

Housing, Health And Adult Social Care Select Committee

Agenda

Wednesday 19 February 2014

7.00 pm

Courtyard Room - Hammersmith Town Hall

MEMBERSHIP

Administration:	Opposition	Co-optees
Councillor Lucy Ivimy (Chairman) Councillor Joe Carlebach Councillor Oliver Craig Councillor Peter Graham Councillor Peter Tobias Councillor Andrew Brown	Councillor Stephen Cowan Councillor Rory Vaughan (Vice- Chairman) Councillor Daryl Brown	Patrick McVeigh, HAFAD Bryan Naylor, Age UK

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Date Issued: 10 February 2014

Housing, Health And Adult Social Care Select Committee Agenda

19 February 2014

<u>Item</u>	<u>Pages</u>
1. MINUTES AND ACTIONS	1 - 11
(a) 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 21 January 2014.	
(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. CARE BILL: PROGRESS AND UPDATE ON IMPLICATIONS** 12 - 20
- This report sets out the background to the Care Bill which was introduced into the House of Lords in May 2013 and summarises the potential financial impact upon the London Borough of Hammersmith and Fulham.
- 5. WELFARE REFORMS: UPDATE REPORT** 21 - 28
- This report provides a review of the welfare reform legislative changes that have been implemented by the Coalition Government and the Council's responses to them.
- 6. BENCHMARKING HOUSING REVENUE ACCOUNT HOUSING MANAGEMENT COSTS** 29 - 32
- This report considers the impact of the HRA Transformation Programme on the cost of Housing Management for the Council's Housing stock held within the HRA.
- 7. PROCUREMENT OF A PRIVATE SECTOR PARTNER TO ESTABLISH A HOUSING & REGENERATION JOINT VENTURE** 33 - 40
- This report provides an update in relation to procurement of a private sector partner to establish a housing and regeneration Joint Venture.
- 8. WORK PROGRAMME AND FORWARD PLAN 2013-2014** 41 - 59
- 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.
- 9. DATE OF NEXT MEETING**
- The Committee is asked to note that the date of the next meeting is:

2 April 2014

Agenda Item 1



London Borough of Hammersmith & Fulham

Housing, Health And Adult Social Care Select Committee Minutes

Tuesday 21 January 2014

PRESENT

Committee members: Councillors Lucy Ivimy (Chairman), Andrew Brown, Daryl Brown, Joe Carlebach, Stephen Cowan, Peter Graham and Rory Vaughan

Co-opted members: Patrick McVeigh (HAFAD) and Bryan Naylor (Age UK)

Other Councillors: Marcus Ginn and Andrew Johnson

Officers: Melbourne Barrett (Executive Director of Housing & Regeneration), Liz Bruce (Tri-borough Executive Director of ASC), Kathleen Corbett (Director of Finance & Resources, HRD), Prakash Daryanani (Head of Finance, CSD), Mike England (Director Housing Options, Skills and Economic Development), Sue Perrin (Committee Co-ordinator), Jane West (Executive Director of Finance & Corporate Governance) and Rachel Wigley (Tri-borough Director for ASC Finance)

42. MINUTES AND ACTIONS

The minutes of the meetings held on 13 November 2013 and 08 January 2014 were approved as an accurate record of the proceedings.

RESOLVED THAT:

A draft response to the Imperial College Healthcare NHS Trust Foundation Trust consultation would be circulated to members for comment, and the Chairman was authorised to approve the final response.

43. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Oliver Craig and Peter Tobias.

44. DECLARATIONS OF INTEREST

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

There were no declarations of interest.

45. REVENUE BUDGET 2014/2015

The Council's revenue budget for 2014/15 was presented by Jane West and the department budgets by Rachel Wigley (Adult Social Care) and Kathleen Corbett (Housing and Regeneration).

Mrs West outlined the Central Government grant process, whereby funding was expected to fall by £14 million (10% in cash terms and 12.5% in real terms) in 2014/2015.

There were major concerns in respect of the business rates retention scheme, whereby the Council continued to lose out by £4 million per annum, arising from the appeals against rateable values set by the Valuation Office Agency (VOA) and, in particular those relating to Westfield Shopping Centre. In addition, a £3 million tariff was payable to the Government.

A Council Tax reduction of 3% was proposed for 2014/2015.

Mrs West responded to members' queries that it was believed that the baseline business rates would not be reset until 2018/2020. The Leader had made representation in respect of the late information and the Council had also contributed to the submissions by London Councils and the Society of London Treasurers.

Mrs West outlined the budget assumptions in respect of pay and price inflation and levels of fees and charges, the identified growth proposals and savings, the budget risks and the increase in earmarked reserves.

Mrs West responded to Councillor Carlebach that there were no savings or growth items for the Public Health budget and the ring fenced allocation had been rolled over.

Members queried the growth proposals of £1.4 million in Centrally Managed Budgets. Mrs West responded that this item related to overheads which could not be posted across other departments and primarily the Housing Revenue Account, where, for example, there had been a significant reduction in staff and a corresponding reduction in Human Resources costs which could be re-charged. There had been significant shrinkage in Centrally Managed Budgets but there was a time lag.

Councillor Andrew Brown queried whether the expansion of Westfield Shopping Centre would bring business rates into balance across the site. Mrs West responded that it was hoped that this would be the case and the VOA would not make the same mistake again.

Councillor Cowan queried the growth proposals for Regeneration and Housing. Ms Corbett responded that the £1.5 million related primarily to an

additional allowance for bad debt for direct payments and additional bad debt in terms of the overall benefits cap.

Mrs West responded to Councillor Carlebach that the identified savings were in proportion to the departments' overall budgets. However, by the end of the process, the percentages might differ as various savings applied only to certain departments, for example adjustments in respect of pay for staff who had opted for flexible working.

The percentage savings across departments would be confirmed in writing.

Action: Jane West

Mrs West agreed to provide a written answer to Councillor Graham in respect of the amount received in New Homes Bonus.

Action: Jane West

Mrs Wigley presented the Adult Social Care (ASC) Department Budget for 2014/2015.

The presentation set out the Service Vision for the ASC Tri-borough to support integrated partnership working and to gain an overview of outcomes across the whole health and social care economy. To achieve this a common set of eight outcomes had been developed.

Mrs Wigley outlined: the 2014/2015 budget headlines for ASC; the cumulative savings for the Council and for ASC alone; the Better for Less strategy; a classification of savings; delivery of the savings and risks. The ASC Gross Spend Plan demonstrated that 77% was spend directly on services to customers. It was not proposed to increase either Home Care or Meals Service charges.

Councillor Vaughan queried the budget proposals in respect of: reduced admissions into residential and nursing homes through better support in the community; review of high cost placements, supported at home packages and direct payments; and procurement of learning disabilities supported living contract.

Mrs Wigley responded that the savings of £475,000 in respect of reduced admissions into residential and nursing homes had been achieved by helping people to remain at home for as long as possible and therefore reducing the number of placements. Ms Bruce added that the overall strategy was to enable people to stay in their own homes for as long as possible through advice and information, prevention initiatives, intensive re-ablement and a new home care offer focusing on flexible support and outcomes. Better support in the community would defer and manage demand away from institutionalised care.

Mr Daryanani stated that there had been a 17% reduction in placements (from 285 to 244 in nursing homes and from 319 to 311 in residential homes) between April 2011 and December 2013. Councillor Ginn added that historically, the Council had been an outlier, with a high number of nursing and residential placements.

Councillor Cowan queried how people were genuinely supported in the community. Ms Bruce responded that there were a range of measures to monitor satisfaction and good practice and suggested that this should be a future agenda item.

Mr McVeigh referred to the review of non-statutory advocacy support services and highlighted an individual case which had resulted in higher overall costs for both health and social care.

Mr Naylor commented that savings could also increase the burden for family carers. Mrs Wigley responded that carers were an important part of the customer journey work. In addition, the Care Bill would introduce statutory duties.

Mrs Wigley responded to the query in respect of the review of high cost placements, supported at home packages and direct payments that there had been a rigorous review of every package to achieve efficient costs and changes to direct payments services to an outcome based operating model to facilitate people staying at home for as long as possible. In respect of the Learning Disabilities supported living contract, this had been re-tendered and the savings achieved.

Mr Daryanani responded to Mr McVeigh's query that there had been a full Equalities Impact Assessment and that the savings did not have a specific impact on any of the protected characteristics.

Ms Corbett presented the Housing and Regeneration General Fund department budget and outlined the growth and savings proposals.

The Housing and Regeneration Department provides services funded by both the General Fund and HRA and discussion of this item was taken with the following item in respect of the HRA.

RESOLVED THAT:

The Revenue Budget 2014/2015 be noted.

46. HOUSING REVENUE ACCOUNT FINANCIAL STRATEGY AND RENT INCREASE REPORT 2014/2015

Mr Barrett introduced the report, which outlined: the management of the HRA; the HRA Financial Strategy, the HRA Medium Term Financial Strategy and the HRA Revenue Budget for 2014/2015; and the proposed increase in

dwelling rents for 2014/2015. The broad strategy was to continue with improvement of service quality and cost efficiency.

Mr Barrett highlighted key achievements in respect of the 50% reduction in employee headcount funded by the HRA and the commencement of the necessary rebuilding of reserves, since the return of management to the Council, to create a sound platform for investment in infrastructure, including lifts and fire safety and general estate improvement.

Ms Corbett presented the financial strategy and highlighted financial risks and savings proposals. In respect of income, it was proposed to: increase rent by 5.79%; increase tenant service charges by 3.7%; freeze heating charges; increase water rates by 0.1% to ensure full recovery; and to freeze garages and parking charges.

Ms Corbett responded to Councillor Graham's query that it was likely that the rent increase would have been more than double, should it not have been possible to contribute to stock maintenance through the Expensive Void Disposals Programme.

Ms Corbett responded to Councillor Cowan that rent increases over the previous four years had been in the region of 5/6%. A written response in respect of the exact percentage for both houses and garages would be provided.

Action: Kathleen Corbett

In response to a query from Councillor Ivimy in respect of the re-procurement of the Housing Repairs and Maintenance Service, Mr Barrett stated that, as part of the savings programme, a sole supply contract for Housing Repairs and Maintenance had been awarded to MITIE Property Services (UK Ltd) and that this had achieved circa £2 million per annum savings in aggregate compared with previous arrangements. The sole supply contract had been evaluated against separate contracts for the North and South of the borough and there had been a circa 10% price difference. (There had previously been eight separate contracts.) In addition service improvements had been built into the contract.

MITIE had commenced on 1 November 2013, after a fairly short mobilisation period and were dealing with an average of one thousand repairs a week.

Councillor Cowan considered that the contract was proving to be more expensive because of chronic and repeated failures and that the choice of contractor should be given to the consumer, with possible economies of scale on a tri-borough basis.

Councillor Graham asked for comments on specific implications of appointing a number of contractors. Ms Corbett responded that multiple contractors would be likely to increase costs, as there was no certainty of work; and there would likely be additional overhead cost managing such an arrangement. There would be greater risk in respect of costs and performance and

arrangements would need to be in place to ensure that tenants were able to select appropriate contractors.

Councillor Johnson noted good feedback in respect of MITIE's performance and stated that it was not possible to meaningfully assess a contract which had been in place for only nine weeks. In addition, there were likely to be legacy issues.

A member of the public asked for clarity for tenants in respect of performance standards, and referred to problems with a leak in a Community Hall.

Mr McVeigh queried the removal of the spare room subsidy for under-occupancy. Mr England responded that Discretionary Housing Payments had continued throughout 2013/2014. Guidance from the Secretary of State in respect of 2014/2015 and 2015/2016 was expected within the following week.

In response to Councillor Ivimy's query, Mr England stated that, since April 2013, moves to more appropriately sized accommodation had been enabled for 37 households. The Council currently provides incentive payments of £500 per room to under-occupiers who downsize. Given the overall benefit to the Council of securing larger accommodation, it was proposed to increase the payments to £2,000 per room.

RESOLVED THAT:

The report be noted.

47. HOUSING PERFORMANCE INDICATORS

Mr Barrett introduced the Key Performance Indicators report for the period ending October 2013 and reported that 21 of the 28 had been met or were within tolerance.

Mr Barrett highlighted the reduction in the average number of sickness days to 4.49 compared to 9.25 at the same time in the previous year, brought about by concerted management action.

The principal area of concern was Rent Collection, which accounted for three of the targets which had been rated red and not improving. H&F Direct had been commissioned to collect housing rents from 1 July 2012, as part of the overall HRA Transformation Programme. A project plan had been put in place by H&F Direct to rectify the situation with improvements being expected by 31 March 2014 and the position was being kept under close review.

The reporting period coincided with the ending of previous repairs and maintenance arrangements, prior to new arrangements coming into place with MITIE on 1 November 2013, and performance on the previous contracts fell back slightly towards the end.

The number of families in Bed & Breakfast was down.

The red rating in respect of Fire Risk Assessments (FRAs) was a technical issue in respect of FRAs being updated once works were completed.

RESOLVED THAT:

1. The Report be noted.
2. An update report be added to the work programme for the April 2014 meeting.

48. ADULT SOCIAL CARE ANNUAL CUSTOMER FEEDBACK REPORT 2012/2013

Ms Bruce introduced the report, which provided information in respect of statutory complaints made between 1 April 2012 and 31 March 2013.

Ms Bruce stated that staff were encouraged to attempt to resolve problems at the first point of contact in line with good practice, but were equally advised to direct service users towards the Customer Feedback Team where an instant resolution was not possible or appropriate or where the service user remained dissatisfied. The Team would seek to resolve complaints within ten working days.

During the year, 4,203 people received a service from the Council and 2% of these service users or someone on their behalf had raised a complaint about a service they had received. In comparison, 18 compliments had been passed to the Team.

The report provided an analysis of complaint outcomes, with the majority of complaints that were upheld being in respect of the quality of service. The ASC teams ensured that, whatever the outcome of a complaint, they learnt from the complaint to ensure that the problem did not recur with other service users.

Councillor Ivimy asked that analysis of complaints which had not reached the Complaints Process be provided to the Committee.

Action: Liz Bruce

Mr Naylor considered that people should be encouraged to complain and that the process should be made easier. Ms Bruce responded that the Tri-borough services promoted awareness of the right to complain and support to complain. The ethos of attempting to resolve problems at the first point of contact was good practice, not a way of avoiding complaints.

Councillor Ginn considered that customer feedback, rather than just complaints, should be encouraged.

Councillor Cowan queried whether the higher number of complaints received at Kensington & Chelsea were attributable to its culture and whether an unique approach could be implemented across Tri-borough. Ms Bruce responded that it would be possible to provide a comparison of approach, behaviour and practice across the Tri-borough.

Councillor Vaughan queried the format of customer satisfaction interviews and the lessons learnt from complaints. Ms Bruce responded that the customer satisfaction interviews were part of the quality assurance system which included reviewing and improving the customer experience. Feedback from customers was sought in a range of ways, including e-monitoring and provider networks and forums. Ms Bruce offer to provide more detailed information in respect of quality assurance and customer feedback.

In respect of lessons learnt from complaints, the key issues identified were in respect of communication standards, provision of information and staff attitude and behaviour.

Mr McVeigh considered that it was possible for people not to know that they were being treated unfairly. Ms Bruce outlined the safeguards, which included legislation and statutory requirements, and the set of principles and values within which ASC sought to deliver services to eligible adults within the community. Ms Bruce added that she was the Accountable Officer for Tri-borough ASC.

RESOLVED THAT:

The report be noted.

49. WORK PROGRAMME AND FORWARD PLAN 2013-2014

RESOLVED THAT:

1. Welfare Reform be added to the February agenda.
2. Housing Repairs and Maintenance be added to the April agenda, and that MITIE be asked to attend the meeting.
3. Housing Performance Indicators be added to the April agenda.

50. DATES OF NEXT MEETINGS

19 February 2014

2 April 2014

Meeting started: 7.00 pm
Meeting ended: 9.30 pm

Chairman

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APPENDIX 1


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

Minute No.	Item	Action/recommendation Lead Responsibility	Progress/Outcome	Status
7.	NHS Service Reconfiguration	Recommendation: There should be a ballot of all individual GPs in Hammersmith & Fulham as a matter of emergency.	Letter from Dr Spicer circulated.	Complete
9.	Adults Safeguarding Report	Discrepancies in the report data to be clarified.	Revised data circulated.	Complete
17.	Self-Directed Support: Progress Update	The cost of the DP review team to be circulated.	Information circulated.	Complete
18.	Imperial College Healthcare NHS Trust Update on Cancer Services	(i) A written answer to be provided in respect of the number of patients with system deficiencies who had received the flu vaccination; and (ii) Performance analysis for Hammersmith & Fulham patients only.	Information not available. Information circulated.	Complete Complete

19.	Imperial College Healthcare NHS Trust: Draft Business Plan	Attendance figures for A&E and UCCs, ICHT and Chelsea and Westminster to be provided.	Information circulated.	Complete
26.	Care Quality Commission	Information to be provided: (i) A borough based report; (ii) Website hits; and (iii) Professional qualifications required for inspectors.	Information circulated.	Complete
27.	Shaping a Healthier Future Proposals	Information in respect of flu vaccinations for vulnerable people.	Trust protocol circulated.	
41.		Outstanding information.		
40.	Imperial College Healthcare NHS Trust	Further information to be circulated in respect of next '100 days event'	Information circulated.	Complete
45.	Revenue Budget 2014/2015	Identified Savings as a percentage across departments. New Homes Bonus	Information circulated.	Complete
46.	Housing Revenue Account	Rent Increases: percentage for houses and garages over the previous four years.		
47.	ASC Annual Customer Feedback Report 2012/2013	Analysis of complaints which have not reached the Complaints Process.		

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>HOUSING HEALTH & ADULT SOCIAL CARE SELECT COMMITTEE</p> <p>19 FEBRUARY 2014</p>
<p>CARE BILL: PROGRESS AND UPDATE ON IMPLICATIONS</p>	
<p>Report of the Tri-borough Director of Adult Social Care</p>	
<p>Open Report</p>	
<p>Classification: For Information</p>	
<p>Key Decision: No</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Liz Bruce</p>	
<p>Report Author: Chris Swoffer</p>	<p>Contact Details: Tel: 020 7641 5146 E-mail: cswoffer@westminster.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1 This report sets out the background to the Care Bill which was introduced into the House of Lords in May 2013 and summarises the potential financial impact upon the London Borough of Hammersmith and Fulham.

2. RECOMMENDATIONS

- 2.1 For the Committee to note the potential financial impact of the Care Bill upon LBHF and the steps currently in place across the Tri-borough Adult Social Care team to model and understand these changes.

3. INTRODUCTION AND BACKGROUND

- 3.1 The Care Bill was introduced into the House of Lords in May 2013 and takes forward a number of separate Government commitments around social care, including:
- A full review of adults' legislation (consolidating over a dozen pieces of legislation pertaining to adult services within a single modern law);
 - Driving up the quality of care following the findings of the Francis Inquiry (Mid Staffordshire NHS Foundation Trust) which identified failures across the health and care system;
 - Delivering commitments made in the "Caring for our future: reforming care and support" White Paper to put in place a modern care system that enables people to prevent and postpone the need for care and support;
 - Strengthening the rights for carers to access support;
 - Introducing a new adult safeguarding framework; and
 - Taking forward recommendations made by the Dilnot Commission (on the funding of care and support) to introduce a cap on the costs that people will have to pay for care in their future.

- 3.2 There is a National Programme Office managing these reforms which includes membership from the Local Government Association, the Department of Health and the Association of Directors of Adult Social Services (ADASS). The Executive Director of Tri-borough Adult Social Care is linked into this National Programme office as well as the National Health Task Transformation Group.

4. PROPOSAL AND ISSUES

- 4.1 The Care Bill, if enacted, will implement the following key changes to the current care and support system:

a.) Introduce a financial cap on the costs that people have to pay to meet their eligible needs (from April 2016).

This cap will be set at £72,000. Local Authorities will have a duty to carry out a needs assessment in order to determine an adult's care and support needs. After the assessment, the local authority will then determine whether the person is eligible for support using the criteria. The Bill introduces a new national eligibility framework, which will be set out in regulations and will commence in April 2015.

b.) To ensure that financial support is provided to more people to help them with care home costs (from April 2016).

For adults in residential care, the upper capital threshold for means tested support will be increased to £118,000 except where a property is disregarded in the financial assessment. Where a property is disregarded in the financial assessment the threshold will be £27,000. The current threshold is £23,250.

c) Introduce, nationally, the option to defer paying for care costs (from April 2015)

This would allow people to defer paying for the cost of their care until after their death, so that people do not have to sell their home in their lifetime to pay for residential care

d.) Ensure people in care homes remain responsible for their living costs if they can afford to pay them.

A personal contribution to living costs of around £12,000 a year will be introduced from (April 2016). This will not count towards the cap.

Summary of the potential financial impact of these changes on the London Borough of Hammersmith and Fulham

- 4.2 The reforms to adult social care, in particular the way the care system is funded, will result in a significant increase in the cost of care provision.
- 4.3 Under the new burdens principle, Central Government is expected to provide funding to meet any increased costs on local authorities arising from legislative or policy changes. However, the detail of how the reforms will be financed in practice is still not clear. Some of the changes proposed, for example the new requirements around deferred payments, may have particular implications for local resources which will need to be managed. Recent planning guidance published by NHS England revealed that Councils would be expected to use £185m of the £3.8bn Better Care Fund to cover the cost of new responsibilities created by the Care Bill.
- 4.4 Simulation events have been undertaken nationally to assist in modelling the impact of these reforms. Some analysis and modelling has also been undertaken locally in order to begin to arrive at some early estimates of the likely impact upon the Tri-borough. It is important to note that modelling the impact of these reforms is challenging due to the large number of variables and 'unknowns' Therefore these estimates should be treated with caution, particularly in relation to self funders where we have had to replicate national

methodologies, and the cost may well be covered by additional funding from central government. However, this modelling can be used to provide an indication of the likely scale and extent of the financial impact of the Care Bill proposals.

Cap on Care Costs

- 4.5 The care bill introduces a cap on the costs that people will have to pay to meet their eligible care needs. The cap will be set at £72,000 in April 2016 for people of state pension age and over. There are residents who at present pay for and arrange their own care (described as self funders). These self funders will be incentivised to contact the local authority in order to benefit from the cap and the financial protection it offers. For self funders aged 65 and over who reach the care cap the additional cost for LBHF in 2019/20 (year 4) is estimated to be in the region of £0.65 - £1.29 million.
- 4.6 Local authority service users aged 65 and over who contribute to their care are also set to benefit from the cap. By 2019/20 (year 4) the annual cost to LBHF is estimated to be in the region of £0.15 million. It is important to note that there will also be cost implications for persons aged under 65 in relation to the cap on care costs. However, we have not been able to estimate the costs of this as we do not yet know what the lower cap will be.

Means tested financial support

- 4.7 The Bill proposes to extend the means tested financial support people receive from local authorities to help them with care costs. The lower threshold for means tested support is set to increase from £14,250 to £17,000. If a person's assets are below £17,000 then they will only contribute their income towards the cost of meeting their eligible needs. The upper means-tested threshold is set to increase from £23,250 to £118,000 where property is included in the financial assessment and £27,000 where no property is included. The increase in the upper means tested threshold for those in residential care, who have not had their property disregarded in their financial assessment, has been partially 'costed'. The annual cost across in LBHF is estimated to be nearly £0.16 million in 2016/17 (year 1). There will an additional financial impact from persons who become eligible but are not currently known to the local authority.

Assessments

- 4.8 We are expecting to see an increase in the number of assessments we are required to undertake locally. These additional assessments will comprise of carers' assessments and assessments of self funders aged 65 and over. The cost of carrying out the additional assessments required, if current practices remain, could be between £0.2 and £0.4 million in 2016/2017 (year 1) for LBHF. This is if all self funders present for assessment in the first year.

Other

- 4.9 There will be additional financial pressures facing the Tri-borough prior to 2016/17 and post year 1 as a result of delivering the changes required by the Bill. These additional pressures include, but are not limited to, resourcing increased challenges and complaints, increased demand for information and advice, managing Care Accounts and additional demands upon front line and back office staff.
- 4.10 A summary table of the predicted financial impact of the Care Bill in LBHF is attached as Appendix A.
- 4.11 It is also worth noting that the national simulation events have indicated a potential widening of the current Fair Access to Care Services (FACS) system. FACS applies to all local authorities in England and is used to decide how much support people with social care needs can expect. There are four bandings within the FACS system: critical needs, substantial needs, moderate needs, low needs. The national simulation events have indicated that the system could potentially be widened to require support to be provided to those with moderate needs. This will have a major resource impact on Hammersmith and Fulham and Westminster City Council who do not currently provide support to all those with moderate care needs.

Key messages from the Tri-borough consultation response

- 4.12 In July 2013, the Government published the consultation document, "Caring for our future: reforming what and how people pay for their care and support". This looked at some detail about how the proposed changes to the funding system should happen and be organised locally.
- 4.13 The Executive Director of Tri-borough Adult Social Care submitted a tri-borough response to this consultation on 25th October 2013. This was informed by the Tri-borough team and Cabinet Members from all three boroughs.
- 4.14 The consultation response makes it clear that the introduction of a capped care system and raising the eligibility threshold will have significant costs both in terms of preparation and implementation. We also stressed that the funding identified by the Government so far for preparation and implementation of the Bill's reforms is not sufficient to fund these cost pressures fully.
- 4.15 The response set out some of the difficulties that local areas face in predicting the numbers of self funders who may benefit from the cap. We expect this to lead to an increase in assessments, reviews, and case management for self funders which will require careful management of resources by local authorities. As such it is important that we are provided with as much information and time as possible to prepare for this.
- 4.16 Our consultation response also considered the potential difficulties that local areas may face in implementing the reforms around deferred payments. We believe that we could see a significant increase in the number of people

wishing to take out a deferred payment. This will have a clear financial impact on local authorities particularly in relation to managing cash flow and in ensuring we can effectively manage our budgets year on year. We stressed the need for Central Government to give thought as to how the potential financial, budgeting and accounting implications of deferred payments can be managed by local authorities.

Current position of the Care Bill

- 4.17 The Care Bill is in the process of being considered by Parliament. As such, changes to the legislation can be expected.
- 4.18 During the Bill's passage through the House of Lords, a number of amendments were made to the Bill which could have considerable impact on how the reforms are implemented. Some amendments could also impact on other local authority departments. These changes included:
- Placing a requirement on local authorities to consider housing when promoting the integration of care and support within health services.
 - Placing a requirement on local authorities to consider whether universal services may be available locally which benefit a person being cared for as well as carers, children, child carers and young carers.
 - Placing a requirement on local authorities to maintain a relationship with a person they have cared for who moves out of the borough. This is so that they are aware of the services that the second authority is putting in place for that care recipient.
 - Introducing a new statutory duty of candour, requiring registered providers of health and adult social care to be open about failings in care.
 - Giving the Care Quality Commission new powers to undertake a special review of local authority commissioning of adult social services in cases of systematic failure.
- 4.19 It is also worth noting that during debates in the House of Lords, the Government suggested that there may be movement on the proposed eligibility criteria for a deferred payment option. The threshold is currently proposed to be set at £23,250, so that only those with non-housing assets less than £23,250 would be eligible for the deferred payment scheme. The Government has suggested that this could be changed to bring it in line with the cap on care costs. This would mean that we could expect to see more people take advantage of the deferred payment scheme with an increase to the financial risks around deferred payments that have already been identified in this paper.

4.20 The Care Bill has now been introduced into the House of Commons and is at the Public Bill Committee Stage which is expected to report by 4th February 2014.

4.21 *Children and Families Bill*

The Children and Families Bill is also currently progressing through Parliament and is at report stage in the House of Lords. On the 18th November 2013 the House of Lords agreed an amendment to this Bill that would give stronger rights to assessment and support to younger carers by:

- Extending the right to an assessment of need to all young carers, regardless of who they care for, what type of care they provide or how often they provide it.
- Enabling local authorities to align the assessment of a young carer with the assessment of an adult whom they care for.

It is hoped that this will prevent young carers from falling through the potential gap between children and adult support services.

4.22 The Children and Families Bill is likely to become law in March 2014 with the new law for young carers being implemented in 2015.

5. **OPTIONS AND ANALYSIS OF OPTIONS**

Next Steps

5.1 A small project team in Adult Social Care has been working on predicting and forecasting the potential changes and implications of the Care Bill as it progresses through Parliament since November 2013.

A project board and working group will be established to manage these changes.

5.2 We will provide further updates as this work develops. However, we will not be in a position to provide fully assured detail on the impact of these changes until the Bill receives Royal Assent. We anticipate that the bill will receive Royal Assent by May 2014.

5.3 Councils will be expected to use £185m of the £3.8bn Better Care Fund to cover the cost of new responsibilities created by the Care Bill. We will be working with Health colleagues on the detail of the final Better Care Fund application over the next few months.

6. **CONSULTATION**

6.1. N/A

7. **EQUALITY IMPLICATIONS**

7.1. N/A

8. LEGAL IMPLICATIONS

8.1. The Care Bill is currently still in the progress of passing through the House of Commons. The Bill will not become law until it receives Royal Assent.

9. FINANCIAL AND RESOURCES IMPLICATIONS

9.1 A summary table of the predicted financial impact of the Care Bill in LBHF is attached as Appendix A.

10. RISK MANAGEMENT

10.1. N/A

11. PROCUREMENT AND IT STRATEGY IMPLICATIONS

11.1. N/A

LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**


No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	None		

Summary Reference Table: Partial Estimates for the Financial Impact of the Care Bill - LBHF

APPENDIX A

Area of Impact	Pre Bill 2015/16	Yr1 2016/17	Yr2 2017/18	Yr3 2018/19	Yr4 2019/2020
<p>£ Estimated: Impact of £118k upper threshold on service users</p> <p>£ Uncosted: Impact on self funders.</p> <p>Assessed Cost: MEDIUM (All ages)</p>		£159,771 in Year 1 (Year 2 onwards – not modelled)			
<p>£ Estimated: Impact of care cap re existing service users</p> <p>Assessed Cost: MEDIUM (for persons aged 65 and over only)</p>			£0	£0	£156,000
<p>£ Estimated: Impact of care cap in relation to 'self funders'</p> <p>Assessed Cost: HIGH (for persons aged 65 and over only)</p>		Minimal. Only self funders with large home care packages (e.g. 40 hour per week) or in Learning Disability specialist care homes would reach the cap before Year 4.			£651,000 - £1,294,000
<p>£ Estimated: Infrastructure to deliver changes – Assessments and Reviews</p> <p>Assessed Cost: MEDIUM (All ages)</p>	Only if it is decided to complete some assessments pre Bill.	Carers Assessments: £110,000 to £140,000 spread over 4 years Self Funder Assessment: £214,500 to £426,000 in Year 1 (Year 2 onwards and reviews- not modelled)			
<p>£ Uncosted: Infrastructure to deliver changes – Increase Challenges & Complaints, Demand for Information & Advice, Care Accounts and increase demands upon staffing.</p>	Increased provision of information and advice will need to commence pre cap. A strategy for managing increased challenges and complaints and a tested system for managing Care Accounts will need to be ready for the 1st day of Year 1. Care Accounts will need to be managed by the local authority and there are also likely to be increased demands upon front line and back office staffing functions.				

Agenda Item 5

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>HOUSING HEALTH & ADULT SOCIAL CARE SELECT COMMITTEE</p> <p>19 February 2014</p>
<p>TITLE OF REPORT: Welfare Reform; Update Report</p>	
<p>Report of the Executive Director of Housing & Regeneration</p>	
<p>Open Report</p>	
<p>Classification - For Scrutiny Review & Comment</p>	
<p>Key Decision: No</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Melbourne Barrett, Executive Director of Housing & Regeneration</p>	
<p>Report Author: Mike England, Director of Housing Options, Skills & Economic Development</p>	<p>Contact Details: E-mail: mike.england@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

1.1 The purpose of this report is to provide to Members of the Select Committee a review of the welfare reform legislative changes that have been implemented by the Coalition Government and the Council's responses to them. Specifically, the report provides:

- A summary of the key changes
- Current Local Statistics relating to Local Housing Allowances, the Overall Benefit Cap, Housing Benefit size criteria restrictions and Universal Credit;
- An update on the work of HB Assist.

2. RECOMMENDATION

2.1 To note the report.

3. SUMMARY OF LEGISLATIVE CHANGES

3.1 The legislative changes that have been introduced are set out in the 2012 Welfare Reform Act. Other changes were introduced in advance of the Act without the need for primary legislation. Up to January 2014, housing-related welfare reform changes have included:

- **Local Housing Allowance (LHA) Rates** – From April 2011, housing costs for private sector tenants eligible for housing benefit were limited to the 30th percentile of median private rents for the respective Broad Rental Market Area (BRMA). From April 2013, the LHA rates are set either at the lower of the 30th percentile of local rents or the April 2012 rate increased by 2.2 per cent. In the Autumn Statement, the Chancellor announced that in 2014 and 2015, the uprating of LHA rates will be in line with the 1 per cent increase for the majority of working-age benefits
- **Shared Accommodation Room Rate Changes** – From the beginning of January 2012, the age threshold for the shared accommodation room rate increased from 25 to 35 years old, affecting private tenants only. This means that all single people under 35 (unless exempt) in private sector accommodation now have their housing benefit based on the shared room rate rather than the 1 bedroom rate. In real terms, this means that the affected claimants' benefit calculation is based on the shared room rate of £100 rather than the 1 bedroom rate of £220;
- **Housing benefit size criteria restrictions for working age claimants in the social rented sector** – From April 2013, restrictions have applied to tenants of councils and housing associations living in homes that are larger than they are deemed to need. A 14% reduction has been applied to tenants if they under-occupy their homes by one

bedroom and a 25% reduction to those under-occupying by 2 or more bedrooms.

- **Overall Benefit Cap** – Beginning on 12 August 2013, the Department for Work and Pensions (DWP) has introduced a cap on the amount of benefits that a working age household is eligible to receive. This is capped at £500 per week for families and £350 per week for single people. Exceptions include a war widow; a Disability Living Allowance claimant; or a Working Tax Credit claimant.
- **Universal Credit** – Universal Credit (UC) will bring together a range of benefits and tax credits into a single monthly payment, paid direct to the claimant. It replaces Income-based Job Seekers' Allowance; Income-related Employment and Support Allowance; Income Support; Child Tax Credit; Working Tax Credit; and Housing Benefit. UC is being phased in from October 2013 and it is intended it will be fully implemented by 2017, by which time it is planned that all existing claimants will also have been migrated over to the new regime.

4. CURRENT LOCAL STATISTICS

Local Housing Allowance

- 4.1 The Council has been monitoring the levels of private sector housing benefit claims within the borough since April 2011, when the LHA changes came in.
- 4.2 Although the number of claims for Housing Benefit using the LHA mechanism has fluctuated over the period, the variations have been minor and overall the number has remained static. In April 2011 there were 3109 private sector benefit claims paid through LHA; in December 2013 the equivalent figure was 3035. The private sector has remained a constant proportion of the H&F Direct caseload at around 14.5%. The W6 area has seen a drop (15%) in private sector tenancy claims over this period, while W12, W14 and SW6 have all seen small rises. Overall, therefore, there is little evidence that the introduction of LHA has led to the large-scale move of landlords away from the benefit sector.

HB Assist Project and Transitional Protection Work

- 4.3 The Committee has received regular reports on the work of the HB Assist team, established to look at mitigating the effects of LHA on households placed by the Council in temporary accommodation. The most recent update, for April 2013, is shown below.

HB Assist Data as at 8 April 2013	
Total Number Initially Affected	546
Successfully Negotiated Reduction (Landlord	-344

January 2014	
Tenure	No. of Households
Temporary Accommodation (Council-managed)	87
Temporary Accommodation (Housing Association-managed)	87
Private Rented Sector	132
Council Tenancy	32
Housing Association Tenancy	47
Total	385

- 4.7 The table shows that just under half of the households affected are in temporary accommodation while the number of households in social housing affected is relatively modest, at 69. The greatest representation is in the private rented sector.
- 4.8 The early months since the beginning of the capping process have shown that the number of households capped will continue to fluctuate as new claims are made and the circumstances of individual households change. Since capping began, a total of 569 households have been subject to the restriction, with a significant number moving into and out of it in any one month. Officers are seeking to build a statistical picture of this movement within the HB Assist project. In January 2014, the project was aware of 179 cases where a “resolution” of the household circumstances had occurred. Of these, 85 households had moved into employment; 19 had been resettled or moved into different accommodation; 7 had become exempt from the cap and in 68 cases the reason for the resolution had yet to be confirmed.

Housing Benefit Size Criteria Restrictions for working age claimants in the Social Housing sector

- 4.9 The current estimate is that there are 677 under-occupying cases claiming housing benefit in the Council housing sector affected by the Housing Benefit changes. This is a reduction from the total of 834 at April 2013. There are a number of reasons for the drop; the application of exemptions to some households; natural churn in the housing stock; changes in household circumstances; moves assisted by the Council; and simple improvement of data. For those affected, the average shortfall resulting from the reduction in Housing Benefit is £19.48 per week. Within the Registered Provider (Housing Association) sector the estimate is that 644 tenants are affected, with an average shortfall of £21.53 per week.
- 4.10 In September 2012 the Housing Occupancy Team within the Housing Options Division issued letters to all those council tenants thought likely to be affected by the size criteria changes. A further letter was sent at the time of the changes to inform tenants of the Council’s general approach to the changes and to advise them of the options available to

them, including employment support, the possibility of moving to smaller accommodation, and how to obtain advice on possible exemptions and applications for Discretionary Housing Payments. The team is currently working with 55 tenants over the possibility of facilitating a move to smaller accommodation, should this prove to be their choice. 21 moves have already been made since April 2013 of tenants affected by the benefit changes. The HRA budget proposals for 2014/15 include proposals to increase payments to tenants willing to downsize and this would be available to tenants whether or not they were affected by the housing benefit changes.

- 4.11 The Council has awarded a total of 198 Discretionary Housing Payments to assist the most vulnerable tenants affected or those that have committed to downsizing. Further work is continuing on this and this number is likely to rise. In addition, officers are visiting tenants affected by the benefit restrictions to ensure they are fully aware of the options available to them.
- 4.12 In January 2014 DWP confirmed that they had discovered a gap in the law such that those claimants who have been continuously entitled to benefit and continuously resident in their property from 1 January 1996 should have been exempt from this change. The Council is working to identify those claimants that could benefit from this and will then take steps to inform them of it as soon as possible. DWP have announced their intention to restore the law to the position they believed it to be in by early March 2014.

Universal Credit

- 4.13 The national roll-out of Universal Credit began at Hammersmith Job Centre on 28 October 2013. Initially only a restricted cohort of claimants will be affected – broadly single, newly-unemployed people who were not previously claiming benefits. It is estimated by DWP that this will amount to approximately 100 claimants per month.
- 4.14 On 14 October 2013 the Cabinet agreed to authorise an agreement between the Council and DWP for the Council to provide a number of services in support of Universal Credit implementation. These include; support for claimants to get online and stay online; advice on complex Housing issues; support for claimants to find work; personal budgeting; manual processing of local council tax reduction claims; and assistance in preparing landlords for UC implementation. The agreement will run until March 2014. The support being put in place initially is the forerunner to a more substantial support framework which will be required for the full implementation of UC. On 5 December 2013 DWP announced its intention to widen the cohorts of new claimants for UC in the areas where roll-out had already started, including Hammersmith & Fulham. The intention is to start new claims from couples in Summer 2014 and families towards the end of 2014.

5. EXTENDED HB ASSIST PROJECT

5.1 As noted above, the work of the successful HB Assist team has been extended to cover the impact of welfare reform more generally. Its work is governed by a Project Board chaired by the Director, Housing Options, Skills and Economic Development and has representation from Housing Options and H&F Direct as well as close links with, Childrens Services and Adult Social Care. Monthly meetings are held with the Executive Director, Housing & Regeneration and the Executive Director, Finance and Corporate Governance.

5.2 The main areas of focus for the HB Assist team are as follows:

- Ensuring there is an awareness of the welfare reform changes that are being implemented
- Facilitating and making referrals to the employment and employability support services in the borough to assist adults affected into work-related training and/or sustainable employment to make up the loss of income and, in some cases, avoid the effects of the benefit cap. This work is being co-ordinated jointly with Job Centre Plus and H&F Direct at a “hub” located at Hammersmith Job Centre
- Negotiating with landlords to reduce existing rents to within the new subsidy or affordable levels to sustain tenancies and/or prevent homelessness;
- Accessing new and affordable suitable accommodation for priority households;
- Making recommendations to H&F Direct for Discretionary Housing Payments (DHPs) to households affected by the welfare reform changes.
- Promoting transfers within social housing to encourage households known to be under-occupying to downsize and allowing overcrowded households to be better accommodated; and,
- Organising panels to consider the circumstances of households containing vulnerable children or adults, in order to manage any risks arising from loss of income resulting from welfare reform changes.

6. CONCLUSION

6.1 The main elements of the Government’s welfare reform programme are now being implemented. The overall benefit cap is now in place and the roll-out of Universal Credit has commenced. Over the next few years UC in particular will affect more and more households in the borough. The intention is to report on a regular basis to this committee on the number of households affected by the various changes and on the action being taken by the Council to support residents in adjusting to the reforms.

7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

7.1 The financial implications of Welfare Reform have been allowed for in the budgeting process.

8. COMMENTS OF THE DIRECTOR OF LAW

8.1 No legal implications arise directly from this report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
	None		

Agenda Item 6

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>HOUSING, HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE</p> <p>19th February 2014</p>
<p>BENCHMARKING HOUSING REVENUE ACCOUNT HOUSING MANAGEMENT COSTS</p>	
<p>Report of the Cabinet Member for Housing: Councillor Andrew Johnson</p>	
<p>Open Report</p>	
<p>Classification: For Scrutiny Review & Comment</p> <p>Key Decision: No</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Melbourne Barrett, Executive Director of Housing and Regeneration</p>	
<p>Report Author: Kathleen Corbett, Director of Finance and Resources (Housing and Regeneration)</p>	<p>Contact Details: Tel: 020 8753 3031 E-mail: kathleen.corbett@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. HouseMark is a membership-based organisation focused on improving performance and value for money in social housing. It is jointly owned by the Chartered Institute of Housing and the National Housing Federation. HouseMark was set up in 1999 and has over 900 housing organisation members. It is recognised as the industry standard and enables cross-sector comparisons which are just not possible from publicly available data. The data uploaded to their benchmarking service is subject to data quality checks by HouseMark and they have an established activity based costing methodology. Benchmarking is based on HouseMark's direct housing management cost per property key performance indicator. Housemark benchmarking is based on quartiles, with top quartile performance, i.e. performance in the top 25% being considered good compared to peers.
- 1.3 Significant cost has recently been taken out of the provision of housing management services as part of the HRA Transformation Programme. LBHF's direct housing management cost per property is within 1% of the top quartile cost. This is despite LBHF spending considerably more than the peer group on managing antisocial behaviour, which is a reflection of the importance the Council places on this service. The base cost per property after excluding this of £195.98 is well within the upper quartile of £225.81.

2. RECOMMENDATIONS

- 2.1. Members are asked to note and comment on the report.

3. INTRODUCTION AND BACKGROUND

- 3.1 The Housing Revenue Account (HRA) Financial Strategy and Rent Increase 2014/15 report was approved by Cabinet on 3rd February 2014. This report noted that the targeted on-going annual revenue savings of £4 million per annum by 2014/15 identified in the HRA Transformation Programme approved by Cabinet on 21st May 2012 had been achieved together with the consequential reductions in headcount. Delivery of the transformation savings programme was critical to both improve service quality and to contain the current reliance on asset sales, to fund on-going repairs and maintenance activity and to improve the financial position of the HRA overall, freeing up investment for debt repayment, innovation, estate improvements and service improvement.
- 3.2 The HRA MTFs Transformation Programme involved the re-procurement of repairs and maintenance contracts – contract value circa £200 million over 10 years – as well as the market testing and outsourcing of Housing Services for the South of the Borough and Estate Services for the whole Borough. Significant cost has recently been taken out of the provision of housing management services.

- 3.3 The contract for Housing Management in the South of the Borough was awarded to Pinnacle PSG and started on 1st July 2013. The management of Rent Collection has been transferred to H&F Direct, this service is subject to an SLA with accompanying performance targets and remains under review. The remaining North of the borough housing service is working in house to the same specification as the service delivered by Pinnacle PSG, introducing an element of competitive tension which should spur further improvement, and both areas will be benchmarked against each other and comparable boroughs for performance.
- 3.4 The outcomes expected from the new Housing Management Service are:
- An annual service cost reduced from £1.638 million to £1.348 million with the winning tender being from Pinnacle Housing Ltd at £1.348M giving a significant £290k¹ per annum contribution towards the savings required by the Housing Revenue Account Financial Strategy.
 - Significant improvement in all the cost KPIs together with marked improvements in the quality KPIs benchmark figures.
 - A leaner department that is more effective at delivering good effective performance and contract management.
 - Flexibility within the service to continuously evolve to meet the needs of the residents.
- 3.5 Benchmarking has been carried out using the 2014/15 budget numbers which have been loaded onto HouseMark. Data has been compared to the most recent data provided to Housemark by the other organisations. It should be noted that this means that the Council's 2014/15 projected costs are being compared against 2011/12 and 2012/13 actual costs, however this does still give a good indication of how the Council's budgeted 2014/15 housing management costs compare. Benchmarking has been based on the direct cost per property indicator used by Housemark. The peer groups used consisted of all London Boroughs, London based Arm's Length Management Organisations (ALMO's) and other London Housing Organisations who are members of HouseMark, totalling 57 organisations.

¹ Part year savings delivered in 2013/14

4. BENCHMARKING RESULTS

4.1 The results are set out below:

KPI	Sample Size	Upper £	Median £	Lower £	LBHF Budgeted costs for 2014/15 £
Direct CPP of Housing Management	57	261.25	305.94	336.16	263.24
Direct CPP of Rent Arrears & Collection	57	69.51	82.94	99.07	84.27
Direct CPP of Resident Involvement	57	27.01	37.26	52.15	16.73
Direct CPP of Anti-Social Behaviour	57	35.44	43.46	59.33	67.26
Direct CPP of Lettings	57	24.34	31.03	43.21	46.00
Direct CPP of Tenancy Management	57	63.05	93.03	108.38	48.98

4.2 LBHF's direct housing management cost per property is within 1% of the top quartile cost. This is despite LBHF spending considerably more than this peer group on managing antisocial behaviour, which is a reflection of the importance the Council places on this service.

4.3 The base cost per property after excluding this of £195.98 is well within the upper quartile of £225.81.

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	None		

Agenda Item 7

	London Borough of Hammersmith & Fulham HOUSING, HEALTH & ADULT SOCIAL CARE SELECT COMMITTEE 19 February 2014
Procurement of a Private Sector Partner to Establish a Housing and Regeneration Joint Venture	
Report of the Cabinet Member for Housing – Councillor Andrew Johnson	
Open Report	
Classification - For Scrutiny Review & Comment	
Key Decision: No	
Wards Affected: All	
Accountable Executive Director: Melbourne Barrett, Executive Director of Housing and Regeneration	
Report Author: Matin Miah, Head of Regeneration and Development	Contact Details: Tel: 020 8753 3480 E-mail: matin.miah@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report provides an update to the position reported to the Housing, Health and Adult Social Care Select Committee on 22nd January 2013 in relation to procurement of a private sector partner to establish a housing and regeneration Joint Venture in order to derive greater value from the disposal of surplus HRA land through the sharing in development profits, in addition to extracting land value. At the meeting of 3 February 2014 the Cabinet approved the appointment of Stanhope Plc (subject to standstill period) as the Joint Venture partner who would principally bring finance and development expertise to the partnership.

2. RECOMMENDATIONS

- 2.1. To note progress in relation to selection of Stanhope Plc as the Joint Venture partner, as per the recommendations set out in the Cabinet report of 3 February 2014.

3. INTRODUCTION AND BACKGROUND

- 3.1. The Council is currently pursuing three strands of housing development using its own land, under its own leadership:
 - a. Hidden homes programme for small sites – generally less than 5 units per site
 - b. Innovative housing built using modern methods of construction for intermediate sites – generally between 5 – 50 units per site
 - c. Joint Venture to deliver on selected larger Council owned development sites – 50+ units per site

- 3.2 In order for the Council to deliver at scale on selected larger Council owned development sites the Cabinet in November 2012 considered it appropriate for the Council to partner (on a long-term basis) with a credible PSP, experienced in effectively managing large scale developments and delivering high quality residential accommodation fit for the intended occupants . This approach was also endorsed by the Health, Adult Social Care and Housing Select Committee on 22 January 2013. Adopting a joint venture approach affords the following key benefits:
 - De-risks projects by partnering with a credible PSP experienced in successfully delivering in the medium to high end residential market
 - Enables the Council to access the skills, resources and capacity of the private sector in bringing the selected sites forward for development
 - Provides the Council with a structure within which it can retain control and influence in the delivery of the selected sites
 - Enables the Council to access funding from the private sector to bring the selected sites forward for development
 - Maximises financial return to the Council for reinvestment in further housing and regeneration projects or repaying debt, as appropriate

- 3.3 As part of the 12th November 2012 Cabinet report, initial financial modelling was carried out for Watermeadow Court and Edith Summerskill House (the first two “Opportunity Sites”) to demonstrate the financial benefits of the Joint Venture approach against either straightforward disposal or direct development by the Council. The financial modelling demonstrated that the Joint Venture approach provided the greatest financial return and regeneration outcomes for the Council. .

- 3.4 The key advantage of the Joint Venture route, from a financial perspective in comparison with straight land disposal or development agreement, is that the Council would be sharing the development profits on an equal basis with the Private Sector Partner (PSP), after the PSP has taken a priority return, in addition to a conventional land receipt.

- 3.5 In this instance the Council would not have to raise development finance

and could simply put the land (with the possibility of potentially investing equity as well) into the Joint Venture. In comparison, under a typical disposal or development agreement, the developer would take all the development profits, with the Council only having the option of a share of any potential overage (if the developer is able to achieve a higher than projected level of return) and the land receipts.

- 3.6 Additional benefits include the Council's continued involvement in the development to secure its required regeneration outcomes. In particular, key non-financial benefits to entering into the Joint Venture include:
- a. Increasing the supply of high quality new homes in line with the Mayor's Design Guide and local planning policies
 - b. Creating a housing ladder of opportunity through low cost home ownership initiatives that allow local residents and people working in the borough to get onto the housing ladder
 - c. Creation of sustainable employment, training opportunities and communities, to benefit residents of the borough and support economic growth
 - d. Delivering new infrastructure in areas of housing and economic growth.
- 3.7 The Cabinet report of 12th November 2012 proposed that the Opportunity Sites should be taken forward as the first two sites for delivery through the Joint Venture.

4. PROCUREMENT UPDATE

- 4.1 The establishment of a Housing and Regeneration Joint Venture is a key strand in the delivery of additional housing supply, and in particular additional low cost home ownership opportunities, in pursuance of the Council's adopted Housing Strategy, "Building a Ladder of Opportunity" approved by Cabinet on 15th October 2012. The approach is also endorsed in the adopted Housing Revenue Account (HRA) Asset Management Plan approved by Cabinet on 8th April 2013.
- 4.2 Cabinet of 12th November 2012 authorised the undertaking of a regulated procurement exercise to identify a PSP who would enter into a Housing and Regeneration Joint Venture to bring forward development of land ownerships of the Council, so that the Council would be able to derive greater value from the disposal of surplus HRA land through the sharing of development profits, in addition to extracting land value. That report delegated authority to the Cabinet Member for Housing, in conjunction with the Executive Director of Housing and Regeneration and the Executive Director of Finance and Corporate Governance to progress the procurement process to Preferred Bidder Stage and to negotiate the terms for establishing the Joint Venture.

- 4.3 On 14th October 2013, a Cabinet Member Decision approved the appointment of Stanhope Plc as the Preferred Bidder and Berkeley Group Plc and Barratt London (BDW Trading Limited) as the two Reserve Bidders following the return and evaluation of the responses to the Invitation to Submit Final Tender (“ISFT”).
- 4.4 On 15th October 2013 Stanhope Plc were invited to turn their ISFT tender submission into necessary contractual documents with the Council.
- 4.5 Following the completion of that process the report to Cabinet of 3rd February 2014 (open and exempt parts) sought approval to appoint Stanhope Plc as the PSP. Subject to the observance, and satisfactory completion of the contractual documentation that have been agreed with Stanhope Plc (“Completion Documents”) will be made on 25th February 2014, at the conclusion of the standstill period.
- 4.6 The Joint Venture will be a 50/50 Limited Liability Partnership (“LLP”) formed between the Council and Stanhope Plc. The arrangement will be in place for 15 years with the option of an extension for a further 5 years. In recognition for sharing of development risk (in addition to receiving land value), the Council will receive a share of development profit.
- 4.7 The Joint Venture will adopt an agreed business plan – termed the “Strategic Plan” - on establishment which will set out in detail its aims and objectives and a strategy for achieving them.
- 4.8 The decision making levels within the Joint Venture will be the Board and the Executive Committee with delegated authority for day to day activities given to the Development Manager (i.e. Stanhope Plc).
- 4.9 In respect of each site being taken forward the Council and Stanhope Plc will agree a detailed Site Specific Development Plan (“SSDP”) which will set out the scheme details, financing plan and anticipated returns. The SSDP will be adopted by the Joint Venture on agreement and govern the Joint Venture’s activities in respect of that site until satisfactory planning permission is obtained and any other agreed conditions are satisfied at which point the site will be transferred to a Special Purpose Vehicle (“SPV”) for the site to be developed in accordance with the SSDP.
- 4.10 Stanhope Plc submitted SSDPs for Watermeadow Court and Edith Summerskill House (termed “Opportunity Sites”) in their ISFT. Those SSDPs (as updated or refined following Stanhope Plc’s appointment as Preferred Bidder) will be adopted by the Joint Venture on its establishment.
- 4.11 The establishment of the Joint Venture will lead to the development of about 301 homes on the two Opportunity Sites, of which it is anticipated that 119 will be affordable (low cost home ownership) i.e. 40%. The construction works on the Opportunity Sites are expected to create

approximately 350 jobs and 14 apprenticeships. It is intended that further sites will be taken forward by the Joint Venture leading to an increase in the supply of housing in the borough.

5. OPPORTUNITY SITES

Watermeadow Court

- 5.1 Watermeadow Court is arranged within two blocks of three and four storeys in height. The buildings are located around a central amenity and parking area. The properties constructed in the 1980s are constructed of brick and have pitched tiled roofs.
- 5.2 The site is located within the Sands End Conservation Area which was designated in March 1991. A profile of the area noted that there are “no buildings or structures of merit on site.”
- 5.3 The estate was built on contaminated land at nil cost to the Council by Bovis Homes under a planning gain agreement. A full study was carried out in 2002 which explored the benefits of conversion compared with demolition and new build. The study found that the poor space standards included inadequate food preparation areas, very inadequate circulation space and lack of storage. Room sizes compared significantly poorly to the UDP and housing association accommodation.
- 5.4 The Joint Venture proposals comprise the construction of about 147 residential units, including affordable housing (comprising 40% of the development on a unit basis). It is anticipated that a planning application for the redevelopment of the site will be submitted by the JV in August 2014

Vacant Possession

- 5.5 The Council has been successful in securing 18 of the individual leasehold interests at Watermeadow Court by private treaty.
- 5.6 Detailed negotiations have taken place with the one remaining leaseholder in Watermeadow Court in order to procure the leaseholder’s relocation to another property in the Council’s ownership. The detail of the proposed property exchange was set out in a Leader’s Urgency report of 29th November 2013. Furthermore, as reported in a Cabinet Member Decision report of 6th January 2014, the Council is to undertake building works to the proposed relocation property. It is anticipated that these works will be complete in May 2014. It is hoped that a legal agreement will be concluded shortly so as to facilitate the relocation.

Demolition

- 5.7 The Cabinet report of 12th November 2012 gave approval subject to planning permission to demolish the buildings at Watermeadow Court. On 31st July 2013 the Planning Applications Committee ("PAC) gave Conservation Area Consent for demolition and planning permission for temporary landscaping on the site. As the site is owned by the Council, specific Secretary of State approval was needed in addition to the PAC approval. This further consent was granted on 8th August 2013.
- 5.8 A competitive tendering process was carried out for the demolition contract. A preferred bidder has been identified and subject to contract will be appointed shortly.
- 5.9 The 12th November 2012 Cabinet report stated that it was the Council's original intention to demolish these buildings in advance of the establishment of the Joint Venture. In discussion with the bidders formal appointment of the demolition contractor has been postponed and the subsequent start on site of the demolition will now be Summer 2014 (subject to securing vacant possession).

Edith Summerskill House

- 5.10 The site comprises an 18 storey tower block which currently provides 68 homes as part of a wider housing estate. These properties were vacated in 2011 to enable Decent Homes improvements to be made. Due to the anticipated cost and practicality of making these improvements the decision was made in 2011 to dispose of the site. The Council calculated in 2011 that works to Edith Summerskill House under the Decent Homes programme would cost an estimated £6m which equated to £88,235 per dwelling. The approximate site area is circa 0.1 ha which includes part of the land at the side and front elevations of the block.
- 5.11 The Joint Venture proposals comprise the demolition of the existing tower and the construction of about 154 residential units, with the total affordable provision comprising 40% of the development (on a unit basis). It is anticipated that a planning application for redevelopment of the site will be submitted by the JV in August 2014.

Vacant Possession

- 5.12 The Council has been successful in securing 4 of the individual leasehold interests at Edith Summerskill House by private treaty. There are two outstanding leasehold interests. Negotiations have been ongoing for some time and still continue.

Benefits

- 5.13 In summary, it is expected that the delivery of the redevelopment proposals for the two Opportunity Sites will secure social, economic and environmental well-being benefits for the Council's area, including the following:

1. Improvements to the quality and range of housing available in the area. In particular, the provision of good quality, intermediate housing which is a scarce resource in the borough.
2. Reduce the Council's HomeBuy waiting list which has 5,200 households waiting for intermediate housing. Over two thirds of the new affordable homes on both sites would be affordable to households with incomes up to £40,000 p.a.
3. The replacement of accommodation of sub-standard space standards in Watermeadow Court with new homes to be constructed to Lifetime Homes standards.
4. Much needed affordable housing which will, for example, assist first time buyers to get a foot on the property ladder.
5. Wheelchair accessible homes.
6. In the case of Watermeadow Court, the redevelopment of a poor quality building in a conservation area.
7. The remediation of a contaminated, brownfield site at Watermeadow Court.
8. It will tackle anti-social behaviour (Watermeadow Court in particular has been the subject to squatting in the past).
9. The provision of high quality design and enhancements to the public realm.
10. Consequential beneficial impacts for local shops and businesses close to the new developments.
11. Approximately 350 new construction jobs and 14 apprenticeships, with 15% of the construction workforce to be taken from local residents, and 10% of building contracts to be let to businesses in the borough.
12. Potential investment in infrastructure and public transport as part of the Section 106 agreement.

6. EQUALITY IMPLICATIONS

- 6.1 The equality implications of the appointment of the Private Sector Partner, the sale of land and the development of the Opportunity Sites has been assessed. Due to the procurement process that the Council has undertaken the appointment of the Private Sector Partner and the sale of land have no negative equality implications. The development of the Opportunity Sites has a series of positive implications as the properties are

already substantially vacant and the new development will increase the supply of housing and improve the quality of the public realm in the area.

- 6.2 Implications completed by Neil Kirby, Interim Senior Regeneration Manager, HRD x 1722

7. LEGAL IMPLICATIONS

- 7.1. These are set out in the exempt report to Cabinet of 3rd February 2014.

8. FINANCIAL AND RESOURCES IMPLICATIONS

- 8.1. These are set out in the exempt report to Cabinet of 3rd February 2014.

9. RISK MANAGEMENT

- 9.1. These are set out in the exempt report to Cabinet of 3rd February 2014.

10. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 10.1. These are set out in the exempt report to Cabinet of 3rd February 2014.

LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	None		

Agenda Item 8

	London Borough of Hammersmith & Fulham HOUSING HEALTH AND AND ADULT SOCIAL CARE SELECT COMMITTEE 19 February 2014
WORK PROGRAMME AND FORWARD PLAN 2013-2014	
Report of the Director of Law	
Open Report	
Classification - For Scrutiny Review & Comment	
Key Decision: No	
Wards Affected: All	
Accountable Executive Director: Jane West, Executive Director of Finance and Corporate Governance	
Report Author: Sue Perrin, Committee Co-ordinator	Contact Details: Tel: 020 8753 2094 E-mail: sue.perrin@lbhf.gov.uk

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	None		

LIST OF APPENDICES:

- Appendix 1 - List of work programme items
- Appendix 2 - Key Decision List

Housing, Health & Adult Social Care Select Committee

Work Programme 2013/2014
19 June 2013
Self Directed Support and HAFAD: Transfer of Services and Lessons Learnt Safeguarding Adults Transition from Children's to Adult Social Care
10 September 2013
Self Directed Support: Process Update Imperial College Healthcare: Update on Cancer Services Imperial College Healthcare: Business Plan H&F Clinical Commissioning Group
13 November 2013
Care Quality Commission Francis Report Health & Wellbeing Strategy Safeguarding Adults Shaping a Healthier Future Welfare Reform: Update
8 January 2014
Imperial College Healthcare: Update on Cancer Services Imperial College Healthcare: Business Plan Imperial College Healthcare: Foundation Trust Status
21 January 2014
Adult Social Care Annual Customer Feedback Report 2012/2013 Housing Performance Indicators HRA Financial Strategy and Rent Increase Report 2014/2015 Revenue Budget 2014/2015
19 February 2014
Care Bill: Progress and Update on Implications Housing Joint Venture Vehicle: Update Housing Management Costs Welfare Reforms

02 April 2014

Adult Social Care: Quality Assurance

Day Services: Update

Gas and Health and Safety Update

Housing Performance Indicators

Housing Repairs and Maintenance

Self Directed Support: Update

2014/2015 First Meeting

CLCH Integration

Healthwatch: Presentation on its Role

Out of Hospital Care: Working Together

Adult Social Care/CCG/CLCH/Housing

Public Health: Update to include Flu Vaccinations

2014/2015

Adult Social Care: Contract Management

Customer Feedback: Annual Report

GP Networks and Enhanced Opening Hours

H&F CCG: Annual Health Performance Report

Safeguarding Adults: Annual Report

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 3 MARCH 2014 AND AT FUTURE CABINET MEETINGS UNTIL JUNE 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 2013/14

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
Cabinet Member for Education:	Councillor Georgie Cooney

Key Decisions List No. 17 (published 31 January 2014)

KEY DECISIONS LIST - CABINET ON 3 MARCH 2014

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.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet <i>(other relevant documents may be submitted)</i>
March 2014				
Cabinet	3 Mar 2014	Economic Development priorities 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.	Leader of the Council (+Regeneration, Asset Management and IT)	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.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Contact officer: Kim Dero Tel: 020 8753 6320 kim.dero@lbhf.gov.uk				
Cabinet	3 Mar 2014	Schools Organisation Strategy To approve the updated Schools Organisation Strategy.	Cabinet Member for Education	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.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Contact officer: Ian Heggs Tel: 020 7745 6458 ian.heggs@lbhf.gov.uk				
Cabinet	3 Mar 2014	High Level Capital Budget Monitoring Report, 2013/14 Quarter 3 Quarterly capital monitor.	Leader of the Council (+Regeneration, Asset Management and IT)	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
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it	Contact officer: Jane West Tel: 0208 753 1900			

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		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.	jane.west@lbhf.gov.uk	papers to be considered.
Cabinet	3 Mar 2014 Reason: Expenditure more than £100,000	Tri-borough ICT strategy programme management Approval for funding of the continuation of the tri-borough ICT strategy programme management	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@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	3 Mar 2014 Reason: Expenditure more than £100,000	Procurement of non half hourly quarterly electricity supplies (NHHQ) Procurement Via Framework 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 Transport and Technical Services Ward(s): All Wards Contact officer: Vassia Paloumbi Tel: 020 8753 3912 Vassia.Paloumbi@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.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet <i>(other relevant documents may be submitted)</i>
Cabinet	3 Mar 2014	Procurement of a Contractor for the Springvale New Build Scheme	Cabinet Member for Housing	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.
	Reason: Expenditure more than £100,000	Procurement of a building contractor through a competitive tendering exercise to deliver the new build housing scheme on the Springvale estate.	Ward(s): Avonmore and Brook Green Contact officer: Matin Miah Tel: 0208753 3480 matin.miah@lbhf.gov.uk	
Cabinet	3 Mar 2014	Corporate Planned Maintenance 2014/2015 Programme	Leader of the Council (+Regeneration, Asset Management and IT)	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.
	Reason: Expenditure more than £100,000	To provide proposals and gain approval for the 2014/2015 Corporate Planned Maintenance Programme.	Ward(s): All Wards Contact officer: Mike Cosgrave Tel: 020 8753 4849 mike.cosgrave@lbhf.gov.uk	
Cabinet	3 Mar 2014	Enhanced Revenue Collection Contract	Leader of the Council (+Regeneration, Asset Management and IT)	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.
	Reason: Expenditure more than £100,000	This report seeks agreement from Cabinet to take the necessary steps to expand the scope of the Enhanced Revenue Collection Contract with Agilisys to include Council Tax, national non domestic rate and Council rents debts. 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	Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		outweighs the public interest in disclosing the information.		
Cabinet	3 Mar 2014 Reason: Affects 2 or more wards	Furthering the Borough of Opportunity: A Shared Vision for Hammersmith and Fulham 2014-22 A new draft Community Strategy for H&F has been the subject of recent public consultation. A revised draft now needs to be agreed for publication by the Council and its key partners.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Simon Jones Tel: 020 8753 2086 simon.jones@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	3 Mar 2014 Reason: Affects 2 or more wards	Right to Buy Part and Tenants Reward and Purchase Scheme To promote home ownership buy introducing an opportunity for an existing tenant to buy a part-share of their home as well as a reward for an exemplary tenancy record in the form of a payment to assist with the purchase of a home in the private sector.	Cabinet Member for Housing Ward(s): All Wards Contact officer: Mike England Tel: 020 8753 5344 mike.england@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	3 Mar 2014 Reason: Affects 2 or more wards	Appointment of Service Provider to deliver the Impact Project In March 2013 the Council, in conjunction with Shepherds Bush Housing Group and ADVANCE made an application to the LCPF for funds to deliver the Impact Project. The project's key outcomes are to reduce re-offending, increase conviction rates, reduce the total number of cases being lost or failing at court and increase the number of cases taken forward even where the victim is afraid to give evidence. This report asks for agreement of the appointment of SBHG and ADVANCE to deliver the Impact Project in Hammersmith & Fulham from 2013/14 to 2016/17 at a year one cost of £188k (£752k over 4	Deputy Leader (+ Residents Services) Ward(s): All Wards Contact officer: Lyn Carpenter lyn.carpenter@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.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet <i>(other relevant documents may be submitted)</i>
		years), all of which is to be funded from external sources.		
Cabinet	3 Mar 2014	<p>Approval to award a temporary stationery contract for a nine month period (1st April 2014 to 31st December 2014) plus a possible extension up to 3 months</p> <p>A temporary arrangement for the supply of stationery (business as usual)</p>	Leader of the Council (+Regeneration, Asset Management and IT)	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.
	Reason: Expenditure more than £100,000		<p>Ward(s): All Wards</p> <p>Contact officer: Jane West, Joanna Angelides, Mark Cottis Tel: 0208 753 1900, Tel: 020 8753 2586, Tel: 020 8753 2757 jane.west@lbhf.gov.uk, Joanna.Angelides@lbhf.gov.uk, Mark.Cottis@lbhf.gov.uk</p>	
Cabinet	3 Mar 2014	<p>Carnwath Road Industrial Estate - Sale to Thames Water</p> <p>To seek Cabinet approval to enter into a conditional contract to dispose to Carnwath Road Industrial Estate to Thames Water only on the condition that Thames Water secures a Development Consent order (DCO) for the Super Sewer and is granted powers to acquire the site site under CPO. This does not affect the Council's right to object to the Thames Water application, but supports the Council's fiduciary duty in obtaining best consideration for the land.</p> <p>PART OPEN</p> <p>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</p>	Leader of the Council (+Regeneration, Asset Management and IT)	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.
	Reason: Expenditure more than £100,000		<p>Ward(s): Sands End</p> <p>Contact officer: Maureen McDonald-Khan maureen.mcdonald-khan@lbhf.gov.uk</p>	

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		outweighs the public interest in disclosing the information.		
April 2014				
Cabinet	7 Apr 2014	Special Guardianship Allowance Policy To agree a revised policy for allowances to carers.	Cabinet Member for Children's Services Ward(s): All Wards Contact officer: Andrew Christie Tel: 020 7361 2300 andrew.christie@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.
	Reason: Expenditure more than £100,000			
Cabinet	7 Apr 2014	Proposed Outsourcing of Commercial Property Management Function Lot 1 of New Property Contract.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Miles Hooton Tel: 020 8753 2835 Miles.Hooton@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.
	Reason: Expenditure more than £100,000	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	7 Apr 2014	Dementia Day Services - contract award To approve the award of a contract for Dementia Day and Outreach services in LBHF.	Cabinet Member for Community Care Ward(s): All Wards Contact officer: Martin Waddington Tel: 020 8753 6235 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.
	Reason: Expenditure more than £100,000	PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it		

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		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.		considered.
Cabinet	7 Apr 2014 Reason: Expenditure more than £100,000	<p>Hammersmith Park</p> <p>Refurbishment of the existing Quadron Welfare Block for occupation by the Quadron and Serco Grounds Maintenance Teams.</p> <p>PART OPEN</p> <p>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>	<p>Leader of the Council (+Regeneration, Asset Management and IT)</p> <p>Ward(s): Shepherds Bush Green</p> <p>Contact officer: Mike Cosgrave Tel: 020 8753 4849 mike.cosgrave@lbhf.gov.uk</p>	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	7 Apr 2014 Reason: Expenditure more than £100,000	<p>Highways Maintenance Programme 2014/15</p> <p>Report on carriageway and footway maintenance programme for 2014/2015.</p>	<p>Cabinet Member for Transport and Technical Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk</p>	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.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
Cabinet	7 Apr 2014	Business Intelligence Business case setting out the recommended option to establish a Tri-borough business intelligence service.	Deputy Leader (+ Residents Services), Leader of the Council (+Regeneration, Asset Management and IT)	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.
	Reason: Expenditure more than £100,000	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.	Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	
Cabinet	7 Apr 2014	Revenue budget 2013/14 - month 10 amendments Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013_14.	Leader of the Council (+Regeneration, Asset Management and IT)	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.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	
Cabinet	7 Apr 2014	Bi-Borough procurement of a parking management information system Seeking authority to go out to tender under OJEU rules for a shared Parking Management Information System between RBKC and H&F.	Cabinet Member for Transport and Technical 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.
	Reason: Expenditure more than £100,000	PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the	Ward(s): All Wards Contact officer: Matt Caswell Tel: 020 8753 2708 Matt.Caswell@lbhf.gov.uk	

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		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	7 Apr 2014 Reason: Expenditure more than £100,000	<p>Procurement of Home Care Services</p> <p>The Procurement of a Home Care Service for Eligible Adults in Adult Social Care Across the Tri-Borough of London Borough of Hammersmith and Fulham (LBHF); Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC).</p> <p>PART OPEN</p> <p>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>	<p>Cabinet Member for Community Care</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Martin Waddington, Tim Lothian Tel: 020 8753 6235, Tel: 020 8753 5377 martin.waddington@lbhf.gov.uk, tim.lothian@lbhf.gov.uk</p>	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	7 Apr 2014 Reason: Affects 2 or more wards	<p>Housing Asbestos Surveys</p> <p>Re-tender of contract for Housing Asbestos Surveys, Sampling & Monitoring.</p> <p>PART OPEN</p> <p>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</p>	<p>Cabinet Member for Housing</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Stephen Kirrage Tel: 020 8753 6374 stephen.kirrage@lbhf.gov.uk</p>	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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		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	7 Apr 2014 Reason: Affects 2 or more wards	HRA Housing Capital Programme 2014/15 to 2016/17 This report provides specific details of the proposed 2014/15 housing capital programme and proposes budget envelopes for the following two years	Cabinet Member for Housing Ward(s): All Wards Contact officer: Stephen Kirrage Tel: 020 8753 6374 stephen.kirrage@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	7 Apr 2014 Reason: Expenditure more than £100,000	Cash in Transit and Cash Processing Services contract review Contract for cash and valuables in transit services for specified sites within and outside of the borough. The Contractor will also be required to process and deposit the cash collected and act as a transit service between the Council and their bankers for the deposit of cheques and postal orders. 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	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Sue Evans Tel: 020 8753 1852 Sue.Evans@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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		disclosing the information.		
Cabinet	7 Apr 2014	Better Care Fund 2014-2016 Final Plan Submission The Council is required to submit to the Department of Health a plan for the use of Better Care Funding for integration of health and social care for the period 2014 - 2016.	Cabinet Member for Community Care	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.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Cath Attlee, David Evans Cath.Attlee@inwl.nhs.uk, david.evans@lbhf.gov.uk	
Cabinet	7 Apr 2014	Street Lighting Policy Programme Seeking approval for the 2014/15 planned capital street light column replacement programme, and maintenance work on highway assets	Cabinet Member for Transport and Technical 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.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	
Cabinet	7 Apr 2014	Tri-borough Corporate Services review A proposal and business case for a re-organisation of Tri-borough Corporate Services to drive efficiency savings and simplify corporate support arrangements for Tri, Bi and Single Borough services.	Leader of the Council (+Regeneration, Asset Management and IT)	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.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Jane West, Andrew Richards Tel: 0208 753 1900, Tel: 020 8753 5989 jane.west@lbhf.gov.uk, andrew.richards@lbhf.gov.uk	
June (date to be confirmed)				
Cabinet	Jun 2014	Future of Coverdale Road Residential Care Home	Cabinet Member for Community Care	A detailed report for this item will be available at least

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	Reason: Expenditure more than £100,000	<p>The report will make recommendations and share outcomes regarding the consultation on the future of Coverdale Road - which is an H&F run residential care home for people with learning disabilities in Shepherds Bush.</p> <p>PART OPEN</p> <p>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>	<p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Christine Baker Tel: 020 8753 1447 Christine.Baker@lbhf.gov.uk</p>	<p>five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>