Adult Social Care teams for vulnerable adults in transition across the Tri-borough

4.5.1 The Tri-borough Learning Disability Service comprises the majority of vulnerable adults currently involved in Transitions Services. However, it should be noted that out of the three services only that in Royal Borough of Kensington and Chelsea (RBKC) currently caters for all young people with a disability, as opposed to the London Borough of Hammersmith and Fulham (LBHF) and the Westminster City Council (WCC) who are still focused on people with a learning disability. The proposed Tri-borough model is exploring how all the services can cover those with physical needs as well as people with a learning disability. However, this is still in planning stages and work will continue over this year to progress these plans.

4.6 Fair Access to Care Services (FACS) and Eligibility Criteria for Adult Services

Tri-borough Eligibility

4.6.1 In RBKC the eligibility for service provision from the Integrated Transition Team is two-fold. An individual must have:

- A diagnosed disability; this could be a learning disability, physical disability or sensory impairment and
- Have eligible needs when assessed in line with the Fair Access to Care Services Criteria; in RBKC this means that needs must be a moderate level or above.

Services are offered post 18, but planning begins from 16 years onwards.

4.6.2 In WCC at present most young people who meet the eligibility criteria for the Adult Learning Disability Service also meet the FACs criteria. The FACs criteria in WCC means only substantial or critical needs are met post 18. Over the last year there has been only one person that has not met the FACs criteria. Planning tends to begin at the year 9 assessment while the young person is in education (from 14 years).

4.6.3 LBHF are still working from the greater moderate eligibility criteria and FACs is in-built into the overview and the resource allocation system (RAS) forms part of the assessment. These are all completed prior to the young person’s eighteenth birthday but planning tends to start from 16 years. After 18 the support plan is developed and work continues to process the assessed care package.
4.7 Numbers within each Service

- RBKC - Currently there 89 people (all disability) within RBKC of transition age known to the team. Out of 89 people, there are 60 who have a learning disability. They are not all receiving services from within the integrated transition team but are all receiving a service from Adult Social Care.

- WCC - There are currently approximately 82 people within transitions in Learning Disabilities Service in WCC with approximately 10 still undergoing assessments to see if they are eligible.

- LBHF - There are approximately 30 people eligible for transitions services in LBHF and 8 are currently undergoing assessments for eligibility.

4.8 Key trends emerging across all three transitions services

- Over the last three years, there has been an emerging pattern across all three services in terms of the kind of service users coming through to the transitions service.

- This has led to various streams of work being developed to begin addressing the needs across the Tri-borough area.

4.8.1 An increase in the number of young people being referred with challenging behaviour.

4.8.2 An increase in the number of young people being referred with complex physical, health and social care needs. This has led to an increase in bespoke high cost packages and increased Continuing Healthcare funding. These two areas are being addressed via a sub workstream within the Learning Disability Transformation Programme, of clinicians and other relevant professionals to develop a bespoke service for this cohort of service users. An options paper is currently being developed, with the intention to implement this model by the new year.

4.8.3 An increase in the number of referrals received for individuals with autism but no previous diagnosis of Learning Disability. This is being investigated and there is a Tri-borough autism steering group sharing best practice. LBHF has bid for NHS funding for an autism post to support this work.

4.8.4 Family expectations have increased- some struggle to move from viewing the young person as a child rather than an adult. Work is already undertaken across all three services to actively engage parents and carers in non threatening forums to introduce the transitions service and what it can provide for parents, as a precursor to beginning assessments and support planning. There is work currently being undertaken as part of the development of the new transitions model to look at a Tri-borough offer in this area. Parents and Carers will be engaged about how to improve these platforms of communication from their perspective.
4.8.5 An increase in demand for supporting living accommodation provision as young disabled adults want to move out of the family home and/or their parents are no longer able to continue caring for them. The learning disability Learning Disability Accommodation Strategy in LBHF has been developed to increase in borough provision for adults with learning disabilities and complex needs. Work is being done to look at a Tri-borough housing that will enable all three services utilise places across boroughs, when possible.

4.8.6 A higher number of young people have been accepted to receive further education in borough (within Tri-borough areas), rather than go to residential establishments.

5. PROPOSAL AND ISSUES

5.1. This section outlines the some of the challenges in supporting a seamless transfer from Children to Adults and how key changes within the proposed Tri-borough Transitions Service (Children and Adults) will address these challenges.

5.2. The Tri-borough Learning Disabilities service went through a consultation process to enable staff to comment and engage with the target operating model proposed for the transformation process.

5.3. This consultation period was a thirty day period that concluded in late April 2013. The outcomes paper is attached for reference purposes.

5.4. The development of a new transitions service was part of the consultation process. This resulted in the creation of a Tri-borough transitions manager post which will become the catalyst of the implementation of this proposed transitions Tri-borough model.

5.5. This model mirrors the structure and systems used by the RBKC disabilities transition team which comprises of a senior practitioner, 2.5 transition caseworkers who cover both Children and Adults departments a clinical assistant and a clinical psychologist.

5.6. The complete implementation of this model is dependent on the children with disabilities review which is the platform for transforming Children’s Disabilities Transition Teams, and indeed the Special Education Needs (SEN) teams across all three services. There is also a review currently of Information And Guidance services and an Early Help review looking at services for young people Not in Education and Employment, which will impact on the transitions services provided by Connexions workers historically in relation to linking young people into appropriate Colleges and Independent Specialist Placements.

5.7. The Tri-borough review in the Disabled Children’s Service is focussed on adopting best practice across all three boroughs and in retaining local delivery with similar models for accessing services with a number sovereign services becoming Tri-borough services but provided and managed in their borough of origin.
5.8. The changes are likely to be evolutionary over a period of 3 years. The changes should fit in well with the proposals being made in adult services.

5.9. The Children With Disabilities Team and the Adults transition work streams have decided to merge many of its activities to ensure that a seamless fit for purpose transition service is developed that adequately meet the needs of young people and their families.

5.10. **Key outcomes for new Tri-borough Learning Disability Transitions Service for both children and adults**

**Outcomes to be achieved**

5.11 Improve transitions practice and enable compliance with the Draft SEN bill for service provision from 16-25 years.

Key areas of work are:

- To improve and consolidate joint assessment and planning with adults services.
- To refine existing systems to maximise opportunity for cost reduction.
- To increase the availability, range and knowledge of the local high quality further education offer for young people avoiding costs of ‘out of area’ provision.
- Ensure an effective use of Tri-borough Resources across Transition from Children to Adult Services.
- To improve young people’s and parents/carers control of their own care needs.
- Where possible to provide and share resources across Tri-borough.

5.12 As part of an overarching project plan to synchronise the transformation across Adults, Children’s and SEN, there are some key outputs which have been agreed on by the senior management of the three areas as actions to be achieved by April 2014.

- Develop a shared understanding of the customer journey from a young person’s perspective and use this to inform the care pathway across Education, Social Care and Health.
- Identify all spend in the area and re-align budgets accordingly.
- Understand and develop shared panel protocol and processes across Tri-borough.
- Advise on use of IT framework to support all professionals within transitions planning.
- Develop an agreed robust system for agreeing transfer to Adult Services.
- Develop a joint paper outlining best practice ‘components’ from current transitions work across tri-borough and how these could be maintained / improved / redesigned to fit new legislative requirements when finalised.
5.13 Challenges in seamless transfer from Children to Adults

5.13.1 There are some areas of challenge within the current transitions process regarding of transfer of service users from Children to Adults which are outlined below. However, it should also be recognised that the design of the proposed service does address these areas to a great extent. Additionally, the Tri-borough service is already putting some of these measures in place before the implementation of the proposed model, due to the work already undertaken as part of the overall transformation process across Tri-borough.

- There is a focus on the difference between Children’s and Adult’s residential placements as the young person comes closer to being an adult. The differences in respite provision from Children to Adults can lead to lack of engagement from service users and carers which in turn can lead to communication breakdown and possible moves into residential/support living accommodation when a case reaches crisis point. This is primarily because children’s respite provision is after specialist schools, which Adults will not usually fund. Transition service users are then introduced to ASC respite provision which has a different focus of supporting them into an independent lifestyle which can create anxieties for parents/carers.

- One of the key measures currently being implemented across Tri-borough is an active engagement of the relevant provisions and monitoring of progress via caseload supervision. This is to ensure transition planning incorporates how adult residential placement works proactively with the children's placement to help them integrate into their new placement. This can place pressure on all parties in terms of time, staff and financial resource. However, the use of the care funding calculator tool can actively support professionals to plan this into the package costs.

- Involving young people and parents in forums is very important with regards to the understanding of the parents and carers of Adult Services; this ultimately affects the ease of transition and understanding of the outcomes from the planning process. Frequent transition open days are being held by the LBHF service. This brings together senior management of the Children and Adult Services, and parents/carers to discuss the general offer, and any specific issues related to a service user. It is also due to be adopted by the other services as part of the new model.

- Planning for young people who are ‘Looked After Children’ is complex and can be difficult. This is primarily because there has been no clear pathway in Adult Services about how to do this and other relevant colleagues are not clear about the processes the adult teams follow in this situation, and this can cause conflict.

- The shift from direct service provision/direct payments to personal budgets can cause anxiety for young people and carers. This is an area in which requires ongoing support over a longer period to a majority of our young people/carers when they start using them.
Work needs to be done around cultural shifts regarding focus of work for case managers. It is evident that a care manager’s role in Adults Services is principally to work with the young person and empower them whilst continuing to support the parents/carers, this is very different to Children’s Services, where in many cases the parents are the decision makers. This is also linked with a move towards positive risk taking in Adults which can also cause anxiety.

5.14 How the proposed Tri-borough transitions model addresses these challenges

5.14.1 Transition for all disabilities to be held within the new Tri-borough service area across Adults. This would begin to address variances in processes, protocols for all young people with disabilities in transition.

5.14.2 One model would greatly support a more streamlined care pathway, with “buy in” from the various relevant agencies. Hence a greater understanding of processes by all involved, and a much clearer marker for families regarding transition.

5.14.3 Opportunities to develop more specialised and skilled service delivery across the various professions and an opportunity for cohesive multi agency work. An example would be a better platform to review how professionals from Social Care, Education and Health could minimise duplication of processes in terms of paperwork and outputs within the planning process. Another example of this would be this model facilitating the set up of a number of meetings across Tri-borough with professionals in social care, clinical service provision and education, to collate information and ensure that we no longer ‘miss’ referrals or don’t receive them until very late in the day. This will enhance outcomes for young people in respect of clarity around what support will be in place for them, if eligible. It will also support professionals to better plan for the young people who are assessed as not eligible and therefore will not receive a service.

5.14.4 Increased knowledge and liaison with schools which would begin to influence the application of Mental Capacity Act (MCA) to various cases in light of the current legislation.

5.14.5 Shared ownership of the team, due to the “cross-service” model. This means that there is commitment from both Services (Children and Adults) to continue working together and make the best possible plans for young people. This will impact on information sharing across the services and therefore better outcomes for the young people we work with.

5.14.6 The proposed model will ensure there continues to be a network for young people and best practice can be shared by professionals, this would begin to address the issues above by adopting and using strategies across the Tri-borough.
5.14.7 Provision could be shared, potentially, in terms of respite and in other areas. Residential provision and outreach services.

5.14.8 The collective voices of young people across the Tri-borough will be greater. They will be better represented by a united group of professionals who have a greater shared understanding and contribution towards outcomes and provision. This will lead to more appropriate forms of service provision. Consequently, this would greatly impact on service provision gaps around supported living, autistic spectrum and complex needs offers within education etc.

6. CONSULTATION

6.1. As mentioned earlier in this paper, a consultation process has just concluded within the learning disabilities team, which incorporates the changes proposed to the Transitions Service. The whole process has now gone forward to implementation phase, which will go ahead in a phased approach. However, it will also respond to changes made in children’s and SEN as a result of the current review.

7. EQUALITY IMPLICATIONS

7.1. An equality impact assessment was completed for the Learning Disabilities Service. This assessment was conducted from a Tri-borough and Central London Community Healthcare (CLCH) protocol aspect. There were no major issues raised by this impact assessment from both areas for Learning Disabilities.

8. LEGAL IMPLICATIONS

8.1. The outcome of the Children with disabilities current review will take into consideration how the Children’s bill and the Family and Carers Bill will shape the model. At present the learning disabilities model will synchronise where appropriate with the emerging Children’s/SEN model to ensure any key areas from the Bill are taken into account.

9. FINANCIAL AND RESOURCES IMPLICATIONS

9.1 There is already a commitment from Adults, Children’s’ and SEN to address this by the end of the financial year 2014/15. This will impact on how resources are shared across children and adults with a view to transitions caseworkers etc being able to work across the two departments.

10. RISK MANAGEMENT

10.1 The areas of risk highlighted below have corresponding minimising actions which have been built into an implementation plan for the various relevant agencies. These plans are regularly monitored via relevant governance structures and processes.
10.2 Ensuring there remains in place a viable service for all children and young people. Actions to minimise: Clear project plan, consultation with all involved services staff and providers.

10.3 Creating two transitions instead of one. Actions to minimise: Clear shared protocols and pooling of information between all agencies involved in transition process to ensure that entrance into and exit out of the Transition team is planned and seamless. In addition to this the team will need to have a clear communication strategy in place to ensure that all external services understand the remit and roles of the team and to ensure that all the relevant agencies are linking in consistently.

10.4 Not having appropriate management support and business support for all parts of the services that are affected. Actions to minimise: clear joint protocols in place and implementation plan which takes into consideration all areas of support need for the service.

**LOCAL GOVERNMENT ACT 2000**

**LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

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<th>HAMMERSMITH AND FULHAM SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2012-13</th>
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<td>Report of the Divisional Director, Stella Baillie Tri-borough Director, Provided Services, Mental Health Partnerships and Safeguarding for Adult Social Care</td>
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Open Report

Classification: For Scrutiny Review & Comment
Key Decision: No

Wards Affected: All

Accountable Executive Director: Sue Redmond, Interim Tri-borough Executive Director of Adult Social Care

Report Author: Helen Banham, Tri-borough Strategic for Professional Standards and Safeguarding

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Hammersmith and Fulham Safeguarding Adults Board

ANNUAL REPORT 2012-13

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APPENDIX 1
Members of Hammersmith and Fulham Safeguarding Adults Board 2012-13
**Introduction**

This Annual Report of the Hammersmith and Fulham Adult Safeguarding Board for 2012-13 reflects the work of all the agencies represented on the Board, including the following statutory agencies: the Metropolitan Police; the London Ambulance Service; The London Borough of Hammersmith and Fulham; NHS Inner North West London; Imperial College Healthcare Trust; North West London Mental Health Trust; and Central London Community Healthcare.

Representatives from independent sector organisations also play a key role in the work of the Board. There is active representation from Yarrow Housing; Standing Together Against Domestic Violence; LINk/Healthwatch; CITAS; and Thameslink.

A list of members during 2012-13 is attached as Appendix 1.

It has been a year of considerable organisation change, beginning with the transition to Tri-borough working in Adult Social Care on 1st April 2012, and ending with the setting up of Clinical Commissioning Groups, working to the National Commissioning Board agenda ‘Everyone Counts’\(^1\), from 1st April 2013.

**Governance of Adult Safeguarding**

The Hammersmith and Fulham Safeguarding Adults Committee held its last meeting under the Chairmanship of the Director of Adult Social Services on 16th December 2011.

With the transition to Tri-borough working for Adult Social Care, the committee was re-established as the Hammersmith and Fulham Safeguarding Adults Board under the Chairmanship of the Tri-borough Director for Commissioning. It has met four times this year: 21st May 2012; 18th July 2012; 24th October 2012; and 5th February 2013.

Members of the Board have continued to show their commitment to working together to safeguard adults at risk, despite the ongoing pressures experienced by all partners of reduced spending and service reorganisation.

**The strategic priorities of the Board** for 2012-13 were:

- Creating **good governance of adult safeguarding** across the tri-borough.
- Sharing and developing **best safeguarding practice** and pooling resources with Westminster and Kensington and Chelsea Safeguarding Adults Boards.
- **Involving more people** who have experienced harm or abuse in developing and improving adult safeguarding.

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National context: Local response

Hammersmith and Fulham Safeguarding Adults Board is committed to the government’s six principles of safeguarding\(^2\): **empowerment, protection, prevention, proportionate responses, partnership and accountability**. Working within these principles, the Hammersmith and Fulham Safeguarding Adults Board has responded locally to national developments throughout the year as outlined below.

1. **Draft Care and Support Bill July 2012\(^3\)**
   This Bill confirms the government’s intention to legislate to ensure that all agencies work together at a local level to prevent abuse by requiring local authorities to convene statutory Safeguarding Adults Boards with core membership from the police and NHS.
   
   **Local Response:** The review of the governance of Adult Safeguarding across the three Boroughs and the creation of a tri-borough Safeguarding Adults Executive Board is designed to ensure that the three local authorities are well-placed, individually and together, to implement government intentions. The Board will be evidence of the strength of the partnership of agencies jointly achieving good outcomes for adults at risk of harm, when this Bill becomes law.

2. **Health and Social Care Act 2012\(^4\)**
   This Act will bring about the most wide-ranging reforms of the NHS since it was founded. All members of the Board will be affected by one or more of the key changes: creation of Clinical Commissioning Groups; transfer of Public Health to the local authorities; creation of Health and Well-being Boards; economic regulation through ‘Monitor’; and a ‘failure regime’ for providers that are not economically viable.

   **Local Response:** During the year, the Inner North West London (INWL) Commissioning Team have been working with the shadow Clinical Commissioning Groups (CCG) to ensure that they understand and are able to take on their new responsibilities for Safeguarding Adults in April 2013.

   Each CCG has an individual Quality, Patient Safety and Risk Committee for borough-specific issues. The CCGs have also established a Collaborative across Central West London, Hammersmith and Fulham and Hounslow (CCWHH) to develop strategies and commissioning across boroughs and to address common and cross-boundary issues. This will allow CCGs to combine and better manage resources as necessary, whilst not losing sight of local issues.

   CWHH Collaborative have appointed a Director of Quality and Patient Safety who will take the lead for Safeguarding Adults and INWL Primary Care Trusts have been preparing to hand over

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\(^3\) [Draft Care and Support Bill 2012](https://www.gov.uk/government/publications/draft-care-and-support-bill-fact-sheets)

the role and responsibilities from 1\textsuperscript{st} April 2013, using the Adults Safeguarding Self Assessment and Assurance Frameworks (SAAF) process to map current activities and future development needs. This included handing responsibility to the local authorities for the Deprivation of Liberty Safeguards (DOLS) authorisations for patients in hospitals from 1\textsuperscript{st} April 2013. Hammersmith and Fulham, with the other two boroughs were the first in London to sign the transfer of the DOLS responsibilities, indicating that the Department of Health was assured of the robustness of the arrangements in place.

Further work needs to be done about aligning the work of the Safeguarding Adults Board to that of the Health and Well-being Board, and also generating safeguarding activity data that will satisfy the reporting requirements of the new Safeguarding Adults Executive Board, Cabinets of each borough, and borough-specific Quality, Patient Safety and Risk Committees. General Practitioner and Elected Member representation on the new Executive Board will be sought in the year ahead.

3. **Safeguarding Adults: The Role of Health Services publications 2011\textsuperscript{5}**

The Department of Health published a series of five Best Practice Adult Safeguarding Guidance documents to guide NHS staff in the discharge of their statutory duties to safeguard adults. The five documents are:

- a. Safeguarding Adults: The Role of NHS Commissioners
- b. Safeguarding Adults: The Role of Health Service Managers and their Boards
- c. Safeguarding Adults: The Role of Health Service Practitioners
- d. Safeguarding Adults: Self-Assessment and Assurance Framework (SAAF) for Health Care Services.
- e. Safeguarding Adults and the Role of Health Services Analysis of the Impact on Equality (2011)

**Local Response:** Partnership working between Health and Adult Social Care is strong in Hammersmith and Fulham. In October 2012 NHS agencies represented on the Board presented their self assessment of performance against the Safeguarding Self Assessment and Assurance Framework (SAAF) to other Board members. The SAAF demonstrates the ‘sustained focus on robust safeguarding adults at risk arrangements’ for each health agency. This was a helpful exercise that identified where the Board could support improvement and share good practice. The Board has been monitoring progress on the actions agreed by agencies through the Measuring Effectiveness work-stream.

There is a plan to roll out a simplified version of the Safeguarding Self Assessment and Assurance Framework (SAAF) to all organisations represented on the Board during 2013-14. The purpose will be to benchmark each organisation’s performance against a single shared framework, to share best practice, and support work that remedies any gaps.

\textsuperscript{5} Safeguarding Adults: The role of health services [https://www.gov.uk/government/publications/safeguarding-adults-the-role-of-health-services](https://www.gov.uk/government/publications/safeguarding-adults-the-role-of-health-services)
4. Department of Health Consultation on specific power of entry for adult safeguarding 12 July 2012

The Department of Health consulted on a new, specific power of entry for adult safeguarding (for a social worker and police officer to enter someone’s home by means of a warrant) as an effective, proportionate and appropriate way to support the duty to make enquiries. This could allow a social worker to speak to someone who they think could be at risk of abuse and neglect, in order to ascertain that they are making their decisions freely.

Local Response: Agencies represented on the Board were encouraged to submit their views to the Department of Health and some did so. Opinion is divided between those who think that existing legislation gives agencies sufficient powers to intervene in the lives of adults at risk of harm, and those who think that there are circumstances where coercion is suspected, where additional powers may be needed to gain access to a person at risk of harm to assess if they are being harmed. The Board did not submit a collective view to this consultation, although some agencies responded on behalf of their organisation.

5. The Winterbourne View Serious Case Review July 2012

The Winterbourne View Serious Case Review report shocked the Board. The owners of Winterbourne View (Castlebeck), health regulators, local health services and police were all criticised for failing to act on increasing warning signs of institutional abuse by staff at the care home.

Local Response: A Tri-borough ‘task and finish group’ identified the learning for each of the partner organisations represented on the three Safeguarding Adults Boards, and what actions needed to be taken to ensure that the right systems, structures and staff are in place to prevent something like this happening in the three boroughs. The Tri-borough Learning Disability commissioner and service managers have responded robustly to the government Concordat by:

- Reviewing all placements, particularly those out-of-borough and specialist assessment and treatment, and by providing alternatives where the care is poor;
- Developing a tool for use by reviewing officers that identifies key questions of providers that ascertain that each person is treated with respect and their individual needs met;
- Developing a local housing strategy in Hammersmith and Fulham to reduce the number of people placed out of borough;

Health agencies and the Adult Social Care teams have been monitoring admissions to Accident and Emergency; vulnerable adults coming to notice; safeguarding referrals, particularly repeat referrals, and from the same provider; all indicators that may warn of institutional abuse or neglect occurring in the three boroughs.

The Measuring Effectiveness work-stream is monitoring progress on this plan.

6 Response to powers of entry consultation
7 Government response to Winterbourne View Serious Case Review

The Care Quality Commission’s issued a protocol in which their priorities are to:
- focus on quality and act swiftly to eliminate poor quality care;
- make sure that care is centred on people’s needs and protects their rights.

The protocol says:
‘Care which fails to meet the expected Essential Standards of Quality and Safety against which we regulate will not be tolerated. We will use our enforcement powers where necessary to stamp out poor practice wherever we find it. Any form of abuse, harm or neglect is unacceptable and should not be tolerated, by the provider, the staff, the regulators, or by members of the public or allied professionals who may also become aware of such incidents’.

Local Response: Members of the Board have been working closely with the CQC in identifying providers where standards are not being fully met, and working together with CQC and the provider to take remedial action that protects adults at risk, and raises the quality of their experiences of the care they receive. This work is being done with CQC regulated services operating in the three boroughs, including homecare, care and nursing homes, and hospitals.

7. PREVENT

The Prevent strategy is the preventative strand of the government’s counter-terrorism strategy, CONTEST. The guiding principles of Prevent are tackling non-violent extremism where it creates an environment conducive to terrorism and popularises ideas that are espoused by terrorist groups.

Local Response: There are co-ordinated Tri-borough arrangements for preventing violent extremism at work. The Safeguarding Adults Board and partnership, as an existing collaboration between local authorities, statutory partners, the police and the local community, contributes to Channel by being one vehicle for:
- identifying individuals at risk of being drawn into terrorism
- assessing the nature and extent of that risk
- developing the most appropriate support plan for the individuals concerned

Health providers represented on the Board provided assurance of their engagement in this agenda in their Safeguarding Self Assessment and Assurance Frameworks (SAAF) which the Boards reviewed in October 2012.

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8 CQC Safeguarding Protocol
http://www.cqc.org.uk/sites/default/files/media/documents/20130123_800693_v2_00_cqc_safeguarding_protocol.pdf

Delivering Outcomes: Evidencing Progress

The Hammersmith and Fulham used the Association of Director of Adult Services (ADASS) Standards for Adult Safeguarding as a framework for reviewing its strategic priorities. The activities undertaken can be grouped under four headings:

- Leadership, Strategy, Commissioning and Working Together (Governance)
- Service Delivery and Effective Practice (Developing Best Practice)
- Performance and Resource Management (Measuring Effectiveness)
- Outcomes for and the experiences of people who use services (Community Engagement, Communications and Prevention)

The corresponding adult safeguarding work-streams operating across the three boroughs are highlighted in bold.

LEADERSHIP, STRATEGY, COMMISSIONING and WORKING TOGETHER

In September 2013, member agencies of the Hammersmith and Fulham Safeguarding Adults Board were asked to contribute to proposals for the future governance arrangements of adult safeguarding across the three boroughs which would ensure that the arrangements are robust and provide assurance of strong leadership and sufficient resources to achieve the requirements of government guidance and legislation.

A consultation on the governance arrangements for Safeguarding Adults was carried out in response to two sets of factors. At a local level the creation of the Tri-borough, which came into effect on 1 April 2012, presented Safeguarding with a number of challenges: on the one hand there is the challenge of reducing duplication of effort and cost, where there is common purpose and function and shared outcomes; while on the other there is the challenge of retaining a local focus, assuring good governance across the three authorities, and addressing the shared goal of providing personalised services, integrated service delivery and better for less.

On a national level the publication of the White Paper Care for our Future and the draft Care and Support Bill confirmed the government’s intention to legislate to ensure that all agencies work together at a local level to prevent abuse by requiring local authorities to convene statutory Safeguarding Adults Boards with core membership from the police and NHS organisations. The consultation paper was also informed by The governance of adult safeguarding: findings from research into Safeguarding Boards (SCIE, 2011).

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10 Standards for Adult Safeguarding ADASS 2010

11 The Governance of Adult Safeguarding Findings from Research into Safeguarding Adults Boards
With these factors in mind, the consultation sought people’s views on future safeguarding arrangements which would:

✓ ensure that the three local authorities are well-placed, individually and together, to implement national requirements in relation to adults at risk of harm
✓ assure good governance of adult Safeguarding across the three boroughs
✓ assure accountability to all stakeholders, especially people who are at risk of harm, or have experienced harm, and their carers and advocates.

The recommendation from the consultation was to set up a single Tri-borough Safeguarding Adults Executive Board. This arrangement will mirror the governance of Childrens’ Safeguarding across the three boroughs. The recommendation was agreed by the Hammersmith and Fulham Cabinet on 4th March 2013. The new arrangements will provide a single strategic direction for adult Safeguarding, and clear lines of responsibility and leadership. It is anticipated that the new governance arrangements will be in place by 1st July 2013.

From the 1st April 2012, the three work-streams that are progressing the priorities of the Boards in the three boroughs merged. The three work-streams are:

**Communication and Community Engagement**: raising public awareness of adult safeguarding and of how to prevent and report abuse; involving the public in developing adult safeguarding services.

**Developing Best Practice**: ensuring that responses to adult safeguarding concerns are consistent, proportionate and person-centred, across all agencies, by developing staff practice using coaching, training, and learning from case work.

**Measuring Effectiveness** (quality assurance): collecting evidence to provide assurance that safeguarding activity is making a difference to people’s personal safety and improving the quality of their lives.

Each of the work-streams has a steering group, chaired by a non-adult social care officer, supported by a member of the Tri-borough Professional Standards and Safeguarding team. The groups are working on a variety of projects, involving representatives from all the agencies in the adult safeguarding partnerships, and wherever possible, people who use services and their carers, across the three boroughs.
DEVELOPING BEST PRACTICE

Safeguarding and Mental Capacity Act 2005 Workforce Development

In April 2012 the Hammersmith and Fulham adult safeguarding learning and development programme which is offered to targeted staff in agencies represented on the Board, was merged with the programme offered in Westminster and Kensington and Chelsea. This has broadened the range of courses available to staff, reduced duplication (for example the Safeguarding Adults Manager course was run in all three boroughs at 60% attendance in each) and maximised numbers attending each session.

Learning Events Offered April 2012 to 31st March 2013

The following courses have been run this year:

- Safeguarding Awareness for Front Line Staff ran 12 times with a capacity of 20.
- Safeguarding Awareness, Recognition and Referral ran 16 times with a capacity of 18.
- Safeguarding Adults: Risk-assessing the Alert ran 4 times with a capacity of 16.
- MCA Awareness (full day) ran 4 times with a capacity of 16.
- MCA Awareness half day) ran 4 times with a capacity of 16.
- deprivation of Liberty Safeguards Best Interest Assessor Refresher ran 2 times with a capacity of 16.

All courses have been fully booked and the attendance rate on the day is 60%. Evaluation is on the day and generally very positive.

Courses are advertised on the external website www.lbhf.gov.uk/csdcourses

Lessons Learned

- Early in the year, the training sessions were commissioned to meet the organisational requirements based on what each of the boroughs had previously offered. From October 2012, courses have been commissioned to address the learning needs identified through audit and case review.
- At present the only mechanism used to gauge the effectiveness of training in improved practice is case audit. Pre- and post-session knowledge assessments; reflective logs for use in supervision; and competency-based annual appraisal are being developed to also track application of learning to practice.
- Staff identified practical training around carrying out mental capacity assessments as a priority training need and courses were commissioned to meet this need.
- The Developing Best Practice steering group is reviewing the training offered to provider organisations in the Safeguarding partnership. It may be necessary to start charging for courses, and introducing a penalty charge for organisations that book a place and do not fill it on the day.
- A survey that was sent to 50 members of staff who have attended various courses from the safeguarding programme in the last 3 to 6 months, attracted a 29% response rate. The
results showed that staff would like more forums and practice workshops to support their learning.

Learning from Case Audit

External Audit

LBHF has commissioned quarterly independent external audits of safeguarding practice since June 2009. Audit outcomes inform actions taken to improve safeguarding practice including the commissioning of learning and development opportunities, and, where appropriate, performance management.

In July 2012, an independent case file audit of 25 safeguarding adult cases was carried out. Cases audited as being ‘poor’ or ‘poor urgent management review’s were re-audited on 11 July 2012.

The Audit Process

The sample of cases reflects the profile of referrals by user group.

The following were audited:

10 referrals for people with mental health needs;
5 referrals for people with learning disabilities;
and 10 referrals for people with disabilities.

Cases are graded as: performing excellently; performing well; performing adequately; performing poorly; or performing poorly, urgent management review needed.

The target for the safeguarding practice in Hammersmith and Fulham is for 100% cases to be ‘adequate’ and above, with 60% ‘performing well’ or above.

The auditor considers:

✓ implementation of safeguarding policy and procedures focusing on the quality of the evidence provided through the written records on Framework;
✓ the person was safeguarded. In the event that there was insufficient evidence that the person has been safeguarded the case was brought to the attention of the team manager within 24 hours for urgent review;
✓ managers’ decision-making;
✓ quality of recording;
✓ Principles of Mental Capacity Act 2005 embedded in safeguarding practice;

Audit Findings (July 2012)

The findings of the audit in July 2012 was that 84% of cases were judged to be performing ‘adequately’ and above. This demonstrates a significant and sustained improvement in the quality of practice. After re-audit, 100% of cases were judged ‘adequate’ and above. The target of 60% performing well or above was not met.

After sharp improvement in performance when audit was first introduced in June 2009, there was a steady and sustained improvement from October 2010 with the introduction of the re-audit process and remedial management action when poor performance was identified.
In October 2010 65% of cases were judged to be ‘adequate’ and above; January 2011 72% ‘adequate’ and above; in July 2012 84% of cases were ‘adequate’ and above (100% ‘adequate’ and above after re-audit).

Internal Audit (February 2013) Findings
An internal audit of the three boroughs on safeguarding adults carried out in February 2013 found Hammersmith and Fulham to provide ‘satisfactory assurance’ in achieving its objectives. The auditor recommended that further assurance would be obtained by:

✓ Introducing the risk assessment tool developed by Kensington and Chelsea. This has been built into the new version of FrameworkI (client information system) and training for Safeguarding Adults Managers.
✓ Introducing peer audit as used in Kensington and Chelsea. This is being introduced to Hammersmith and Fulham ASC staff from April 2013.

These additional actions have been taken in response to the findings from both audits:
✓ The trainers who already deliver Safeguarding and Mental Capacity Act training have adjusted their material to focus on: recording, risk assessment, and full compliance with ‘Protecting Adults at Risk’ Pan London safeguarding policy and procedures.  
✓ New sessions were offered on Safeguarding and the Mental Capacity Act 2005; risk assessment; and information-sharing.
✓ Guidance is being developed for staff around how to evidence best interest decision-making.

Developing Best Practice Work-stream
Across the partnership, organisations are being encouraged by the Developing Best Practice steering group to adopt the Bournemouth Competency Framework for adult Safeguarding training. This will enable them to bench-mark their training against others and to provide training that provides all staff and volunteers with the skills they need to carry out their particular role within the safeguarding process: alerter; Safeguarding Adults Manager; and investigator.

The evidence from this year’s Self Assessment and Assurance Framework is that adult safeguarding training is now embedded in the learning and development programmes offered to all staff working in the NHS Trusts that Hammersmith and Fulham residents access for their health care, including: Imperial College Healthcare NHS Trust; Chelsea and Hammersmith and Fulham Hospital NHS Trust; Royal Brompton and Harefield NHS Trust; Central London Community Healthcare NHS Trust; Central North West London NHS Foundation Trust; West London Mental Health NHS Trust; and the London Ambulance Service.

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COMMUNITY ENGAGEMENT, COMMUNICATION AND PREVENTION

The Tri-Borough work-stream for Community Engagement, Communication and Prevention steering group is working to increase the involvement of people who use services in every aspect of safeguarding service development, delivery and evaluation across the three boroughs, including raising public awareness of abuse of adults at risk. Members of the Kensington and Chelsea Safeguarding Reference Group who are experts by experience, were consulted on the design of the Tri-borough safeguarding adults publicity. The posters and cards will be distributed in Hammersmith and Fulham, and the other two boroughs from May 2013. Group members and are also preparing to contribute to Level 1 adult safeguarding training for staff and volunteers. The achievements of this work-stream this year include:

✓ Drawing up a map of voluntary organisations and existing community networks which is being used to disseminate publicity about adult safeguarding to agencies across the three boroughs;
✓ Developing a a cross-agency safeguarding adults communication plan (internal and external) to ensure information gets to targeted audiences using all possible means;
✓ Creating a Safeguarding Champions network whose members are being offered the opportunity to train as trainers in order to raise awareness of adult abuse across a wide range of audiences;
✓ Developing strong links between the steering group and the Carers Joint Partnership Board, with presentations on adult safeguarding to the Hammersmith and Fulham, Kensington and Chelsea and Westminster Carers’ Forums;
✓ In October 2012 Standing Together ran a conference on Domestic Violence and Disability, strengthening the link between Domestic Violence and Adult Safeguarding.

The priority project for this work-stream in 2013-14 is a Joint Health and Adult Social care pilot designed to improve the experience of people who are nearing the end of their life and are living in a care setting and need to go into hospital; or who are in hospital and need to go into a care home.

The idea for this Admission and Discharge pilot arose from case-work that highlighted concerns about lack of robust communication between care homes and an acute hospital setting, in particular with regard to application of the Mental Capacity Act and best interest decision making, when frail and vulnerable people are moving between them. Allegations of neglect coming through the safeguarding teams indicate the need for:

✓ Better good communication between the NHS, Local Authority and care home around good discharge planning in particular around health care needs e.g. tissue viability;
✓ An escalation policy specific to health care concerns within care homes particularly for people with deteriorating health conditions;
✓ Better information accompanying patients admitted from nursing homes to acute hospitals and closer liaison with community health trusts.

A care home will be identified for the pilot, to work with Imperial College NHS Trust, the local authority and community health. If successful, the process will rolled out to other residential care home providers in the three boroughs. Progress will be monitored and reviewed by the Community Engagement Work-stream and reported to the Executive Board.
MEASURING EFFECTIVENESS

Issues and Actions Arising from Adult Safeguarding Activity Monitoring

At the end of June 2013, the London Borough of Hammersmith and Fulham, along with other councils in Tri-borough, will be submitting to the Department of Health comprehensive information on safeguarding activity during 2012-13 in what is known as the Abuse of Vulnerable Adult (or AVA) return. This will be the third successive year for which local authorities have been required to complete the return.

This part of the report is divided into two sections. The first section compares the findings from the 2011-12 return with those from the return for 2010-11, the last two years for which we have a complete data set, in terms of numbers of referrals received, the characteristics of the people involved, the nature of the alleged incidents, and the outcomes achieved for both the alleged victim and alleged perpetrator.

The second section draws comparisons between the trends for these two years with provisional data for 2012-13. It concludes with a summary of the key messages and key actions for follow-up in 2013-14.

1. Trends in safeguarding activity: a comparison between 2010-11 and 2011-12

1.1 Number of safeguarding referrals received

In 2011-12 we received a total of 515 safeguarding referrals, an increase from 375 in 2010-11. This is equivalent to an average of 10 referrals per week, or about 1.5 referrals per day. This increase (of some 37%) is likely to be due to a combination of factors – notably greater awareness of safeguarding processes among potential referrers but also better recording of safeguarding activity.

Chart 1 shows that the number of referrals received was below that received by Kensington and Chelsea but considerably above that received by Westminster, the two other boroughs in the joint commissioning arrangements of adult social care tri-borough. When the number is expressed as a rate per head of population, the rate (375 referrals per 100,000 head of population) is the fourth highest among inner London authorities.
1.2 Characteristics of referrals received

Although more referrals were received in 2011-12 than in 2010-11, the make-up of the referrals received in both years was in many respects similar although there were some differences (see Chart 2).

With regard to similarities, in both years the majority of referrals were made up by women (55% to 60%) by people aged 18 to 64 (about 60%), and by people from white ethnic groups (about 70%). When we compare this profile with the corresponding profile of adults in LBHF who are supported by social services, we see that the profile of people who have been the subject of a safeguarding referral is similar to what would be expected in terms of gender and ethnic group but not in terms of age group: whereas six out of ten people who were the subject
of safeguarding referrals were aged 18 to 64, this was true for only four out of ten people supported by social services (see Section 2). This raises the question as to why there should be an under-representation of older people among safeguarding referrals and is one we will follow-up in 2013-14.

In terms of the person’s client group, in both years about a third of referrals have been made up by people with physical disabilities, while about a quarter or a little over have been made up by a group called ‘Other vulnerable people’. Together these two groups accounted for about six out of ten safeguarding referrals. The high proportion of referrals classified as ‘Other vulnerable people’ is surprising since this category is used to classify people who do not fall into one of the other groups and is a finding we will examine further in 2013-14 as it might reflect incorrect recording of people’s primary care groups in some cases.

Chart 2 also shows that there was an increase in 2011-12 (from 17% to 24%) in the proportion of referrals made up by adults with mental health needs. This is likely to reflect a combination of improved joint working with the mental health trust and better recording of safeguarding activity.

Allowing for the possible over-use of the category ‘Other vulnerable people’, a comparison with all adults supported by social services in 2011-12, in terms of client group, showed that there is among safeguarding referrals an over-representation of people with learning disabilities (18% compared with 9%) and an under-representation of people with substance misuse problems (1% compared with 4%). The over-representation of people with learning disabilities is a trend that is common to most authorities. The under-representation of people with substance misuse problems may be due in part to under-recording rather than under-reporting but is an area we will also review in 2013-14.

In 2011-12 the proportion of referrals classified as ‘repeat’ referrals increased to 18%, somewhat above the London average (13%) and twice the proportion in 2010-11 (9%). The reason for this increase is another issue that we will follow up in 2013-14.

1.3 Profile of safeguarding incidents

The circumstances surrounding the alleged safeguarding incidents in 2011-12 and 2010-11 are shown in Chart 3. This shows a number of differences between the two years. In terms of source of referral, there was in 2011-12 a large increase (from 16% to 28%) in the proportion of referrals from social care staff but a fall in the proportions of referrals from health staff (26% to 21%) and also from family members, friends, neighbours and self-referral (23% to 15%). The decline in referrals from family or friends is a little surprising as we have done a lot of work this year to try and raise awareness among the general public about how to respond to safeguarding concerns and is a trend we will monitor closely in 2013-14.

With regard to the location of the alleged incident, there was in 2011-12 a fall (from 45% to 39%) in the proportion of incidents occurring in the vulnerable person’s own home but
corresponding increase (from 18% to 23%) in the proportion occurring in a care home setting, with little change in the proportion occurring in a health setting (about 9%). Together these three locations accounted for about 70% of all alleged incidents in both years.

In terms of type of alleged abuse, in both years the most frequent type of alleged abuse was physical abuse (about 33%), followed by financial abuse (about 23%). With regard to other types of abuse, in 2011-12 there was a fall (from 22% to 15%) in the proportions of incidents involving neglect but slight increases in the proportions of incidents involving emotional and psychological abuse (from 17% to 19%) and sexual abuse (from 4% to 7%).

Because the relationship between the alleged victim and the alleged perpetrator was not known in many cases in 2010-11, it is difficult to draw a comparison with the findings for 2011-12 with regard to this characteristic (when the relationship was not known in only about 10% of cases). In 2011-12 the most frequently recorded perpetrator was partner or family member (25%), followed by a member of social care staff (18%) and then by a friend / neighbour/ or stranger (16%). Together these three groups accounted for just under 60% of all incidents in 2011-12.
1.4 Profile of outcomes for completed referrals

In 2011-12 a total of 640 referrals were ‘completed’ in that they were accorded, at the end of the safeguarding processes, a completion status ranging from ‘Substantiated’ to ‘Not determined’ / ‘Inconclusive’. It can be seen from Chart 4 that there was a slight increase over the two years (from 20% to 24%) in the in the proportion of completed referrals that were classified as ‘Substantiated’ or ‘Partially substantiated’.

In the case of the remaining categories there were notable differences, with a large fall (from 67% to 32%) in the proportion classified as ‘Not determined’ or Inconclusive’ and a corresponding increase (from 13% to 44%) in the proportion classified as ‘Not substantiated’. The proportion classified as ‘Not substantiated’ was above the London average (37%) and raises the question as to why this should be.

In terms of the outcomes of the completed referrals, the pattern for the victim of the alleged abuse is similar in both years. In 2011-12 and 2010-11 the most common outcome by far was ‘No further action’, accounting for between 60% and 70% of all recorded outcomes for the victim. This was followed by ‘Increased monitoring’ or ‘A community care assessment’, and then ‘Other’ unspecified outcome. Together these three categories accounted for about 90% of all recorded outcomes for the victim.
In the case of outcomes for the alleged perpetrator, in both years the most frequent outcome was also ‘No further action’. In 2011-12, however, this outcome accounted for proportionately fewer recorded outcomes (52% compared with 83%). This fall was matched by increases in the proportions of outcomes involving ‘Continued monitoring’ and ‘Police action’. Other outcomes (each accounting for under 10% of all outcomes) included management of access to the vulnerable adult, removal of the perpetrator, disciplinary action, and counselling.

2 A comparison between 2010-12 data and provisional data for 2012-2013

2.1 Number of safeguarding referrals received
In 2012-13 we received a total of 491 safeguarding referrals, just under the 515 received in 2011-12 but still more than 100 above the number received in 2010-11 (375).

2.2 A comparative profile
The charts below compare the referrals received in 2012-13 with those received in 2010-12 in terms of the age group and primary care group of the alleged victim. They also compare these profiles with the make up of people known to social services in 2012-13. They show that while males and females tend to have been represented in line with their representation among people known to social services, there continues to be an under-representation of people aged 65 and over, and also an over-representation of people classified as ‘Other vulnerable people’.
Areas for follow-up action in 2013-14

In the light of the findings above, we will:

- Investigate the apparent under-representation of people aged 65+ among people who have been the subject of safeguarding referrals
- Check the appropriateness of the use of the category ‘Other vulnerable people’ when assigning people to a primary care group
- Work with staff from substance misuse services to ensure that they are fully informed about safeguarding policies and procedures in LBHF
- Monitor the source of referral on a regular basis to check whether we are receiving referrals from a wider range of potential referrers, especially relatives, friends and neighbours
- Explore the reasons for the increase in repeat referrals
- Explore the reasons for the increase in completed referrals classified as ‘Not substantiated’
- Check on the appropriateness of ‘No further action’ as an outcome for the victim and perpetrator of abuse.
Last word

Members of the Hammersmith and Fulham Safeguarding Adults Board wish to thank everyone working on behalf of people who may be at risk of harm in Hammersmith and Fulham for their continued commitment and hard work.

Partnership working in Hammersmith and Fulham is strong and the adult safeguarding culture that the Board has been promoting is one of challenge and accountability, tempered by the absence of defensiveness and openness to learning from one another.

We are determined that whatever organisational arrangements are put in place in the coming year, working together, learning together and achieving good outcomes for adults at risk will remain at the heart of adult safeguarding in Hammersmith and Fulham.
**APPENDIX 1**

**Members of the Hammersmith & Fulham Safeguarding Adults Board 2012-13**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benedict Hefford</td>
<td>(Chair) Tri-borough Director of Commissioning</td>
</tr>
<tr>
<td>Helen Banham</td>
<td>Tri-borough Strategic Lead Professional Standards and Safeguarding</td>
</tr>
<tr>
<td>Denise Roach</td>
<td>Safeguarding Adults Lead, Hammersmith &amp; Fulham</td>
</tr>
<tr>
<td>Chris Lambkin</td>
<td>Tri-borough Adult Social Care Business Intelligence Officer</td>
</tr>
<tr>
<td>Viv Whittingham</td>
<td>Service Manager, Community Assessment and Social Work, LB Hammersmith &amp; Fulham</td>
</tr>
<tr>
<td>Philip Williams</td>
<td>Head for Learning Disabilities, LB Hammersmith &amp; Fulham</td>
</tr>
<tr>
<td>John Higgins</td>
<td>Head of Joint Commissioning Older People, Inner North West London</td>
</tr>
<tr>
<td></td>
<td>Primary Care Trusts and Local Authorities</td>
</tr>
<tr>
<td>Liz Royle</td>
<td>Head of Safeguarding, Central London Community Health Trust</td>
</tr>
<tr>
<td>Marino Latour</td>
<td>Adult Safeguarding Lead, Central London Community Health Trust</td>
</tr>
<tr>
<td>Malika Hamiddou</td>
<td>General Manager of Community Interpreting &amp; Access Service (CITAS)</td>
</tr>
<tr>
<td>Bryan Naylor</td>
<td>Chair of the Older People’s Consultative Forum, Hammersmith &amp; Fulham LINK.</td>
</tr>
<tr>
<td>Lara Pavey(Hogan)</td>
<td>Tri-Borough Adult Social Care Workforce Development Officer</td>
</tr>
<tr>
<td>Mary Dalton</td>
<td>Tri-borough Head of Commissioning Learning Disabilities, Transition and Carers</td>
</tr>
<tr>
<td>Katharine Brown</td>
<td>Associate Head of Nursing, Quality &amp; Safety, Imperial College NHS Trust</td>
</tr>
<tr>
<td>Ginny Wright</td>
<td>Consultant, Imperial College NHS Trust</td>
</tr>
<tr>
<td>Theresa Brown</td>
<td>Head of Neighbourhood Services, LB Hammersmith &amp; Fulham</td>
</tr>
<tr>
<td>Gale Stirling</td>
<td>Compliance Manager, Care Quality Commission London</td>
</tr>
<tr>
<td>Diana Cadogan</td>
<td>Service Manager, Yarrow Housing</td>
</tr>
<tr>
<td>John Fitzgerald</td>
<td>Specialist Housing Services Manager, Hammersmith &amp; Fulham</td>
</tr>
<tr>
<td>Sally Jackson</td>
<td>Partnership Manager, Standing Together</td>
</tr>
<tr>
<td>Navin Ramgolam</td>
<td>Joint Service Manager, West London Mental Health Trust</td>
</tr>
<tr>
<td>Brett Roche</td>
<td>Metropolitan Police, Hammersmith &amp; Fulham</td>
</tr>
<tr>
<td>Will Young</td>
<td>Metropolitan Police, Hammersmith &amp; Fulham</td>
</tr>
<tr>
<td>Janet Tulloch</td>
<td>Anti-Social Behaviour Co-ordinator, Safer Neighbourhoods Team, Hammersmith &amp; Fulham</td>
</tr>
<tr>
<td>Carmel Benson</td>
<td>Acting Housing Support Manager, LB Hammersmith &amp; Fulham</td>
</tr>
<tr>
<td>Zena Deayton</td>
<td>Director of Operations Adult Social Care Services Tri-Borough</td>
</tr>
<tr>
<td>Nicholas Maxwell</td>
<td>Tri Borough Head of Procurement and Contracting</td>
</tr>
<tr>
<td>Ann Stuart</td>
<td>Head of Community Assessment and Social Work LB Hammersmith &amp; Fulham</td>
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<tr>
<td>Angela Jenkinson</td>
<td>Head of Quality Assurance</td>
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<tr>
<td>Tim Deacon</td>
<td>Tri Borough Local Safeguarding Childrens’ Board</td>
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<tr>
<td>Gloria Bramah</td>
<td>Thames Reach</td>
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<tr>
<td>Celia Barrett</td>
<td>Thames Reach</td>
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</tbody>
</table>

Hammersmith & Fulham Safeguarding Adults Annual Report 2012-13
1. EXECUTIVE SUMMARY

1.1 The Committee is asked to give consideration to its work programme for this municipal year, as set out in Appendix 1 of the report.

1.2 Details of the Key Decisions which are due to be taken by the Cabinet at its next meeting are provided in Appendix 2 in order to enable the Committee to identify those items where it may wish to request reports.

2. RECOMMENDATIONS

2.1 The Committee is asked to consider and agree its proposed work programme, subject to update at subsequent meetings of the Committee.

3. INTRODUCTION AND BACKGROUND

3.1 The purpose of this report is to enable the Committee to determine its work programme for this municipal year 2013/14.
4. PROPOSAL AND ISSUES

4.1 A draft work programme is set out at Appendix 1. The list of items has been drawn up in consultation with the Chairman, having regard to relevant items within the Key Decision list and actions and suggestions arising from previous meetings of this select committee.

4.2 The Committee is requested to consider the items within the proposed work programme and suggest any amendments or additional topics to be included in the future, whether for a brief report to Committee or as the subject of a time limited Task Group review or single issue ‘spotlight’ meeting. Members might also like to consider whether it would be appropriate to invite residents, service users, partners or other relevant stakeholders to give evidence to the Committee in respect of any of the proposed reports.

4.3 Attached as Appendix 2 to this report is the list of Key Decisions to be taken by Cabinet at its next meeting, which includes decisions within the relevant Cabinet Members portfolio areas which will be open to scrutiny by this Committee should Members wish to include them within the work programme.

5. OPTIONS AND ANALYSIS OF OPTIONS

5.1 As set out above.

6. CONSULTATION

6.1 Not applicable.

7. EQUALITY IMPLICATIONS

7.1 Not applicable.

8. LEGAL IMPLICATIONS

8.1 Not applicable.

9. FINANCIAL AND RESOURCES IMPLICATIONS

9.1 Not applicable.

10. RISK MANAGEMENT

10.1 Not applicable.

11. PROCUREMENT AND IT STRATEGY IMPLICATIONS

11.1 Not applicable.
**LOCAL GOVERNMENT ACT 2000**

**LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

<table>
<thead>
<tr>
<th>No.</th>
<th>Description of Background Papers</th>
<th>Name/Ext of holder of file/copy</th>
<th>Department/Location</th>
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<td>1.</td>
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**LIST OF APPENDICES:**

Appendix 1 - List of work programme items
Appendix 2 - Key Decision List
<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
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<tbody>
<tr>
<td>19 June 2013</td>
<td>Self Directed Support and HAFAD: Transfer of Services and Lessons Learnt</td>
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<td>Safeguarding Adults</td>
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<td>Transition from Children’s to Adult Social Care (specifically disabled people)</td>
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<td>20 September 2013</td>
<td>Day Services: Update</td>
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<td>Imperial College Healthcare: Business Plan</td>
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<td>Out of Hospital Care/Homecare</td>
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<td>Shaping a Healthier Future</td>
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<td>13 November 2013</td>
<td>Housing Management Costs (report requested at January 2013 meeting)</td>
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<td>Housing Performance Indicators</td>
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<td></td>
<td>Public Health: Update</td>
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<td>Welfare Reform: Update</td>
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<td>21 January 2014</td>
<td>Housing Joint Venture Vehicle: Update</td>
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<td>HRA Financial Strategy and Rent Increase Report</td>
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<td>Revenue Budget 2013/2014</td>
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<td>19 February 2014/02 April 2014</td>
<td>CLCH Integration</td>
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<td>Hammersmith Food Bank</td>
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NOTICE OF CONSIDERATION OF A KEY DECISION

In accordance with paragraph 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Cabinet hereby gives notice of Key Decisions which it intends to consider at its next meeting and at future meetings. The list may change between the date of publication of this list and the date of future Cabinet meetings.

NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

The Cabinet also hereby gives notice in accordance with paragraph 5 of the above Regulations that it intends to meet in private after its public meeting to consider Key Decisions which may contain confidential or exempt information. The private meeting of the Cabinet is open only to Members of the Cabinet, other Councillors and Council officers.

Reports relating to key decisions which the Cabinet will take at its private meeting are indicated in the list of Key Decisions below, with the reasons for the decision being made in private. Any person is able to make representations to the Cabinet if he/she believes the decision should instead be made in the public Cabinet meeting. If you want to make such representations, please e-mail Katia Richardson on katia.richardson@lbhf.gov.uk. You will then be sent a response in reply to your representations. Both your representations and the Executive’s response will be published on the Council’s website at least 5 working days before the Cabinet meeting.

KEY DECISIONS PROPOSED TO BE MADE BY CABINET ON 24 JUNE 2013 AND AT FUTURE CABINET MEETINGS UNTIL JANUARY 2014

The following is a list of Key Decisions which the Authority proposes to take at the above Cabinet meeting and future meetings. The list may change over the next few weeks. A further notice will be published no less than 5 working days before the date of the Cabinet meeting showing the final list of Key Decisions to be considered at that meeting.

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

• Any expenditure or savings which are significant (ie. in excess of £100,000) in relation to the Council’s budget for the service function to which the decision relates;

• Anything affecting communities living or working in an area comprising 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 Key Decisions List will be updated and published on the Council’s website on a monthly basis.

NB: Key Decisions will generally be taken by the Executive at the Cabinet.

If you have any queries on this Key Decisions List, please contact Katia Richardson on 020 8753 2368 or by e-mail to katia.richardson@lbhf.gov.uk
Access to Cabinet reports and other relevant documents

Reports and documents relevant to matters to be considered at the Cabinet’s public meeting will be available on the Council’s website (www.lbhf.org.uk) a minimum of 5 working days before the meeting. Further information, and other relevant documents as they become available, can be obtained from the contact officer shown in column 4 of the list below.

Decisions

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

Making your Views Heard

You can comment on any of the items in this list by contacting the officer shown in column 4. You can also submit a deputation to the Cabinet. Full details of how to do this (and the date by which a deputation must be submitted) will be shown in the Cabinet agenda.

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2012/13

Leader (+ Regeneration, Asset Management and IT): Councillor Nicholas Botterill
Deputy Leader (+ Residents Services): Councillor Greg Smith
Cabinet Member for Children’s Services: Councillor Helen Binmore
Cabinet member for Communications: Councillor Mark Loveday
Cabinet Member for Community Care: Councillor Marcus Ginn
Cabinet Member for Housing: Councillor Andrew Johnson
Cabinet Member for Transport and Technical Services: Councillor Victoria Brocklebank-Fowler

Key Decisions List No. 9 (published 24 May 2013)
The list also includes decisions proposed to be made by future Cabinet meetings

Where column 3 shows a report as EXEMPT, the report for this proposed decision will be considered at the private Cabinet meeting. Anybody may make representations to the Cabinet to the effect that the report should be considered at the open Cabinet meeting (see above).

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

<table>
<thead>
<tr>
<th>Decision to be Made by (Cabinet or Council)</th>
<th>Date of Decision-Making Meeting and Reason</th>
<th>Proposed Key Decision</th>
<th>Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents</th>
<th>Documents to be submitted to Cabinet (other relevant documents may be submitted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cabinet</td>
<td>24 Jun 2013</td>
<td><strong>Sexual Health Contracts - GUM clinics</strong>&lt;br&gt;Awarding a one year contract for the provision of GUM (Genito-Urinary Medicine) services.</td>
<td>Cabinet Member for Community Care&lt;br&gt;&lt;br&gt;Ward(s): All Wards&lt;br&gt;&lt;br&gt;Contact officer: Sue Redmond&lt;br&gt;Tel: 0208 753 5001&lt;br&gt;<a href="mailto:Sue.Redmond@lbhf.gov.uk">Sue.Redmond@lbhf.gov.uk</a></td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
</tr>
<tr>
<td>Cabinet</td>
<td>24 Jun 2013</td>
<td><strong>Telephony - Openscape: resilience and upgrade</strong>&lt;br&gt;Improvements to telephony to bring into business continuity and improve functionality</td>
<td>Leader of the Council (+Regeneration, Asset Management and IT)&lt;br&gt;&lt;br&gt;Ward(s): All Wards&lt;br&gt;&lt;br&gt;Contact officer: Howell Huws&lt;br&gt;Tel: 020 8753 5025&lt;br&gt;<a href="mailto:Howell.Huws@lbhf.gov.uk">Howell.Huws@lbhf.gov.uk</a></td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<td>----------------------------------------------------------------</td>
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<tr>
<td>Cabinet</td>
<td>24 Jun 2013</td>
<td>Housing Revenue Account car parking and garage strategy</td>
<td>Cabinet Member for Housing &lt;br&gt; Ward(s): All Wards &lt;br&gt; Contact officer: Jo Rowlands &lt;br&gt; Tel: 020 8753 1313 &lt;br&gt; <a href="mailto:Jo.Rowlands@lbhf.gov.uk">Jo.Rowlands@lbhf.gov.uk</a></td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
</tr>
<tr>
<td>Cabinet</td>
<td>24 Jun 2013</td>
<td>Chancellors Road Shared Space</td>
<td>Cabinet Member for Transport and Technical Services &lt;br&gt; Ward(s): Fulham Reach; Hammersmith Broadway &lt;br&gt; Contact officer: Matthew Veale &lt;br&gt; <a href="mailto:matthew.veale@lbhf.gov.uk">matthew.veale@lbhf.gov.uk</a></td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
</tr>
<tr>
<td>Cabinet</td>
<td>24 Jun 2013</td>
<td>Contract Award - Tri-borough Carers Support Services</td>
<td>Cabinet Member for Community Care &lt;br&gt; Ward(s): All Wards &lt;br&gt; Contact officer: Steven Falvey &lt;br&gt; <a href="mailto:Steven.Falvey@lbhf.gov.uk">Steven.Falvey@lbhf.gov.uk</a></td>
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**PART PRIVATE**

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<tr>
<td>Cabinet</td>
<td>24 Jun 2013</td>
<td>&quot;Prevent&quot; Delivery – Delegated authority&lt;br&gt;This report requests delegated authority for the Executive Director of Finance and Corporate Governance to sign off the Joint Home Office and Tri-borough Prevent Delivery Plan for 2013/14 - 2015/16 and associated H&amp;F spend.</td>
<td>Leader of the Council (+Regeneration, Asset Management and IT)</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<td></td>
<td></td>
<td>Reason: Affects more than 1 ward</td>
<td>Ward(s): All Wards&lt;br&gt;Contact officer: Pinakin Patel&lt;br&gt;<a href="mailto:pinakin.patel@lbhf.gov.uk">pinakin.patel@lbhf.gov.uk</a></td>
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</tr>
<tr>
<td>Cabinet</td>
<td>24 Jun 2013</td>
<td>Agilisys contribution to the council's efficiency challenge&lt;br&gt;That approval be given to the £5.7m savings proposal from Agilisys. As part of this package of savings the intellectual property rights (IPR) for the My Account web transactional services will be transferred from the council to Agilisys at no cost.</td>
<td>Leader of the Council (+Regeneration, Asset Management and IT)</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<td>Ward(s): All Wards&lt;br&gt;Contact officer: Jackie Hudson&lt;br&gt;Tel: 020 8753 2946&lt;br&gt;<a href="mailto:Jackie.Hudson@lbhf.gov.uk">Jackie.Hudson@lbhf.gov.uk</a></td>
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</tr>
<tr>
<td>Cabinet</td>
<td>24 June 2013</td>
<td>Footway Advertising Pilot Scheme&lt;br&gt;The opportunity has arisen to use highway asset (footway) to generate revenue from footway advertising. The materials used for the floor</td>
<td>Cabinet Member for Transport and Technical Services</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation</td>
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| **Cabinet**                               | 24 Jun 2013                              | **Tri-Borough Advocacy Services**  
Agreement to procure Tri-Borough professional one to one Advocacy services (jointly funded with NHS) and extend current contractual arrangements to cover the procurement process from April 2013. | **Cabinet Member for Community Care**  
Ward(s): All Wards  
Contact officer: Martin Waddington  
martin.waddington@lbhf.gov.uk | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |

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Covering have anti-skid qualities and this would add to the mitigation currently used at high footfall locations.

Pilot locations are on the footways outside Hammersmith Broadway, Wood Lane (O/s Wood Lane and White Undergrounds) and Fulham Broadway.

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Tel: 020 8753 3058  
ian.hawthorn@lbhf.gov.uk  
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| Cabinet                                  | 22 Jul 2013                               | **Tri-borough Passenger Transport Service for Children and Adults** To participate, as outlined in the Cabinet report, in a Tri-borough Passenger Transport Service with Westminster City Council contracting on behalf of all three boroughs, LBHF, RBKC and WCC. To delegate confirmation of Call-Off Contracts for borough and cross borough services executed by Westminster City Council, to Cabinet Members or senior officers.  
**PART OPEN**  
**PART PRIVATE** Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. | Cabinet Member for Children’s Services  
Ward(s): All Wards  
Contact officer: Karen Tyerman  
Karen.Tyerman@lbhf.gov.uk | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
| Cabinet                                  | 22 Jul 2013                               | **Joint Commissioning Arrangements 2013/14 and Beyond: Briefing on new Section 75 Health & Wellbeing Partnership Agreement between LBHF and NHS Hammersmith & Fulham Clinical Commissioning Group**  
A new Section 75 Health & Wellbeing Partnership Agreement between LBHF and NHS Hammersmith & Fulham Clinical Commissioning Group (CCG) was approved under delegated authority and commenced on 1 April 2013. Section 75 Agreements (entered into under the joint | Cabinet Member for Community Care  
Ward(s): All Wards  
Contact officer: Andrew Webster  
Tel: 208 753 5001  
Andrew.Webster@lbhf.gov.uk | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td>New Queensmill School - Tender Approval</td>
<td>Cabinet Member for Children's Services</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
</tr>
<tr>
<td>Reason: Expenditure more than £100,000</td>
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<td>Approval to accept most economically advantageous tender to construct new school accommodation for Queensmill ASD School.</td>
<td>Ward(s): Wormholt and White City</td>
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<td>PART OPEN</td>
<td>Contact officer: John Brownlow</td>
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<td>PART PRIVATE</td>
<td>Tel: 020 8753 <a href="mailto:johbrownlow@lbhf.gov.uk">johbrownlow@lbhf.gov.uk</a></td>
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td>Provision of a blue badge investigation and enforcement service</td>
<td>Cabinet Member for Transport and Technical Services</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<tr>
<td>Reason: Expenditure more than</td>
<td></td>
<td>The Council has piloted a scheme to tackle the abuse of Disabled Parking Permits (blue badges).</td>
<td>Ward(s): All Wards</td>
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<td>more than £100,000</td>
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<td>Contact officer: John Brownlow</td>
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| Cabinet                                  | 22 Jul 2013                              | £100,000             | The pilot has proved to be successful and the Council now wants to enter into a long-term contractual arrangement for a minimum of 3 years and a maximum of 7. | Contact officer: Osa Ezekiel  
Osa.Ezekiel@lbhf.gov.uk  
of any supporting documentation and / or background papers to be considered. |
|                                          |                                          | Western Riverside Waste Authority Policy | Deputy Leader (+ Residents Services) | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|                                          |                                          | Updated policy document from WRWA for information and comment | Ward(s): All Wards |                                                                                                                      |
|                                          |                                          | Contact officer: Kathy May  
Tel: 02073415616  
kathy.may@lbhf.gov.uk |                                                                                                                      |                                                                                   |
| Cabinet                                  | 22 Jul 2013                              | Holy Cross/Lycée expansion and co-location Tender Approval | Cabinet Member for Children's Services | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|                                          |                                          | Approval to accept the most economically advantageous tender to carry out new-build and refurbishment works to enable the expansion of Holy Cross RC Primary School and its co-location with the French Lycée school on the site of the former Peterborough Primary School. | Ward(s): Parsons Green and Walham  
Tel: 020 8753  
john.brownlow@lbhf.gov.uk |                                                                                   |
<p>|                                          |                                          | PART OPEN            |                                                                                                                      |                                                                                   |
|                                          |                                          | PART PRIVATE         |                                                                                                                      |                                                                                   |
|                                          |                                          | Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. |                                                                                   |</p>
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td>Update on Edward Woods Estate Regeneration Scheme</td>
<td>Cabinet Member for Housing</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<tr>
<td>Reason: Expenditure more than £100,000</td>
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<td>Update on progress and request for approval of overspend and change of tenure 12 penthouse flats for Edward Woods Estate Regeneration Scheme</td>
<td>Ward(s): Shepherds Bush Green</td>
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<td>PART OPEN</td>
<td>Contact officer: Roger Thompson Tel: 020 8753 3920 <a href="mailto:Roger.Thompson@lbhf.gov.uk">Roger.Thompson@lbhf.gov.uk</a></td>
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td>Update on Serco Contract Review</td>
<td>Deputy Leader (+ Residents Services)</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<td>Reason: Affects more than 1 ward</td>
<td></td>
<td>Description: Review and decision about whether to continue with SERCO Waste and Street Cleansing contract which expires in 2015.</td>
<td>Ward(s): All Wards</td>
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<td>PART OPEN</td>
<td>Contact officer: Sue Harris Tel: 020 8753 4295 <a href="mailto:Sue.Harris@lbhf.gov.uk">Sue.Harris@lbhf.gov.uk</a></td>
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td>Award of contract for Tri-Borough Hospital to Home and Befriending Plus Services</td>
<td>Cabinet Member for Community Care</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<td>Reason: Expenditure more than £100,000</td>
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<td>Request for Contract Award</td>
<td>Ward(s): All Wards</td>
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<td>PART OPEN</td>
<td>Contact officer: Sarah Gluszek Tel: 020 8753 1032 <a href="mailto:Sarah.Gluszek@lbhf.gov.uk">Sarah.Gluszek@lbhf.gov.uk</a></td>
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td>Bi-Borough procurement of Parking Services IT systems</td>
<td>Cabinet Member for Transport and Technical Services</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<td>Proposal requesting funding for the bi-borough procurement process (and estimated implementation costs) for the replacement of the parking management information systems for 2015</td>
<td>Ward(s): All Wards</td>
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<td>PART OPEN</td>
<td>Contact officer: Mahmood Siddiqi</td>
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<tr>
<td>Cabinet</td>
<td>22 Jul 2013</td>
<td>Recommendations for the future of the Bi-Borough Parking Office</td>
<td>Cabinet Member for Transport and Technical Services</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<td>Sets out the recommendations for future of the Bi-Borough Parking Office and reorganisation proposal</td>
<td>Ward(s): All Wards</td>
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td><strong>Learning Disability Accommodation - Future plans</strong></td>
<td>Cabinet Member for Community Care</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and/or background papers to be considered.</td>
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<td>Reason: Expenditure more than £100,000</td>
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<td>The Council has conducted a review of the current housing and support available for adults with learning disability in Hammersmith and Fulham. This strategy has been developed in response to that review to improve the quality, quantity and choice of housing with support services for people in the borough. A crucial part of this modernisation programme is the Council’s directly provided services both residential care, community support, respite and day service provision. A review of that housing provision has identified that Coverdale Road, a council owned building from which the residential care service is operated is not fit for purpose in terms of meeting the longer term needs of its residents or future needs of the learning disability population.</td>
<td>Ward(s): All Wards</td>
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<td>Contact officer: Christine Baker Tel: 020 8753 1447 <a href="mailto:Christine.Baker@lbhf.gov.uk">Christine.Baker@lbhf.gov.uk</a></td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and/or background papers to be considered.</td>
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td><strong>Shepherd’s Bush Town Centre (West)</strong></td>
<td>Cabinet Member for Transport and Technical Services</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and/or background papers to be considered.</td>
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<tr>
<td>Reason: Expenditure more than £100,000</td>
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<td>Major public realm scheme.</td>
<td>Ward(s): Shepherds Bush Green</td>
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<td>Contact officer: Ian Hawthorn, Graham Burrell <a href="mailto:ian.hawthorn@lbhf.gov.uk">ian.hawthorn@lbhf.gov.uk</a>, <a href="mailto:graham.burrell@lbhf.gov.uk">graham.burrell@lbhf.gov.uk</a></td>
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td><strong>Janet Adegoke Centre - Section 106 works</strong>&lt;br&gt;The report seeks approval to implement highway works related to this development.</td>
<td>Cabinet Member for Transport and Technical Services&lt;br&gt;&lt;br&gt;Ward(s): Wormholt and White City&lt;br&gt;&lt;br&gt;Contact officer: Ian Hawthorn&lt;br&gt;<a href="mailto:ian.hawthorn@lbhf.gov.uk">ian.hawthorn@lbhf.gov.uk</a></td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td><strong>Remote monitoring, monitoring/reporting and communication for passenger lifts within Housing properties</strong>&lt;br&gt;This report seeks approval to accept a tender from a single bidder Thames Valley Controls to supply, install and service Elevator Monitoring Units (EMUs) and auto diallers / intercom units, to provide remote monitoring of lifts within various housing properties within the borough</td>
<td>Cabinet Member for Housing&lt;br&gt;&lt;br&gt;Ward(s): All Wards&lt;br&gt;&lt;br&gt;Contact officer: Matthew Martin&lt;br&gt;<a href="mailto:Matthew.Martin@lbhf.gov.uk">Matthew.Martin@lbhf.gov.uk</a></td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td><strong>Earls Court and West Kensington Local Lettings Plan</strong>&lt;br&gt;Earls Court Regeneration Project Adoption of Local Lettings Plan</td>
<td>Cabinet Member for Housing&lt;br&gt;&lt;br&gt;Ward(s): Fulham Broadway; North End</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details</td>
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<td>Decision to be Made by (Cabinet or Council)</td>
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<td><strong>Cabinet</strong></td>
<td><strong>22 Jul 2013</strong></td>
<td><strong>Relocation of HAFAD to Edward Woods Community Centre and related refurbishment requirements</strong></td>
<td><strong>Cabinet Member for Community Care</strong></td>
<td><strong>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</strong></td>
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<tr>
<td>Reason: Expenditure more than £100,000</td>
<td></td>
<td><strong>Redevelopment to improve accessibility, infrastructure, rentable office space and sustainability</strong></td>
<td><strong>Ward(s): Shepherds Bush Green</strong></td>
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</tr>
<tr>
<td><strong>Cabinet</strong></td>
<td><strong>22 Jul 2013</strong></td>
<td><strong>Economic Development Priorities</strong></td>
<td><strong>Leader of the Council (+Regeneration, Asset Management and IT)</strong></td>
<td><strong>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</strong></td>
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<tr>
<td>Reason: Expenditure more than £100,000</td>
<td></td>
<td><strong>This report seeks members’ approval for future economic development priorities which respond to the borough’s longer term economic growth and regeneration vision and makes recommendations on use of Section 106 funds to achieve key outcomes.</strong></td>
<td><strong>Ward(s): All Wards</strong></td>
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<tr>
<td><strong>Cabinet</strong></td>
<td><strong>22 Jul 2013</strong></td>
<td><strong>IFA Framework for Children's Services</strong></td>
<td><strong>Cabinet Member for Children’s Services</strong></td>
<td><strong>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</strong></td>
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<tr>
<td>Reason: Expenditure more than £100,000</td>
<td></td>
<td><strong>Requesting permission to Call-off the West London Alliance IFA Framework for Children’s Services.</strong></td>
<td><strong>Ward(s): All Wards</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Contact officer:**
- Tomasz Kozlowski  
  Tel: 0208 753 4532  
  Tomasz.Kozlowski@lbhf.gov.uk  
- Clare Grainger  
  Tel: 020 8753 1720  
  Clare.Grainger@lbhf.gov.uk  
- Kim Dero  
  Tel: 020 8753 4229  
  kim.dero@lbhf.gov.uk

**Ward(s): Shepherds Bush Green**
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td>Enhanced Revenue Collection</td>
<td>Leader of the Council (+Regeneration, Asset Management and IT)</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<tr>
<td></td>
<td></td>
<td>This report provides an update on progress to date and next steps</td>
<td>Ward(s): All Wards</td>
<td>Contact officer: Jane West Tel: 0208 753 1900 <a href="mailto:jane.west@lbhf.gov.uk">jane.west@lbhf.gov.uk</a></td>
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<td>PART OPEN</td>
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<td>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</td>
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td>Business Intelligence</td>
<td>Deputy Leader (+ Residents Services), Leader of the Council (+Regeneration, Asset Management and IT)</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<td></td>
<td></td>
<td>Business case setting out the recommended option to establish a Tri-borough business intelligence service.</td>
<td>Ward(s): All Wards</td>
<td>Contact officer: Jane West Tel: 0208 753 1900 <a href="mailto:jane.west@lbhf.gov.uk">jane.west@lbhf.gov.uk</a></td>
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<td>Cabinet</td>
<td>22 Jul 2013</td>
<td>Tri-borough Corporate Service Programme</td>
<td>Leader of the Council (+Regeneration, Asset Management and IT), Deputy Leader (+ Residents Services)</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details</td>
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<td></td>
<td>Business case for the development of the next phase of Tri-borough corporate services</td>
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<td>Ward(s): All Wards</td>
<td><strong>Property Asset Management Plan 2012-2015</strong>&lt;br&gt;This is an updated plan which was approved by Cabinet in 2008. It is set out in the Council's Strategy for all properties held by the Council except the Council's Housing Stock.</td>
<td>Leader of the Council (+Regeneration, Asset Management and IT)&lt;br&gt;Ward(s): All Wards&lt;br&gt; Contact officer: Jane West&lt;br&gt; Tel: 0208 753 1900&lt;br&gt; <a href="mailto:jane.west@lbhf.gov.uk">jane.west@lbhf.gov.uk</a></td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<td>Reason: Affects more than 1 ward</td>
<td>Ward(s): All Wards</td>
<td><strong>Serco Contract Review - Decision</strong>&lt;br&gt;Decision on whether to extend current waste collection and street cleansing contract with Serco beyond 2015, as allowed under current contract clause.</td>
<td>Deputy Leader (+Residents Services)&lt;br&gt;Ward(s): All Wards&lt;br&gt; Contact officer: Sue Harris, Chris Noble&lt;br&gt; Tel: 020 8753 4295, <a href="mailto:Sue.Harris@lbhf.gov.uk">Sue.Harris@lbhf.gov.uk</a>, <a href="mailto:chris.noble@lbhf.gov.uk">chris.noble@lbhf.gov.uk</a></td>
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<td>Ward(s): All Wards</td>
<td><strong>Proposed Property Contract - Award of Contracts to Successful Bidders</strong>&lt;br&gt;A new Framework Agreement for Property Services with Tri-borough access</td>
<td>Cabinet Member for Transport and Technical Services&lt;br&gt;Ward(s): All Wards&lt;br&gt; Contact officer: Maureen McDonald-Khan&lt;br&gt; <a href="mailto:maureen.mcdonald-khan@lbhf.gov.uk">maureen.mcdonald-khan@lbhf.gov.uk</a></td>
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| Cabinet Full Council                     | 2 Sep 2013 23 Oct 2013                   | Frameworki - Re-procurement - Contract Award  
For council to approve new contract aware for provision of adult social care IT system (Frameworki) | Cabinet Member for Community Care  
Ward(s): All Wards  
Contact officer: Mark Hill  
mark.hill2@lbhf.gov.uk | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
| October                                  |                                          |                      |                                                                                                  |                                                                                                  |
| Cabinet                                  | 14 Oct 2013                              | Review of Payment options for leaseholders receiving estimated major works invoices  
Leaseholders are currently charged for major works after completion of the contract and are able to make use of a number of payment options to pay the invoices. Cabinet has already agreed for major works to be invoiced on an interim basis but before the process is initiated the payment options will need to be agreed. | Cabinet Member for Housing  
Ward(s): All Wards  
Contact officer: Kathleen Corbett  
Tel: 020 8753 3031  
Kathleen.Corbett@lbhf.gov.uk | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
| Cabinet                                  | 14 Oct 2013                              | Waste and Street Scene Service Review  
Report from Bi-Borough Waste and Street Scene Service Review | Deputy Leader (+ Residents Services)  
Ward(s): All Wards  
Contact officer: Sue Harris, Chris Noble  
Tel: 020 8753 4295,  
Sue.Harris@lbhf.gov.uk,  
chris.noble@lbhf.gov.uk | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
| December                                 |                                           |                      |                                                                                                  |                                                                                                  |
| Cabinet                                  | 9 Dec 2013                               | Housing and Regeneration Joint Venture - Selection of Preferred Partner  
Following an OJEU procurement, final selection of a private sector | Cabinet Member for Housing  
Ward(s): All Wards | A detailed report for this item will be available at least five working days before the date of the meeting and |
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<td>partner to form a Joint Venture with the Council.</td>
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<td>January 2014</td>
<td>Economic Development Priorities</td>
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<td>Leader of the Council (+Regeneration, Asset Management and IT)</td>
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<td>Cabinet</td>
<td>6 Jan 2014</td>
<td>Economic Development Priorities</td>
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<td>Contact officer: Matin Miah Tel: 0208753 3480 <a href="mailto:matin.miah@lbhf.gov.uk">matin.miah@lbhf.gov.uk</a></td>
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<td>Cabinet</td>
<td>6 Jan 2014</td>
<td>Letting of a concession to monetise the ducting within the council owned CCTV network</td>
<td>Deputy Leader (+Residents Services)</td>
<td>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</td>
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<tr>
<td>Reason: Affects more than 1 ward</td>
<td>Monetising LBHF CCTV network</td>
<td>PART OPEN</td>
<td>Contact officer: Sharon Bayliss Tel: 020 8753 1636 <a href="mailto:sharon.bayliss@lbhf.gov.uk">sharon.bayliss@lbhf.gov.uk</a></td>
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