

Housing, Health And Adult Social Care Select Committee

Agenda

Wednesday 2 April 2014

7.00 pm

Courtyard Room - Hammersmith Town Hall

MEMBERSHIP

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

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

Date Issued: 25 March 2014

Housing, Health And Adult Social Care Select Committee Agenda

2 April 2014

<u>Item</u>	<u>Pages</u>
1. MINUTES AND ACTIONS	1 - 13
(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 19 February 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. SELF DIRECTED SUPPORT: PROGRESS UPDATE** 14 - 25
This report provides a progress update on Self-Directed Support.
- 5. SAFEGUARDING ADULTS IN HAMMERSMITH & FULHAM** 26 - 34
The report updates on the arrangements for safeguarding adults in Hammersmith & Fulham.
- 6. GAS AND HEALTH AND SAFETY UPDATE**
This report will follow.
- 7. HOUSING REPAIRS AND MAINTENANCE**
This report will follow.
- 8. HOUSING AND REGENERATION DEPARTMENT KEY PERFORMANCE INDICATORS** 35 - 42
This report presents performance on key housing indicators.
- 9. WORK PROGRAMME AND FORWARD PLAN 2014-2015** 43 - 59
The Committee is asked to give consideration to its work programme for the municipal year, 2014/2015 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.
- 10. DATE OF NEXT MEETING**
This is the last meeting of the municipal year.

Agenda Item 1



London Borough of Hammersmith & Fulham

Housing, Health And Adult Social Care Select Committee Minutes

Wednesday 19 February 2014

PRESENT

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

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

Officers: Liz Bruce (Tri-borough Executive Director of ASC), Kathleen Corbett (Director of Finance & Resources, HRD), Mike England (Director Housing Options Skills & Economic Development), Matin Miah (Head of Regeneration & Development) and Sue Perrin (Committee Co-ordinator)

51. MINUTES AND ACTIONS

The minutes of the meeting held on 21 January 2013 were approved as an accurate record of the proceedings subject to the following amendment:

46. Housing Revenue Account Financial Strategy and Rent Increase Report 2014/2015: fourth paragraph:

Ms Corbett responded to Councillor Graham's query that it was likely that the rent would have to be more than doubled based on the current capital programme phasing in the business plan with no increase in debt, should it not have been possible to contribute to stock maintenance through the Expensive Void Disposals Programme.

The Opposition expressed no confidence in this analysis.

52. APOLOGIES FOR ABSENCE

There were no apologies for absence.

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.

53. DECLARATIONS OF INTEREST

There were no declarations of interest.

54. CARE BILL: PROGRESS AND UPDATE ON IMPLICATIONS

Ms Bruce presented the report, which set out the background to the Care Bill and summarised the potential financial impact upon the Council.

The Care Bill would take forward a number of separate commitments around social care including:

- A full review of adults' legislation;
- Driving up the quality of care following the findings of the Francis Inquiry 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 the future.

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

- A financial cap on the costs that people have to pay to meet their eligible care needs set at £72,000 in April 2016 for people of state pension age and over.
- The provision of means tested financial support to more people to help with care home costs. The lower threshold is set to increase from £14,250 to £17,000. 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 option to defer paying for care costs until after a person's death (from April 2015).
- A personal contribution to living costs of around £12,000 a year will be introduced from April 2016, which will not count towards the cap.

Whilst some analysis and modelling had been undertaken locally in order to derive some early estimates of the likely impact upon the Tri-borough, there were a large number of variables and 'unknowns' and therefore these estimates were being treated with caution, particularly in relation to self funders.

Should the current Fair Access to Care Services (FACS) system be widened, this would have a major resource impact on Hammersmith & Fulham and Westminster City Council which do not currently provide support to all those with moderate care needs.

Ms Bruce stated that the financial implications were significant and the time scales were tight (the Care Bill was currently in the process of going through Parliament). Under the new burdens principle, Central Government was 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 would be financed in practice were not clear. There were risks in respect of the Council carrying increasing debt and the impact of deferred charges on the housing market.

In response to Members' queries, Ms Bruce confirmed that significant additional funding would be required. Modelling had been used to provide an indication of the likely scale and extent of the financial impact of the Care Bill proposals, as set out in the report. An increase in the number of assessments, comprising assessments of carers and self funders aged 65 and over was anticipated.

Some modelling in respect of self funders had been undertaken, but there was not a clear definition and some people would be self funding for a relatively short time.

Should a person move area, their care package and associated cost, but not the funding, would transfer with them. The package could be reviewed and re-assessed after a year, in line with current practice and resources but, in the interim, the impact of portability could be a multi-tiered system. Whilst, under the Care Bill, the new borough would inherit provision of the assessed level of care, the detail of how this would translate into cost and provision in a different market was not known.

In respect of FACS, the national simulation events had indicated that the system could potentially be widened to require support to be provided to those with moderate needs. This would have a major resource impact on the Council, although it would be in line with the commitment to prevent and postpone the need for care and support and could potentially drive savings.

The Council currently supported people in the bandings of 'greater moderate' and above. Ms Bruce stated that 'greater moderate' was a local distinction and it was likely that FACS eligibility would have to be applied nationally on the basis of single bands.

Ms Bruce clarified that the £72,000 cap related to residential care, excluding food and lodging costs. Home care was not currently included. The Committee noted the significant cost increase in a few years' time when more people reached the cap and requested that the modelling was circulated.

Action: Liz Bruce

Ms Bruce stated that Councils would be expected to use £185million of the £3.8billion Better Care Fund to cover the cost of new responsibilities created by the Care Bill. Adult Social Care would work with health service colleagues over the next few months. Whilst there would be some joint funding, health services would remain free at the point of delivery.

Ms Bruce responded to members' comments in respect of the way in which the Care Bill was being implemented and the lack of funding. The Government was trying to address four key issues: support for an increasingly ageing population; funding of care over a longer period of time; allocation of funding in a fair way; and support for self funders who are often left to family and the care market. These were all issues which were difficult to address without a sensible funding framework.

Ms Bruce stated that there was concern in respect of the timescales, in that councils were required to have a system in place from March 2015, ready to go live in March 2016. There were difficulties in respect of, for example, the IT system required for implementation which could not be put in place until the specification was known. The Care Bill process was taking longer than originally envisaged and the detail was quite complex.

Ms Bruce responded to queries in respect of carers that currently Adult Social Care had a duty to assess carers, but not to provide. The Care Bill would introduce a duty to provide support. The implications, which would potentially have a greater cost, had not yet been modelled. Under the new burdens principle, Central Government was expected to provide funding to meet any increased costs on local authorities arising from legislative or policy changes.

Ms Bruce confirmed that the Council had responded to the consultation and agreed to provide the response to the Committee. Councillor Ginn added that he believed that there would be further opportunities for the Committee to feed into the formal consultative process. It was agreed that the minutes of this meeting would feed into the next consultation response.

Action: Liz Bruce

RESOLVED THAT:

1. The report be noted.
2. Regular updates be provided to the Committee.

55. WELFARE REFORMS: UPDATE REPORT

Mr England summarised the welfare reform legislative changes and the Council's response.

Local Housing Allowance (LHA)

There had been minor variations in the private sector housing benefit claims within the borough. In April 2011, when the LHA charges had been introduced, there had been 3109 claims paid through LHA; in December 2013, the equivalent figure was 3035.

The report set out the most recent update (April 2013) for the HB Assist team, which had been established to look at mitigating the effects of the LHA.

Overall Benefit Cap

The capping process had begun in August 2013 and by mid-October most of the initial wave of benefit cap claims had been received from the Department of Work & Pensions (DWP). The total number of households then stood at 414, considerably fewer than the original estimate. In January 2014, the number had fallen to 385. The report set out the total breakdown by individual tenure.

Since capping had begun, a total of 569 households had been subject to the restriction, with a significant number moving into and out of it in any one month. Officers were 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 and were therefore not subject to the cap; 19 had been resettled or moved into different accommodation; 7 had become exempt from the cap and in 68 cases the reason for resolution had yet to be confirmed.

Housing Benefit Size Criteria Restrictions for Working Age Claimants in the Social Housing Sector

It was currently estimated that there were 677 under-occupying cases claiming housing benefits in the Council housing sector affected by the Housing Benefit changes. This was a reduction from the total of 834 at April 2013. Within the Registered Provider (Housing Associations) sector, it was estimated that 644 tenants were affected.

The Council had awarded a total of 198 Discretionary Housing Payments to assist the most vulnerable tenants affected or those who had committed to downsizing. In addition, officers were visiting tenants affected by the benefit restrictions to ensure that they were fully aware of the available options.

In January 2014, the Department of Work and Pensions (DWP) confirmed that they had discovered a gap in the law such that those claimants who had been continuously entitled to benefit and continuously resident in their property since 1 January 1996 should have been exempt this change. This gap would be closed with effect from 3 March. The Council was working to identify those claimants who could benefit from this.

Universal Credit

The national roll-out of Universal Credit (UC) had begun at Hammersmith Job Centre on 28 October 2013. Initially only a restricted cohort of claimants were affected: broadly single, newly-unemployed people who were not previously

claiming benefits, estimated to be 100 claimants per month. The Cabinet had authorised an agreement between the Council and DWP for the Council to provide a number of services in support of UC implementation.

The work of the HB Assist team had been extended to cover the impact of welfare reform more generally. The report set out the main areas of focus of the team.

Mr England responded to Members' queries.

The number of UC claimants was not known but believed to be in the region of 300/400. Applications were made to DWP. Protocols in respect of data sharing needed to be developed further. Claimants were identified only if they approached the Council for other reasons. UC placed more of the onus for managing affairs/income on the claimant and to inform any other agencies which the claimant believed should be informed.

Mr England was not aware of any specific problems for vulnerable people, although it was possible that in future this group might have problems in making claims on line and in budgeting. Looking forward, a support framework would need to be developed.

In respect of the Housing Benefit Size Criteria, properties occupied by, for example, a person who required an extra room for a carer, it was likely that the Council would be able help with a discretionary housing payment. Mr England asked Members to advise him should they be aware of any affected vulnerable people who were not receiving a discretionary payment.

In respect of private rented accommodation, the level of rent was dependent on the state of the market. However, the changes in legislation had influenced landlords and it was still possible to attract privately rented properties in the borough and surrounding areas and to meet the demand for temporary accommodation. Letting properties via the Council had the advantage of guaranteed vacant possession and no letting agents' commission. A system was in place to attract more properties and where appropriate the Council would provide financial incentives to landlords or tenants, rather than have a family in bed and breakfast accommodation. There had been a substantial decrease in families in bed and breakfast accommodation over the previous six months. Currently, there were 29 families compared with 75/80 in June 2013. No families had been in bed and breakfast accommodation for more than six weeks.

Mr England confirmed that tenants with spare bedrooms were allowed to take in a lodger, and were advised of this. However, a number of those affected chose to pay the difference.

Councillor Cowan requested information in respect of the type of accommodation which families in bed and breakfast accommodation had been moved into and the location of all temporary accommodation.

Action: Mike England

Mr England stated that 60% of all temporary accommodation was in borough and almost all the remainder in surrounding boroughs. A few properties were out of Greater London, for example in Luton and Slough. Councillor Cowan requested an analysis of where people had lived previously. Mr England responded that he would advise on available information.

Action: Mike England

Mr Naylor commented on older people living in bigger properties who considered that the offer made was poor quality smaller accommodation.

Mr Naylor considered that there was a scarcity of supported housing within the borough.

Mr England responded that if a person was deemed to have a spare bedroom, an offer of smaller accommodation would not be outside the borough, but the offer would be restricted by availability and this could be of varying quality. The Council had substantially increased the payment to incentivise people to move and resources for people to decorate were also available.

It was intended over time to improve the quality of sheltered housing. Investment was shifting to provide improved quality properties to which people would want to move.

RESOLVED THAT:

The report be noted.

56. BENCHMARKING HOUSING REVENUE ACCOUNT HOUSING MANAGEMENT COSTS

Ms Corbett presented the report which considered the impact of the Housing Revenue Account (HRA) Transformation Programme on the cost of the Housing Management for the Council's housing stock held within the HRA.

The Council's direct housing management cost per property was within 1% of the top quartile cost, despite the Council spending more than the peer group on managing antisocial behaviour.

RESOLVED THAT:

The report be noted.

57. PROCUREMENT OF A PRIVATE SECTOR PARTNER TO ESTABLISH A HOUSING & REGENERATION JOINT VENTURE

Mr Miah presented the report which provided an update in relation to procurement of a private sector partner to establish a Housing and Regeneration Joint Venture.

The Cabinet, at its meeting on 3 February 2014, had approved the appointment of Stanhope plc (subject to standstill period) as the Joint Venture partner. The report set out the key benefits of adopting a joint venture approach.

Stanhope plc had submitted a detailed Site Specific Development Plan for Watermeadow Court and Edith Summerskill House ('Opportunity Sites'), which would be adopted by the Joint Venture on its establishment. This would lead to the development of around 301 homes on the two sites, of which it was anticipated that 119 would be affordable (low cost home ownership). It was intended that further sites would be taken forward by the Joint Venture.

The key benefits included the creation of 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.

Mr Miah responded to Members' queries. The process had been set out at the beginning of the procurement exercise and had been applied rigorously with external advice in terms of selecting the final bidder. It has been set out that when this stage was reached, there would also be a reserve bidder in case negotiations with the preferred bidder were not concluded successfully. On the basis of the scores and evaluation, Berkley Group plc and Barratt London (BDW Trading Limited) had been selected as the second and third place Bidders.

The bids had been based on the Council's planning policies and in relation to the housing strategy. It was currently proposed that 40% of the homes would be affordable housing and the remaining 60% market value in order to provide a viable scheme.

Councillor Cowan queried whether any checks were proposed to ensure UK residents were able to buy those homes or would it be a free market approach whereby homes could be purchased by overseas investors purely for investment gains. Councillor Johnson responded that whilst there was nothing which the Council could do or should do to restrict foreign ownership of assets in the United Kingdom, a flat sales structure allowing UK residents and overseas investors an equal opportunity to buy through the free market was the preferred solution.

Councillor Cowan referred to recent off plan sales of Sovereign Court by St. Georges, a subsidiary of the Berkeley Group. Councillor Cowan stated that Councillor Graham was conflicted in respect of St. Georges. Councillor Graham asked that Councillor Cowan either substantiated this remark or withdrew it. Councillor Cowan responded that Councillor Graham had supported a St. Georges development within his ward. Councillor Graham

responded that this was whilst he was on the Planning Committee and did not mean that he had a conflict of interest. Councillor Cowan stated that he wished to record that he considered that Councillor Graham had a consistent record of advocating on behalf of St. Georges. Councillor Graham stated that he rejected this and explained his reasons for supporting the Fulham Reach site.

Mr Miah confirmed that the Joint Venture would be a 50/50 Limited Liability Partnership which would be taken forward by the Council and developer. The Council would receive the land value up front. Both risk and post development profits would be shared 50/50. The Council had provided the land and Stanhope plc would provide development capacity and expertise and the capital. There had been an assessment to ensure that returns were commensurate with input and risk. PWC and Lambert Smith Hampton had advised the Council in respect of meeting its obligations.

Councillor Cowan queried how these figures had been calculated as he considered them to be extremely low, given the revenue which could be generated by just owning a brownfield site in Hammersmith & Fulham. Mr Miah responded that it was a 50/50 joint venture and that the Council would receive the land value after planning permission and that in principle this was the same proposal as had previously been brought to the Committee. Councillor Graham stated that there had been no objections when the proposal was originally brought to the Committee.

Mr Miah responded to further queries. Following the Cabinet Decision, formal letters had been issued to all parties and there were no longer Reserve Bidder. The Council had included a range of protections in the legal documentation to protect its position.

As part of the procurement exercise the final three bidders had been asked to progress design in discussion with the Planning Authority up to RIBA stage C, which is essentially the pre-planning stage which includes fairly advanced modelling in terms of design, site capacity and transport.

Councillor Johnson confirmed that the affordable housing would be made available only to those people on the Homebuy register.

Councillor Cowan stated that whilst the Opposition supported the Homebuy Register and the Joint Venture in principle, there were concerns in respect of the detail and the agreement with Stanhope plc. Council Johnson responded that the 3 February Cabinet meeting had provided an opportunity for the Opposition to query the detail of the Joint Venture.

RESOLVED THAT:

The report be noted.

58. WORK PROGRAMME AND FORWARD PLAN 2013-2014

RESOLVED THAT:

The work programme be noted.

59. DATE OF NEXT MEETING

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.	No further information available
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.	Information circulated.	Complete
48.	ASC Annual Customer Feedback Report 2012/2013	Analysis of complaints which had not reached the Complaints Process.		Information not available.
54.	Care Bill: Progress and Update on Implications	Financial Cap modelling to be provided. Response to Central Government consultation to be provided.	Response circulated.	
55.	Welfare Reforms: Update Report	Information in respect of the type of accommodation which families in bed		

		<p>and breakfast accommodation had been moved into and the location of temporary accommodation.</p> <p>Available information in respect of where people in temporary accommodation had lived previously.</p>		
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 the low tax borough	London Borough of Hammersmith & Fulham HOUSING HEALTH & ADULT SOCIAL CARE SELECT COMMITTEE 2 April 2014
TITLE OF REPORT Self-Directed Support Progress Update	
Report of the Executive Director, Tri-borough Adult Social Care	
Open Report	
Classification - For Scrutiny Review & Comment	
Key Decision: No	
Wards Affected: All	
Accountable Executive Director: Liz Bruce	
Report Author: Toni Camp	Contact Details: Tel: 020 7361 2065 E-mail: toni.camp@rbkc.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report provides a progress update on Self-Directed Support, including:
- a) The review of Direct Payments (DPs), initiated last year as part of the closure plan for the DP Support Service provided by HAFAD.
 - b) The Tri-Borough Personalisation Project, currently in progress, through which an improved operating system for DPs is being developed across the three authorities.
 - c) Arrangements for DP support in H&F in 2014/15.
 - d) Changes to the commissioning of day services in H&F, linked to the personalisation agenda.

2. RECOMMENDATIONS

- 2.1. The report asks that the Scrutiny Committee review and comment on the contents of the report.

3. INTRODUCTION AND BACKGROUND

- 3.1 Scrutiny Committee has been receiving regular updates on SDS since January 2013, at which time the HAFAD DP Support Service was preparing to close, following a Council procurement exercise in 2012.
- 3.2 The initial report to the Committee explained that:
- a) all existing H&F DP cases would be reviewed during 2013/14, as part of the plan for the HAFAD service closure;
 - b) in the medium term, the three Councils intended to move to an 'in-house' model for SDS, with ASC staff providing the advice and help needed to set up and manage a DP, rather than continuing to purchase DP support services externally.

4. PROGRESS UPDATE

DP Review

- 4.1 The H&F DP review began in early 2013 and encompassed all customers in receipt of a DP at the time – 386 in total, including the 350 individuals identified by HAFAD as using their service. Using an initial screening questionnaire and information from the quarterly financial monitoring process, 128 customers were identified as requiring support with their DP. Key findings from this first phase of the review were as follows:
- Almost 100 people using their DP to employ a carer had arrangements that did not meet basic legal/ good practice requirements.
 - HAFAD's original projection that just over 200 people would require a significant level of ongoing support to manage their DP was not substantiated. Evidence shows that most people can manage with fairly minimal assistance, once provided with the basic information and advice they need. In the case of employment-related questions, advice can often be obtained for free of charge from the payroll provider.
 - Some people (43 in total) did express initial concern about how they would manage without HAFAD, in most cases relating to completion of the financial monitoring return. This form will no longer be used once the pre-loaded cards are in use and in the meantime, assistance is available from ASC staff.
- 4.2 By the end of September 2013, the review team had worked with almost two thirds of those identified as needing help and successfully resolved their issues. Over the past six months, the team has continued to work with the remaining cases whilst also providing an interim support service to customers wanting to take up a DP or needing help to manage their existing arrangements. The team has been dealing with an average of six to eight phone enquiries per day, also responding to frequent DP-related queries from ASC staff, attending joint visits and meetings where necessary. This important function of the review team will continue after the team disbands – see paragraph 4.6 and Appendix 1 for further details.

- 4.3 The other major function of the team has been in carrying out care reviews for DP customers. A target was set to complete around 200 reviews by 31 March but progress has been slower than anticipated due to a gap in staffing, leaving 40-50 to be completed during April/ May.
- 4.4 The review team's work as a whole has played an important role in generating savings with total of around £70k projected by 31 March 2013. This has been achieved by recouping excess balances from DP accounts and suspending DPs where the money was being mismanaged or misused. Although some of these suspensions resulted in a Council-commissioned service being put in place (and therefore did not contribute to the savings total), in more cases the person concerned was no longer eligible for ASC support.

Development of the new operating model for SDS

- 4.5 Development of the new model, which will be shared across the three councils, is being taken forward through the Tri-Borough Personalisation Project. An update on this project is given in Appendix 1.

DP support arrangements for H&F customers in 2014/15

- 4.6 Appendix 1 also gives details of the evolving arrangements for supporting H&F customers to take up and manage a DP. During 2013/14, this function was delivered through the H&F DP review team, as part of its overall work programme. For the new financial year, new arrangements are being put in place that will ensure continuity of service for customers and facilitate further essential development work in relation to DPs, with a particular emphasis on continuing to raise the skills and confidence of operational staff in this area. Please see section 4 of Appendix 1 for further details.

Developments in the commissioning of day services

- 4.7 With the principles of personalisation now becoming firmly embedded in adult social care, there is no place for a 'one size fits all' approach to service provision; instead the emphasis is on meeting the needs of individual customers in the most flexible and responsive way possible. To promote and facilitate this change, there have been big changes in the way that councils commission adult social care services and in particular, a move away from traditional block contracts in favour of an approach based on personal budgets (PBs). This transition presents some major challenges. Specifically, ASC commissioners need to ensure that suitable services are available in the marketplace to meet identified needs and remain viable, while at the same time retaining a high level of flexibility in relation to how ASC funding is spent, rather than tying it up in long term commitments, so that customers are free to move around the marketplace as they wish.

- 4.8 In relation to voluntary sector day services, the approach we are developing in Tri-Borough is to replace block contracts with more flexible spot purchasing arrangements based on PBs. These arrangements are designed in a way that offers a good level of stability and security for providers, so long as their service remains attractive to customers. ASC commissioners are working closely with the relevant voluntary sector providers to ensure they are prepared for this change and able to respond effectively to the challenges it brings.

What this means in practice for day services in H&F.

- 4.9 Local day service providers for older people have had their contractual arrangements extended until April 2015. The services affected are Nubian Life, Shanti and Elgin Close. Commissioners are using the extension period to ensure a smooth transition to the new spot purchasing arrangements, which will involve day care places being purchased either by individual customers, using a DP, or by the council. The latter would be appropriate for customers who lack mental capacity, and therefore cannot consent to a DP, as well as for those who do not want to accept a DP and for people with a history of debt.
- 4.10 Customers accepting a DP will sign up to three month agreements with day service, similar to a gym membership, making things simpler for the council, provider and customer - rather than dealing with daily or weekly payments. This approach also supports the sustainability of local organisations. This approach was piloted in Westminster and has been running for several years with one day service that is totally funded by direct payments. In terms of money management, customers will have the option of a Managed DP, self-management or management with the help of a third party (see Appendix 1 for further details of these options).
- 4.11 To support the above changes, it is planned to establish an Approved List of day services across Tri-Borough – essentially a list of organisations who provide day services and have been quality checked through an advertised formal competition process. The list will be refreshed regularly to enable new organisations to join, so creating more choice for customers over time. A full report will be going to Cabinet in Spring 2014 detailing this plan.
- 4.12 A forum of older people’s day service organisations has been meeting regularly with Adult Social Care commissioners to discuss the above as well as processes, business approaches, being more innovative and sharing good practice.
- 4.13 Once the above approaches have been piloted and updated as required, elements of this approach can then be widened out to other day services care groups.

5. CONSULTATION

- 5.1 In managing the transition following the HAFAD closure, officers worked closely in consultation with HAFAD, and have discussed issues and arrangements with the existing DP user group, both in relation to the review and the new service model. Further communication will take place as this takes shape.

6. EQUALITY IMPLICATIONS – N/A

7. LEGAL IMPLICATIONS – N/A

8. FINANCIAL AND RESOURCES IMPLICATIONS

- 8.1 The cost of the in-house DP support and development arrangements for H&F customers in 2014/15, described in Appendix 1, will be approximately £95,000. This will be met through the existing funding allocation.

As noted above, the activities of the DP review team in 2013/14 generated savings of around £70k (see paragraph 4.4). Further savings are expected as a result of DP reviews in 2014/15.

9. RISK MANAGEMENT

- 9.1. As was noted in the January report to Scrutiny, the transition process from the HAFAD service to new arrangements presented a risk to existing service users. Through good joint working between council officers and HAFAD, effective planning and a clear governance structure, these risks were successfully managed and there has been no significant negative impact. The work of the review team over the past year has particularly helped to reduce risk for DP recipients whose arrangements were not properly set up. The arrangements for 2014/15 will ensure good continuity of service and a smooth handover.

10. PROCUREMENT ISSUES – N/A

11. CONCLUSION

- 11.1 Good progress is being made in relation to all four areas covered in this report. The development of a Tri-Borough operating model for SDS is expected to have major benefits, both in terms of efficiency and in making DPs a positive, effective and manageable option for more people. The timing of the DP review, in tandem with the Tri-Borough Personalisation Project, was particularly helpful as the findings have helped to inform and shape the new system.

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
	None		

LIST OF APPENDICES:

1. Update on Tri-Borough Personalisation Project

Update on Personalisation and Direct Payments, March 2014

1. Introduction

- 1.1 This briefing provides an update on the Tri-borough Personalisation Project, which focused on improving our Direct Payments (DP) offer.

2. Preloaded Cards

- 2.1 The use of preloaded payment cards by local authorities is already well-established in many areas. Operating in a similar way to normal debit cards, but with funds are loaded on by the authority, the cards offer great advantages as a vehicle for DPs. These include the ability to view individual accounts online and check at any time how people are spending the money and also to set alerts on the system that will highlight significant fluctuations in expenditure or other potential causes for concern.
- 2.2 A project is currently underway to pilot preloaded cards across Tri-borough Adult Social Care and Children's Services for a six month period. The primary anticipated outcome is the roll-out of a pre-loaded card across both services that meets council requirements and enhances customers' experience of DPs. This development is expected to increase DP take-up by up to 20% (although increased take-up is not in itself is not an explicit aim of the project). The purpose of the six month pilot and evaluation period is to enable issues to be identified and hopefully addressed. It will also allow for negotiation with the providers, if necessary, thereby ensuring the best possible product. Success criteria include:
- a) Improvement of Personal Budget (PB) processing time
 - b) Service User satisfaction with product, measured through personal outcomes evaluation
 - c) Successful reporting functionality to identify variance from expected spend
 - d) Improved financial control including ability to claw back unspent funds.
 - e) Departmental satisfaction with online systems and service provided by card provider
- 2.3 Preloaded cards are becoming increasingly sophisticated and more 'user-friendly' than those in use currently in RBKC and WCC. The current provider has made it clear that they do not intend to develop the product further. However, the Government Procurement Service (GPS) is developing a framework agreement for preloaded cards that can be accessed by any public sector body. It is intended that officers will procure a suitable product from this framework to be trialled during the pilot. If the post-pilot evaluation is positive officers will continue to use the GPS framework going forward.
- 2.4 The national framework had been due to go live in October 2013, but unfortunately the GPS has not stuck to its original timescale; the date has

been pushed back several times and is now June/July 2014. Once the procurement process concludes, Tri-Borough ASC will call off from the framework and the first new cards should be available around three months later, i.e. September 2014. If successful, they will be rolled out for general use from April 2015.

2.5 A monthly project board which ultimately reports to the Tri-borough Director of Finance is overseeing the work. To date the board has:

- Reviewed the GPS specification in order to make sure that it meets Tri-borough operational and finance requirements;
- Worked with Healthwatch to consult a group of customers on those aspects of the specification directly relevant to them;
- Worked with Tri-borough procurement to identify a procurement strategy for the GPS framework.
- Begun to consider the evaluation criteria for the end of the pilot.

2.6 Throughout the duration of the pilot all new customers (including mental health service users) will be offered the card as a default option. No new DP bank accounts are to be set up during the pilot unless agreed by Head of Service in exceptional circumstance. Current preloaded card holders will be strongly encouraged to trial the new card, but will not required to change cards during the pilot period. Assuming success of pilot, the card will become the default option across the board and only with a manager's agreement would a DP bank account be agreed.

3. Managing the Money

3.1 This section describes the four money management options for DPs that will be on offer, once the new system is fully implemented, and notes the current position.

a) Self-Managed Direct Payment

This is the main option in use currently and involves a DP being paid directly into a bank account set up for this purpose by the DP recipient. Subject to a successful outcome from the preloaded card pilot, all self-managed DPs will be administered via the new card, other than in exceptional circumstances, making this option simpler, safer and feasible for more people than currently.

b) Council-Managed Direct Payments

This option is already available for K&C customers and the service is now being extended to the other two boroughs – see paragraph 4.6 below for further details. It involves the council maintaining an individual account of DP income and expenditure for the person concerned and paying all relevant invoices. This option is for people assessed as having the mental capacity to consent to a Direct Payment but unable to manage the necessary financial administration.

c) Third Party management

This option already exists and is for people who have the mental capacity to consent to a DP but want someone else to manage the money on their behalf - usually a relative or friend, although there are also various agencies which offer such a service. Under this arrangement the person who has been allocated the DP retains all legal responsibilities for the DP, so where necessary a capacity assessment will have been undertaken to determine this. When the new preloaded cards become available, all third party payments will be made in this way, rather than through individual bank accounts as at present.

d) Suitable Person management

This option is specifically for people assessed as lacking mental capacity to agree to a DP. Should it be agreed (following a Best Interest decision) that a DP is the best way to meet that persons needs, a Suitable Person is appointed to receive and manage the money on the individual's behalf, in line with the requirements of the Mental Capacity Act.

Update on Council-Managed Direct Payments

- 3.2 A Managed DP service is already available for RBKC DP users and is provided in-house, within the ASC Finance Team. This has proved both cheaper than externally provided options and more effective, in that finance officers work in close liaison with assessment and care management staff, ensuring that any warning signs such as build-up or misuse of DP funds are picked up without delay. Customers who are employing personal assistants also receive support and advice in relation to their responsibilities, helping to ensure their employment arrangements are both safe and legal - here again with prompt feedback to care managers in the event of problems.
- 3.3 The Managed DP service is currently being expanded in order to cater to DP users in Westminster and H&F and will open to them in April – see paragraph 4.6 below for further details.

4. Towards a single operating system for DPs

- 4.1 The three boroughs currently have different operating systems for Direct Payments (DPs). Through the Tri-B Personalisation Project, we are working to create a single system across the three which aims to make DPs run more efficiently, so saving money, managing risk more effectively and presenting a better offer to customers.
- 4.2 In the medium term we are working towards a single operating for DPs across Tri-Borough, based on the new preloaded payment cards. Coming at this from such different starting points in the three authorities, with a long lead in time for the cards and changes to our wider operating systems still in progress, it has been agreed to adopt a phased approach as follows:

Phase one (commencing April 2014)

- Develop an in-house DP support and development service for both H&F and Westminster on transitional basis (please see paragraphs 4.3-4.5 below for further details). RBKC arrangements for DP support to remain as currently.
- Expand the current Managed DP service in RBKC to cater to Westminster and H&F customers (see paragraph 4.6).
- Retain existing arrangements for DP finance and administration – i.e. separate systems for DP set-ups and payments, financial monitoring and audit, managed by individual borough finance teams.
- Develop proposals for an in-house ‘brokerage’ service for DP customers, offering expertise in the local market for care and support, able to identify the best service at the lowest price and negotiate directly with providers to meet identified needs.

Phase two

- Fully implement Tri-Borough operating system for DPs and single DP Finance Team.
- Rationalise and consolidate and DP support arrangements – one service for all three boroughs.
- Develop ‘brokerage’ capacity (subject to agreement of this approach).

In terms of timing, phase two is expected to commence from April 2015, linked to the introduction of the new preloaded payment card. However earlier change is possible as a result of the wider restructure in Finance.

DP support arrangements

- 4.3 There are currently different arrangements in each borough for supporting customers to take up and manage a DP. Key points are as follows:
- RBKC moved to an in-house model in 2011 and this is now working well. In Westminster and H&F, operational staff have continued to rely on specialist services to facilitate DP take-up, so their overall level of knowledge and competence on this subject is lower than in RBKC.
 - In H&F, there has been some good progress since the closure of both the DP support service run by HAFAD and the internal Support Planning Team in March 2013, but knowledge is still patchy.
 - A comprehensive review of all live DP cases, undertaken as part of the closure plan for the HAFAD service, uncovered a high level of problems with many cases incorrectly set up and/or in need of review. It was agreed that the review team would remain in operation until 31 March 2014, to further investigate and address these problems, whilst also providing an interim DP support service for H&F customers and helping to up-skill operational staff.
- 4.4 The arrangements for 2014/15 are designed to ensure continuity of service to customers while continuing to move things forward. Four DP project officers

are being recruited to provide a dedicated DP support and development service to H&F and Westminster (two workers per borough), managed by the Project Manager for Personalisation (who also managed the H&F DP Review). This team of five will have the following key functions:

- Act as a resource for assessment and care management staff, providing expert advice and support on all DP-related issues with a clear emphasis on helping to up-skill staff in this area, not taking responsibility away.
- Improve support planning skills by demonstrating best practice and the benefits of this.
- Develop and embed tools to assist staff in setting up and reviewing DPs
- Provide specific advice, guidance and training around Employing Personal Assistants through DPs.
- Support development of RBKC Managed DP service including moving to the new service model described below and facilitating move to self-management for existing customers, where appropriate.
- Facilitate transfer of existing Managed DP cases from Penderels to in-house (Westminster only).
- Co-ordinate work to establish a Suitable Persons Scheme and implement this both for new and existing cases.
- Co-ordinate overall programme of DP reviews in each borough, ensuring all cases are reviewed on schedule with appropriate input from Finance and care management.
- Provide assistance with reviews involving employment issues / other complexity or where appropriate undertake reviews directly.
- Work directly with new and existing DP customers as necessary.
- Development work to establish effective micro-commissioning for DPs. This will include: - mapping the current care market across Tri-Borough; mapping voluntary sector and universal resources; bringing customers together to pool budgets; negotiation with providers to meet customer needs or reduce prices.
- Assist with and facilitate project work such as the preloaded cards pilot (more work needed in H&F as cards not currently in use).

4.5 As this makes clear, 2014/15 is very much a transitional year in terms of DP support, in the run-up to the new preloaded cards and with a lot of development work to be undertaken. Going forward, the role (and potentially the size) of the DP support and development team will change and could incorporate the brokerage function referred to in paragraph 4.4.

4.6 The other key development from April 2014 is the expansion of the current Managed DP service in RBKC to cater to Westminster and H&F customers. Initially, capacity will be created for around 50 places per borough with the possibility of up to 70 places by Autumn 2014. For H&F this will provide a new much-needed option which has not been available to date. Managed DPs will be offered to individuals who are struggling to manage a DP or where money management presents an unacceptable level of risk. Where possible the service will be seen as temporary option only with customers being supported to move to self-management or management by a relative.

4.7 Following the planned introduction of preloaded cards, it is expected that the need for this option will reduce, as the card will make it viable for many more people to self-manage their DP, as well as reducing the risks associated with this option currently. Nevertheless the Managed DP option will still play an important role in facilitating DP use for a small proportion of customers.

5. New Tri-Borough DP Policy and DP Agreement

5.1 Another important workstream within the Personalisation Project has been the development of a Tri-Borough policy on DP use. The policy was finalised in January and is now being rolled out to operational teams, with staff briefings to support this process and associated training available.

5.2 Previously none of the three authorities had a written policy on DPs and this created a number of problems. These included inefficient use of staff time in the operational teams and pressure from customers, inconsistent decision-making, inability to ensure best practice and delays in the DP set-up process. The introduction of a clear and comprehensive policy is therefore an important milestone and also lays the foundation for more effective financial control.

5.3 Linked to the development of the DP policy, a new Tri-Borough DP agreement has been developed. The agreement is an important document as it sets out the roles and responsibilities of both sides (i.e. the DP recipient and the council) and provides the framework in which any kind of legal dispute would subsequently operate. Introduction of the new agreement is happening in tandem with the DP policy, with staff briefings and relevant training provided.

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>Housing, Health and Adult Social Care Select Committee April 2014</p>
<p>SAFEGUARDING ADULTS IN HAMMERSMITH AND FULHAM</p>	
<p>Report of the Divisional Director: Stella Baillie Tri-borough Director, Provided Services, Mental Health Partnerships and Safeguarding for Adult Social Care</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: Liz Bruce, Tri-borough Executive Director of Adult Social Care</p>	
<p>Report Author: Helen Banham, Tri-borough Strategic for Professional Standards and Safeguarding</p>	<p>Contact Details: Tel: 020 7641 4196 E-mail: hbanham@Hammersmith and Fulham.gov.uk</p>

SAFEGUARDING ADULTS IN HAMMERSMITH AND FULHAM

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1. Introduction

- 1.1. The Care Bill¹ passing through Parliament will require local authorities to make (or cause to be made) enquiries if a person is at risk of abuse and neglect, and unable to protect themselves; establish a Safeguarding Adults Board; and review cases, especially where a death of an adult at risk has occurred as a result of abuse or neglect.
- 1.2. The present arrangements for adult safeguarding in Hammersmith and Fulham, and the other two boroughs that make up Adult Social Care Tri-borough, ensure that the local authority is well-placed to meet its new statutory responsibilities for adult safeguarding when the Bill becomes law in 2015.
- 1.3. From the 1st April 2012, the responsibility for carrying out adult Safeguarding statutory duties² in Hammersmith and Fulham has been shared between the Professional Standards and Safeguarding Team and the Adult Social Care Operational teams, including those for people with learning disability, mental health, substance use, physical disabilities and older people.
- 1.4. From 1st April 2013, the Professional Standards and Safeguarding Team has also had responsibility for operating a single Deprivation of Liberty Safeguards service, authorising detentions under the Mental Capacity Act 2005 on behalf Hammersmith and Fulham, Westminster, Kensington and Chelsea, and the NHS³.
- 1.5. The Professional Standards and Safeguarding Team, which was set up on 1st April 2012 is managed by the Strategic Lead for Professional Standards and Safeguarding. The team has three safeguarding leads, one for Hammersmith and Fulham, and for each of other two boroughs; a manager for the Deprivation of Liberty Safeguards service; a Mental Capacity Act lead; and two administrators; one to support the Safeguarding Adults Executive Board, and one administering the Deprivation of Liberty Safeguards.
- 1.6. In addition to managing the Professional Standards and Safeguarding Team, the strategic lead is responsible for managing the newly constituted, independently chaired, multi-agency, Tri-borough Safeguarding Adults Executive Board which from 1st July 2013, has been providing leadership of

¹ Care Bill (HL) <http://www.publications.parliament.uk/pa/bills/lbill/2013-2014/0045/140045.pdf>

² The safeguarding responsibilities for local authorities are outlined in 'No secrets' 2000 guidance issued under Section 7 of the Local Government Act 1970: 'statutory agencies should work together in **partnership** (as advocated in the Health Act 1999) to ensure that appropriate policies, procedures and practices (for the protection of vulnerable adults from abuse) are in place and implemented locally. Local authority social services departments should play a co-ordinating role in developing the local policies and procedures for the protection of vulnerable adults from abuse.

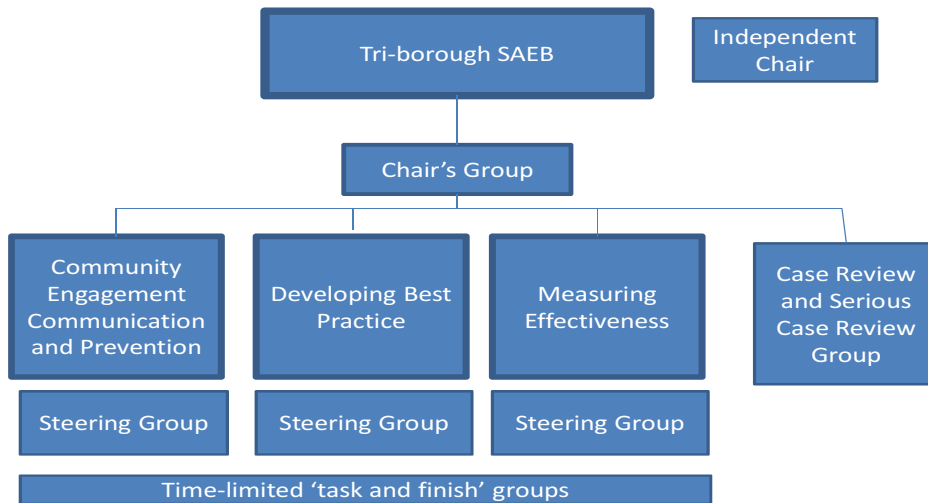
³ Health responsibilities for Deprivation of Liberties were transferred to the local authorities on 1st April 2013 as required by the Health and Social Care Act 2012.

SAFEGUARDING ADULTS IN HAMMERSMITH AND FULHAM March 2014

adult Safeguarding across Hammersmith and Fulham, Kensington and Chelsea, and Westminster.

2. Leadership and Good Governance of Adult Safeguarding

Figure 1: The Tri-borough Safeguarding Adults Executive Board⁴



2.2. The Tri-borough Safeguarding Adults Executive Board had its inaugural meeting on 30th July 2013, with senior representation from all statutory agencies, including an elected member from each of the three boroughs. It meets quarterly and has had two subsequent meetings on 22nd October 2013, and 23rd January 2014.

2.3. The formal launch of the Board was held on 7th November 2013 at a half day conference attended by 85 delegates. In their evaluation of the event, delegates were most complimentary about their learning from an exercise based on London Borough of Sutton's Serious Case Review into the death of Gloria Foster.

2.4. Board members are working with a representative from the law commission to understand what the new statutory duties will look like when the Care Bill becomes law next year, in particular what arrangements it will be putting in place to review cases and carry out Serious Case Reviews. This work is being completed in partnership with the Local Safeguarding Children's Board.

2.5. The Safeguarding Adults Executive Board has agreed its five high level outcomes which are:

⁴ The Tri-borough Safeguarding Adults Executive Board Terms of Reference are available as background papers.

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People are aware of safeguarding and know what to do if they have a concern or need for help;
People are able to report abuse and are listened to;
Concerns about harm or abuse are properly investigated and people can say what they want to happen;
People feel and are safer as a result of safeguarding action being taken (but being safe on its own is not enough);
The wider well-being of people is maintained or enhanced as a result of safeguarding activity.

2.6. The Board is also developing its 2014/15 Business Plan for sign off at its next meeting on 1st April.

2.7. The Board will present its Annual Report for scrutiny in the autumn.

2.8. The work of the Board is carried out through three work-streams (Community Engagement, Communications and Prevention; Developing Best Practice; and, Measuring Effectiveness). The three Professional Standards and Safeguarding Team safeguarding leads each have responsibility for one of the work-streams.

2.9. The Safeguarding lead for Hammersmith and Fulham is co-ordinating the Measuring Effectiveness work-stream. This involves working with all the agencies represented on the board to collect and analyse information, that provides assurance to the Board that safeguarding activity is effective in delivering the five outcomes listed above (2.5)

3. Developing Best Practice in Adult Safeguarding Casework

3.1. The Hammersmith and Fulham Adult Social Care operational teams currently receive and assess safeguarding referrals, and co-ordinate safeguarding investigations, and protection planning for people who have experienced abuse.

3.2. The local safeguarding leads provide staff in the Adult Social Care Operational teams with advice on complex cases; ensure practice is compliant with 'Protecting adults at risk: London multi-agency policy and procedures to safeguard adults from abuse'⁵; and test compliance through peer and external audit.

3.3. To do this work well, all members of the Professional Standards and Safeguarding Team work hard to maintain high professional standards and to ensure that their knowledge is up-to-date in their areas of expertise (Safeguarding, Mental Capacity Act and Deprivation of Liberty Safeguards), in order to be credible, and to give accurate, timely, and lawful advice to managers and front-line staff.

⁵ SCIE report 39 'Protecting adults at risk: London multi-agency policy and procedures to safeguard adults from abuse' <http://www.scie.org.uk/publications/reports/report39.pdf>

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- 3.4. An external audit of safeguarding cases was carried out in October 2012 and October 2013 in Hammersmith and Fulham, and in the other two boroughs. In addition to this, monthly peer audits have been introduced in all three boroughs whereby 10 managers scrutinise and score a safeguarding case from a different team, against a set of criteria. The findings are shared and the learning and remedial actions are agreed and monitored in a borough-based Quality Improvement Group. This has resulted in significant improvements in the numbers of cases sampled 'performing well' or above.⁶
- 3.5. The findings from peer and external audit, and the Annual return to the Department of Health have been used by the Tri-borough Learning and Development team to commission appropriate Safeguarding and Mental Capacity Act training. The training is designed to develop the skills and capability of front-line staff, and improve particular areas of practice; including assessing risk; investigating abuse; co-ordinating safeguarding enquiries; assessing capacity; and making best interest decisions.
- 3.6. The Professional Standards and Safeguarding Team also provide advice on complex cases to NHS Trusts; General Practitioners; a wide range of voluntary sector providers; hostels; service users' and carers' groups; community forums; the police; community safety; the Multi-Agency Risk Assessment Conferences and domestic violence advocacy providers; and other departments in the local authorities. The focus of this work is to prevent harm, increase reporting of abuse, and to enable people who have experienced harm to stop the abuse, and wherever possible, to be safer and lead happier, healthier lives.
- 3.7. From 1st April 2013, the Professional Standards and Safeguarding Team have been working with the Quality and Patient Safety team of the Central West London, Hammersmith and Hounslow Clinical Commissioning Groups Collaborative, and the Care Quality Commission, to address concerns about the quality of care in care and nursing home providers in Hammersmith and Fulham, and the other two boroughs (53 in total). A shared protocol is in place to guide this work and to ensure that information is shared, and the responses are proportionate, and lead to improvements in the quality and safety of the care provided to people receiving services.
- 3.8. Adult Social Care and the Clinical Commissioning Group Collaborative used this protocol to address concerns with the owners and manager of a large nursing home used by residents of all three boroughs. The home was subject to a Care Quality Commission notification last year, but with consistent hard work and commitment to raising standards by all concerned, is now fully Care Quality Commission compliant, and is reporting high levels of satisfaction with people who live there and their families.

4. Measuring Effectiveness of Safeguarding work during 2012-13

⁶ A case is judged to be 'performing well' when safeguarding the individual plus four or more outcomes are performing well or excellently and no more than one outcome is performing poorly.

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4.1 Framework I, External and Peer Audit

- 4.1.1 The introduction of a single Client Information System (Frameworki) across the three boroughs has significantly improved the quality of recording and information-sharing, which is essential for capturing good safeguarding practice. Staff in all the Adult Social Care operational teams in Hammersmith and Fulham, and the other two boroughs, have received the same training in the use of the Frameworki Safeguarding module, which is compliant with 'Protecting adults at risk: London multi-agency policy and procedures to safeguard adults from abuse'⁷. The single system is making it easier to compare activity data across all three boroughs; identify and address variations in practice; and take remedial action.
- 4.1.2 The same process of external audit and peer audit of Safeguarding case files has been introduced in Hammersmith and Fulham, and the other two boroughs, and provides comparative evidence of good practice, and practice that needs improvement. The findings are informing the training priorities and performance issues to be addressed with individuals and teams.
- 4.1.3 The external adult safeguarding audits carried out in October 2012 and October 2013 showed Hammersmith and Fulham improving from 36% cases in the sample 'performing well' and above in October 2012, to 52% of cases 'performing well' or above.
- 4.1.4 A target of 60% of all sampled cases 'performing well' and above is yet to be achieved in all of the three boroughs. It is anticipated that the use of peer audit in all three boroughs will deliver further improvements in the 2014 external audit. This is a measure internal to the three boroughs so at present the information is not benchmarked with other London Boroughs.

4.2 Deprivation of Liberty Safeguards Service

- 4.2.1 The Deprivation of Liberty Safeguards service authorises detentions in care and nursing homes and hospitals under the Mental Capacity Act 2005 of people who have ordinary residence in Hammersmith and Fulham, and the other two boroughs.
- 4.2.2 Where people are not detainable under the Mental Health Act, and lack capacity to make decisions about their care and treatment, the Deprivation of Liberty Safeguards are in place to ensure that a detention is in the person's best interest; that it is the least restrictive choice for the person; and depriving them of their liberty is a proportionate response to the risk of serious harm of their living in their own home. The safeguards require that assessments are carried out by people who have no involvement in management of the person's case, and that the person is independently represented throughout the assessment and the period of detention. The person and their

⁷ Abid SCIE Report 39

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representative are always advised of their rights to appeal their detention through the Court of Protection.

- 4.2.3 The Deprivation of Liberty Safeguards service has recruited 31 trained Best Interest Assessors from the operational Adult Social Care teams in the three boroughs, and 5 independent Mental Health Assessors who have lawfully processed all requests for Deprivation of Liberty Safeguards authorisation for people who are the responsibility of the three boroughs, within the timescales required in law (7 calendar days for urgent authorisations).
- 4.2.4 Not all Deprivation of Liberty Safeguards applications lead to a detention. In 2012/13 10 Deprivation of Liberty Safeguards detentions applications were made for Hammersmith and Fulham, of which 8 were authorised.
- 4.2.5 It is required in law that anyone who has no friend or family member to represent them is given an Independent Mental Capacity Advocate. Although not required in law, where a person is represented by a friend or family member, the Deprivation of Liberty Service provides an Independent Mental Capacity Advocate to support the person and their representative to understand their detention, and their right to appeal in the Court of Protection. This is recognised as best practice by the Care Quality Commission.

4.3 Annual Vulnerable Adult Report/ Safeguarding Adults Report

- 4.3.1. At the end of June, Hammersmith and Fulham, and the other two boroughs, submitted information on safeguarding activity during 2012-13 to the Department of Health in the annual Abuse of Vulnerable Adults return. The final return was published last month.
- 4.3.2. From 2013-14, the Abuse of Vulnerable Adults return will be replaced with the Safeguarding Adults Return. The new return will include a question on whether or not the safeguarding process has removed or reduced the risk to the person.
- 4.3.3 To complete this return, it is important to have a complete data set. From December 2013, Hammersmith and Fulham, and the other two boroughs have been using the same Client Information System (Framework1) and the same safeguarding forms and reports, which means that comparative data can be collected and analysed and reported more easily and accurately.
- 4.3.4. The 2012-13 Abuse of Vulnerable Adults return showed that in Hammersmith and Fulham, the number of safeguarding referrals received (490 in 2012-13; 515 in 2011-12; 375 in 2010-11) fell into the mid-range of London Boroughs. Taking population into account by looking at the number of referrals per 100,000 people aged over 18 years, Hammersmith and Fulham have one of the highest rates of safeguarding referrals in London.
- 4.3.5 Also in Hammersmith and Fulham, there is a high rate of referrals (twice the London average) of people aged 18 to 64. This age group accounts for 30% of people receiving social care services in the borough.

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- 4.3.6 Some work has been done with staff to improve coding of people by client group and to reduce the use of 'other vulnerable people' code. This has significantly improved recording of the relationship between the person and the alleged perpetrator of abuse.
- 4.3.7 There has also been a marked reduction in the number of cases marked as 'inconclusive' reflecting a clear improvement in recording practice. Cases are now either 'substantiated', 'not substantiated' or less frequently, 'partially substantiated'.
- 4.3.8 With regard to types of abuse, there is a marked difference by age in the type of abuse alleged, with physical abuse being the most commonly reported type of abuse among the 18 to 64s but with neglect being the most commonly reported type of abuse among the 65s and over. Over the last three years, across London as a whole, neglect has accounted for an increasing proportion of incidents among older people, and this trend has been reflected in Hammersmith and Fulham.
- 4.3.9 Progress on actions taken as a result of the findings and recommendations from the annual return and audits is monitored through the newly formed Adult Social Care Quality Assurance Board, on which the Professional Standards and Safeguarding Team and the Adult Social Care operational teams are represented.

5. Actions for Completion by the end of March 2014

The Professional Standards and Safeguarding Team and the Adult Social Care Operational teams will complete the following actions by the end of March 2014:

- have in place a multi-agency process for learning from case review and Serious Case Review in Hammersmith and Fulham, and the other two boroughs.
- have completed the requirements of the Winterbourne View concordat.⁸
- have fully embedded the peer audit process in all three boroughs to achieve greater consistency of safeguarding practice as reflected in the Safeguarding Adult Return for 2013/14, and in the findings from external audit, and have better understanding of any legitimate reasons for local variations.
- have consolidated the systems for working with health, local providers and the Care Quality Commission to improve people's experience of care in nursing and care homes in Hammersmith and Fulham, and the other two boroughs .

⁸ Winterbourne View Concordat is a programme for change to transform health and care services and improve the quality of the care offered to children, young people and adults with learning disabilities or autism who have mental health conditions or behaviour that challenges to ensure better care outcomes for them.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/213217/Concordat.pdf

SAFEGUARDING ADULTS IN HAMMERSMITH AND FULHAM
March 2014

- have completed service user experience of safeguarding survey, the findings from which will be reported to the July meeting of the Safeguarding board and will be used to improve the responses to people in Hammersmith and Fulham, and the other two boroughs who have been subjected to abuse. This work is linked to the Customer Journey project.

Agenda Item 8

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>HOUSING, HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE 2 April 2014</p>
<p>Housing and Regeneration Department Key Performance Indicators</p>	
<p>Report of the Cabinet Member for Housing – Councillor Andrew Johnson;</p>	
<p>Report Status: Open</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 for Housing & Regeneration (HRD)</p>	
<p>Report Author: Kathleen Corbett - Director of Finance and Resources for HRD</p>	<p>Contact Details:</p> <p>E-mail: kathleen.corbett@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1 This report covers the period ending February 2014. Performance overall has fallen compared to that previously reported 19 of the 28 targets (68%) being met or within tolerance. The main area where performance has dipped compared to the last report relates to the transition to the new Repairs and Maintenance Contract with MITIE where call volumes and complaints have increased markedly during the transition and mobilisation period. An update on the MITIE mobilisation and transition is elsewhere on the meeting agenda.
- 1.2 Detailed remedial action plans are in place to address all indicators that are outside tolerance i.e. are Red.
- 1.3 A number of targets have been significantly over achieved in the month. Concentrated management action has reduce the average number of sickness days to 5.11 compared to 8.15 days at the same time last year. Leasehold Services have already met their collection target for the year of 100% and service charge collection is now at 102.79% and H&F have no families in B&B over 6 weeks which is a good achievement.
- 1.4 The principal area of concern is Rent Collection from Council Tenants which accounts for three of the targets which are rated as red and only one of which has recently started to show an improving trend on a monthly basis. H&F Direct have been commissioned to collect housing rents from 1st July 2012 as part of the overall HRA Transformation Programme, to take advantage of synergies in relation to revenue collection. H&F Direct have put in place a project plan to rectify the situation with improvements being expected by 31st March 2014. The position is however being kept under close review.
- 1.4 It is also to be noted that the reporting period covers the performance of both the previous repairs and maintenance arrangements through Willmott Dixon, Kiers and others and that of MITIE who took over the contracts on 1st November 2013. Prior to new arrangements coming into place performance from the previous incumbents fell back towards the end which has impacted on the numbers reported; MITIE's performance has been affected by the number of legacy repairs and other issues they had to pick up from the previous contractors.

2. INTRODUCTION

- 2.1 The purpose of this report is to present the performance of the Housing and Regeneration Department against target for the department's key performance indicators.
- 2.2 The report details the areas where performance is behind target, the factors affecting performance and the management action being taken to remedy the under-performance.

3. PERFORMANCE

Key

Green	Target met
Amber	Within tolerance
Red	Outside tolerance

3.1 Financial Management

3.1.1 Performance

Indicator	Target	YTD	2012/13	Trend
% of rent collected (excluding current arrears)	100%	97.92%	99.66%	Not improving based on year on year trend but now improving based on monthly trend
Current tenant rent arrears as a % of rent due (excluding voids)	3.5%	4.99%	3.58%	Not improving
Former tenant arrears as a % of rent due (excluding voids)	1.00%	1.73%	1.41%	Not improving
Rent loss due to voids as a % of rent due	2.01%	1.82%	2.09%	Improving
Service Charges collected as a % of service charges due	98.80%	102.79%	97.84	Improving
Income from expensive void disposal (£m)	£36.055m	£36.116m	£26.768	Improving
Ave number of working days lost due to sickness absence	8.5 days	5.11 days	8.15 days	Improving

3.1.2 Factors affecting performance

- Rent Collection performance for the year to date remains below target. Action Plans have been revised and agreed with Senior

Management and the Cabinet Member for Housing. Current performance is being monitored and the actions taken are starting to take effect with performance for February 2014 being 101.07%. £331k of the increase in arrears relates to the removal of the spare bedroom subsidy with £739k of the arrears increase over target relating to other collection issues.

- Agilisys have been commissioned to recover former tenant's arrears. They have so far completed a trace/residency validation exercise on 414 accounts worth £657k. It is expected that this will recover around 10% of arrears for non-evicted cases and 5% for evicted, the write off amounts identified as non-recoverable is proceeding in parallel with this work and it is expected that the balance will reduce substantially in the coming months.

3.2 Property Management

3.2.1 Performance

Indicator	Target	YTD	2012/13	Trend
% of all repairs completed on time	94.0%	91.11%	93.40%	Not improving based on year on year trend but now improving based on monthly trend ¹
% of properties with a valid gas certificate	100%	98.53%	99.61%	Not improving
% of units available for letting but vacant	0.20%	0.01%	0.14%	Improving
% of units unavailable for letting and vacant due to Regeneration	1.06%	0.54%	1.07%	Improving
% of units unavailable for letting and vacant due to other reasons e.g. held for disposal, management voids not ready for letting	0.85%	1.12%	0.98%	Not improving
Number of days taken to re-let empty properties (General Needs)	26 days	27.38	26.85	Not improving
Number of days taken to re-let empty properties(Sheltered)	25 days	29.24	34.29	Improving

¹ Performance in February was over 2 per cent better than target at 96.1%,

3.2.2 Factors affecting performance

- The reduction in the number of properties with a valid gas safety certificate is primarily because not all the engineers from the previous contractors transferred to the new contract and MITIE have had to recruit new engineers. MITIE and the Council were not made aware of this by the previous contractor until late in the process. MITIE have now recruited additional engineers and set up dedicated teams for gas repairs and servicing. They are also working evenings and weekends to remove the backlog and are working with the HRD Gas Servicing Team to obtain appointments for overdue inspections.

3.3 Communities

3.3.1 Performance

Indicator	Target	YTD	2012/13	Trend
Number of homeless acceptances	275	354	268	Not Improving
Number of homeless households in B&B	200	86	n/a	n/a
Families in B&B over 6 weeks	0	0	36	Improving
Right to Buy	23	47	10	Improving
Number of HomeBuy sales in new development	189	36	73	Not Improving
% of lettings to working households	25.0%	34.7%	28.9%	Improving
% of lettings to households making a community contribution	15.0%	24.2%	n/a	n/a
No. of residents supported into sustainable employment (over 6 months)	605	868	n/a	n/a
% of rent collected for Private Sector Leased property (including arrears)	96.0%	96.8%	n/a	n/a
% of rent collected for B&B properties	95.0%	92.8%	n/a	n/a

3.3.2 Factors affecting performance

- While the number of households in Bed & Breakfast has decreased further, the increase in the number of homeless

acceptances reflects the on-going pressure on the service as the buoyancy of the housing market in the Borough makes access to the private sector more difficult for people on low or modest incomes. As a result the number of applicants from the Private Rented Sector has increased and it remains difficult to secure private rented accommodation as an alternative to the making of a homelessness application. In response to this we are carrying out the following:

- Negotiating with landlords at the first point of contact.
 - Assisting applicants to remain in their existing accommodation e.g. through negotiation or via a DHP claim.
 - Assisting applicants to find alternative accommodation utilising the rent deposit guarantee scheme.
 - Increasing incentives to private sector landlords.
 - Discharging our homelessness duty into the Private Rented Sector.
 - Encouraging applicants threatened with parental eviction to apply via the Housing Register (where they qualify).
- The number of HomeBuy sales reflects the revised phasing of handovers of properties due for completion. 170 flats are being developed by Notting Hill Housing in “The Bloom” in Bloemfontein Road of which 40 should be completed by the end of March. However, completion of the development by Notting Hill has slipped from the original timetable and this is reflected in the number of sales to date.
 - Income collection for B&B this year has been very challenging with clients not always engaging with the service despite the efforts of Income Officers. Collection has also been affected by changes the Overall Benefit cap, and delays in Discretionary Housing Payments (DHP) being processed due to the restructuring of H&F Direct. Additional income from DHP should result in the March out turn being close to target.

3.4 Quality Assurance

3.4.1 Performance

Indicator	Target	YTD	2012/13	Trend
% very or fairly satisfied with repairs and maintenance	78.0%	77.34%	83.76%	Not improving based on year on year trend but improving based on monthly

				trend ²
% valid (in date) Fire Risk Assessments updated for agreed works on qualifying properties	100%	65%	n/a	n/a
% of Stage 1 complaints upheld	55.0%	66.9%	51.1%	Not Improving
% of calls answered within 20 secs	80.0%	45.0%	73.0%	Not Improving

3.4.2 Factors affecting performance

- Stage 1 complaints upheld are worse than the target primarily as a result of complaints about the repairs service due to legacy issues, complaints upheld in the period to October 2013 regarding the previous contractors and due to problems with the telephony, as noted below. As the legacy issues and telephony issues are resolved the number of complaints is expected to reduce along with the numbers upheld.
- The main factor impacting upon % of calls answered is that the WAN (Wide Area Network) line has not been installed. This is critical to improving the service because the IT and Telephony systems keep crashing due to limited capacity. The Call Centre is currently working on high quality backup lines rather than full WAN resulting in calls being terminated when running beyond capacity. Significant improvement in performance is dependent on the WAN line being in place. The number of abandoned calls has reduced from 21% in November to 15% in February. The WAN line will be installed by the end of March/Early April, and it is anticipated that performance will reach target by the end of April.

4. RECOMMENDATIONS

- 4.1 The Select Committee are asked to note the contents of the report.

LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Housing and Regeneration Department	Kathleen Corbett Ext 3031	Housing and Regeneration

² Performance in February was 79.85%

	scorecard		Department, 3 rd Floor Town Hall Extension, King Street
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Agenda Item 9

	London Borough of Hammersmith & Fulham HOUSING HEALTH AND AND ADULT SOCIAL CARE SELECT COMMITTEE 02 April 2014
WORK PROGRAMME AND FORWARD PLAN 2014-2015	
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 the municipal year 2014/2015, 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 2014/15.

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 2014/2015
First Meeting
Care Bill: Progress and Update on its Implications
Healthwatch: Presentation on its Role
Imperial College Healthcare NHS Trust: Business Plan
Shaping a Healthier Future: Business Case
2014/2015
Adult Social Care: Contract Management
Customer Feedback: Annual Report
GP Networks and Enhanced Opening Hours
H&F CCG: Annual Health Performance Report
Public Health Update

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 7 APRIL 2014 AND AT FUTURE CABINET MEETINGS UNTIL JULY 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 (i.e. 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. 18 (published 7 March 2014)

KEY DECISIONS LIST - CABINET ON 7 APRIL 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>
7 April				
Cabinet	7 Apr 2014	<p>Disposal of 17-31 and 5 Carnwath Road 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 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 outweighs the public interest in disclosing the information.</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		Ward(s): Sands End	

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	Schools Organisation and Investment Strategy 2014 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	
Cabinet	7 Apr 2014	Special Guardianship Allowance Policy To agree a revised policy for allowances to carers.	Cabinet Member for Children's Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	7 Apr 2014	Depot welfare facilities - Hammersmith Park : refurbishment of the existing Quadron welfare block for occupation by the Quadron and Serco grounds maintenance teams Refurbishment of the existing Quadron Welfare Block for occupation by the Quadron and Serco Grounds Maintenance Teams. 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	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): Shepherds Bush Green	

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>)
		of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	7 Apr 2014	Approval of the 2014/15 Highways Maintenance Work Programme	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	Report on carriageway and footway maintenance programme for 2014/2015.	Ward(s): All Wards Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	
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	Corporate Revenue budget 2013/14 - month 10 amendments	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
	Reason: Affects 2 or more wards	Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013_14.	Ward(s): All Wards	

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>)
			Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	documentation and / or background papers to be considered.
Cabinet	7 Apr 2014	<p>Permission to tender for a bi-borough Parking Management Information System</p> <p>Seeking authority to go out to tender under OJEU rules for a shared Parking Management Information System between RBKC and H&F.</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>	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	
Cabinet	7 Apr 2014	<p>HRA Housing Capital Programme 2014/15 to 2016/17</p> <p>This report provides specific details of the proposed 2014/15 housing capital programme and proposes budget envelopes for the following two years</p>	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: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	7 Apr 2014	<p>Contract for Cash in Transit and Cash Processing Services</p> <p>Contract for cash and valuables in</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

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 (other relevant documents may be submitted)
	Reason: Expenditure more than £100,000	<p>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.</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> <p>Contact officer: Sue Evans Tel: 020 8753 1852 Sue.Evans@lbhf.gov.uk</p>	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>Better Care Fund 2014-2016 Final Plan Submission</p> <p>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.</p>	<p>Cabinet Member for Community Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Cath Attlee, David Evans Cath.Attlee@inwl.nhs.uk, david.evans@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>Developing Tri-borough Corporate Services</p> <p>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.</p>	<p>Leader of the Council (+Regeneration, Asset Management and IT)</p> <p>Ward(s): All Wards</p> <p>Contact officer: Jane West, Andrew Richards Tel: 0208 753 1900, Tel:</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

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>)
			020 8753 5989 jane.west@lbhf.gov.uk, andrew.richards@lbhf.gov.uk	considered.
Cabinet	7 Apr 2014 Reason: Affects 2 or more wards	Participation of Pension Fund in London Councils Collective Investment Vehicle London Councils are in the process of setting up a collective investment vehicle in which all London boroughs will be able to invest a portion of their pension fund assets in order to reduce costs. Cabinet is asked to approve LBHF's participation in this collective investment vehicle.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Halfield Jackman Halfield.Jackman@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	Request for approval of a rollover of underspend from the Team White City programme budget into 2014/15 Request for approval of a rollover of underspend from the Team White City programme budget into 2014/15.	Cabinet Member for Community Care Ward(s): Shepherds Bush Green; Wormholt and White City Contact officer: Mel Barrett, Peter Smith Tel: 020 8753 Melbourne.Barrett@lbhf.gov.uk, peter.smith@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	Delivering the Schools Capital Programme Phase 3 of Allocations to support the Council's Schools of Choice Agenda. 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	Cabinet Member for Education Ward(s): All Wards Contact officer: David McNamara David.Mcnamara@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 Reason: Expenditure more than £100,000	<p>Electronic document management system contract extension</p> <p>The council's current electronic document management system (EDMS) contract expires July 2014. An extension is needed to cover the time required to maintain EDMS support during the implementation of Universal Credit and the scoping for a new shared service for Revenues and Benefits, including the procurement of a new Tri-borough system for both corporate and H&F Direct use.</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): All Wards</p> <p>Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@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.
28 April				
Cabinet	28 Apr 2014 Reason: Expenditure more than £100,000	<p>Proposed Outsourcing of Commercial Property Management Function</p> <p>Lot 1 of New Property Contract.</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>Leader of the Council (+Regeneration, Asset Management and IT)</p> <p>Ward(s): All Wards</p> <p>Contact officer: Miles Hooton Tel: 020 8753 2835 Miles.Hooton@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	28 Apr 2014 Reason: Expenditure more than £100,000	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 Ward(s): All Wards Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@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	28 Apr 2014 Reason: Expenditure more than £100,000	Procurement of a Contractor for the Springvale New Build Scheme Procurement of a building contractor through a competitive tendering exercise to deliver the new build housing scheme on the Springvale estate.	Cabinet Member for Housing Ward(s): Avonmore and Brook Green Contact officer: Matin Miah Tel: 0208753 3480 matin.miah@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	28 Apr 2014 Reason: Affects 2 or more wards	Housing Asbestos Surveys Re-tender of contract for Housing Asbestos Surveys, Sampling & Monitoring. 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	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.

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		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	28 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</p> <p>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	28 Apr 2014 Reason: Expenditure more than £100,000	<p>Bi-borough Customer Access Programme - Resourcing Request</p> <p>To agree funding to establish a programme team to design and implement a bi-borough customer access programme which includes creating a bi-borough customer services function (part of the Tri-borough Corporate Services portfolio) and to drive digital service delivery. The development of digital services and efforts to drive channel shift and digital</p>	<p>Deputy Leader (+ Residents Services)</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Jane West Tel: 0208 753 1900 jane.west@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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		adoption will underpin how we will continue to deliver high quality services whilst reducing costs.		
July (date to be confirmed)				
Cabinet	21 Jul 2014	<p>Economic Development priorities</p> <p>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.</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		Ward(s): All Wards	
Cabinet	21 Jul 2014	<p>Future of Coverdale Road Residential Care Home</p> <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>	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	

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Cabinet	21 Jul 2014	<p>ASC Information and Signposting Website - People First</p> <p>Discussions and decision around rolling out the People First ASC information and signposting website to LBHF. Currently operational in RBKC and 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>	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	