

Overview & Scrutiny Board

Agenda

Tuesday 28 January 2014

7.00 pm

Courtyard Room - Hammersmith Town Hall, King Street,
London, W6 9JU

MEMBERSHIP

Administration:	Opposition
Councillor Alex Karmel (Chairman) Councillor Rachel Ford Councillor Donald Johnson Councillor Steve Hamilton Councillor Lucy Ivimy Councillor Harry Phibbs	Councillor Andrew Jones Councillor PJ Murphy Councillor Max Schmid

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Date Issued: 17 January 2014

Overview & Scrutiny Board Agenda

28 January 2014

<u>Item</u>		<u>Pages</u>
1.	MINUTES AND ACTIONS	1 - 11
	a) To approve as an accurate record, and the Chairman to sign the minutes of the meeting held on 26 th November 2013	
	b) To monitor the acceptance and implementation of recommendations and actions as presented in appendix 1	
2.	APOLOGIES FOR ABSENCE	
3.	DECLARATIONS OF INTEREST	
	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	
4.	THE REVENUE BUDGET 2014/15	12 - 27
	To receive a report from the Executive Director of Finance & Corporate Services updating the Board on how savings targets have been met and on proposed Budget growth and savings	

- 5. UPDATE ON SICKNESS ABSENCE MANAGEMENT** 28 - 36
- To receive a report from the Bi-Borough Director of Human Resources updating the Board on the latest figures for sickness absence for the Council and the detailed actions being taken to reduce absence across the workplace
- 6. INDIVIDUAL ELECTORAL REGISTRATION** 37 - 44
- To receive a report from the Electoral Services Manager updating the Board on the reasons and process for the introduction of Individual Electoral Registration
- 7. HIGH LEVEL REVENUE BUDGET MONITORING REPORT, QUARTER 2 2013/14** 45 - 64
- To receive a report from the Executive Director of Finance and Corporate Services presenting the Revenue Monitoring position at the end of quarter 2 of 2013/14 (September 2013)
- 8. HIGH LEVEL CAPITAL BUDGET MONITORING REPORT, QUARTER 2 2013/14** 65 - 77
- To receive a report from the Executive Director of Finance and Corporate Services presenting the Capital Budget Monitoring position at the end of quarter 2 of 2013/14 (September 2013)
- 9. SELECT COMMITTEE REPORTS**
- To consider the reports from the Select Committees (to follow):
- (a) Education and Children's Services
 - (b) Transport, Environment and Residents Services
 - (c) Housing, Health and Adult Social Care
- 10. WORK PROGRAMME** 78 - 96
- The Committee's work programme for the current municipal year is set out as Appendix 1 to this report. The list of items has been drawn up in consultation with the Chairman, having regard to relevant items within the Forward Plan and actions and suggestions arising from previous meetings of the Committee.
- 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. 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.
- Attached as Appendix 2 to this report is a copy of the Forward Plan items showing the decisions to be taken by the Executive at the Cabinet, including Key Decisions within the portfolio areas of the Leader and Cabinet Member for Strategy, which will be open to scrutiny by this Committee.

11. DATES OF NEXT MEETINGS

The dates of the remaining meetings scheduled for this municipal year are as follows:

- ▶ 4th March 2014
- ▶ 8th April 2014



London Borough of Hammersmith & Fulham

Overview & Scrutiny Board Minutes

Tuesday 26 November 2013

PRESENT

Committee members: Councillors Alex Karmel (Chairman), Rachel Ford, Donald Johnson, Steve Hamilton, Lucy Ivimy, Harry Phibbs, Andrew Jones, PJ Murphy and Max Schmid

Other Councillors: Cllr Nicholas Botterill (Leader of the Council), Cllr Marcus Ginn (Cabinet Member for Community Care)

Officers: Kayode Adewumi (Head of Governance & Scrutiny), Craig Bowdery (Scrutiny Manager), Jackie Hudson (Director for Procurement & IT Strategy), Hitesh Jolapara (Bi-Borough Director of Finance), Simon Jones (Director of Communications) and Jane West (Executive Director for Finance & Corporate Governance)

85. MINUTES AND ACTIONS

RESOLVED –

That the minutes of the meeting held on 24th September 2013 be confirmed and signed as a correct record.

86. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Loveday and the Chief Executive.

87. DECLARATIONS OF INTEREST

There were no declarations of interest.

88. TEAM WHITE CITY UPDATE

The Board received a presentation and report from the Director of Communications updating on the neighbourhood community budget pilot at White City.

The Board welcomed the progress made at White City and asked whether the Council was looking at ensuring long term sustainability for the project by exploring all options for income generation. Officers confirmed that they were working on building the capacity of Team White City so that they could pursue funding opportunities. The Council was of the view that there were sponsorship and advertising options in the local community, with the hope that initiatives such as the fanzine would eventually be cost neutral.

Members also asked how the Council would be monitoring the success of Team White City and if there was a mechanism to identify whether a decrease in crime for example was the result of the project or part of wider trends in the Borough. Officers explained that there was a robust evaluation framework in place that would monitor the effectiveness of each intervention.

The Board noted that for many residents in White City there was a language barrier with English not being people's first language, and members asked whether the project should be focussing more on improving literacy. Officers acknowledged that language was an issue for many residents and explained that the Council was therefore encouraging more people to sign up for literacy and numeracy classes. Since the launch of Team White City the way this was being approached had been revised to focus on connecting people and inspiring them. As a consequence, the numbers signing up to classes had significantly increased. Officers also highlighted that programmes such as literacy and numeracy classes and IT skills were seen as being just the beginning of targeted interventions to help build capacity in White City.

Members also discussed the virtual crime panel and asked how it was proposed that existing stakeholders such as the Police and Community Wardens would be engaged. Officers explained that the virtual panel was intended to complement existing structures and to enable a broader base of people get involved. Discussions were ongoing with the Police to discuss current issues, with the expectation that the increased spotlight on Police performance would help to improve local accountability.

The Board sought clarification on the funding for Team White City. Officers explained that the project received £170,000 of the total costs of £550,000 from a DCLG grant that would be ceasing at the end of the current financial year. The funding was mainly used to fund a team of four posts. After the DCLG funding finished, it was anticipated that the work would continue with the officer support being mainstreamed into existing Council posts. The DCLG money had been necessary to establish an evidence base and necessary support structures. Now that these were in place, costs for Team White City would be relatively low. For example the website involved significant expenditure on its design, but now this was completed the ongoing running costs were minimal. It was forecast that the project's costs would fall from £250,000 per annum to around £50,000.

The Board observed that many of the projects described in the report and the presentation were substantially overdue. For example the website was originally due to be launched in April 2013, but this had now been revised to

2014. Officers acknowledged that there had been delays and explained that there had been issues engaging with some partners, such as MITIE. A large amount of due diligence had been required and it had taken time to agree an evaluation framework to monitor the projects. Officers also highlighted that Team White City was a long-term multi-generational project, and that the first year was always likely to show little progress as the evidence base was developed. The Cabinet Member for Community Care also highlighted that the project was coordinated nationally in line with a Government timetable, and that it was in fact only six months beyond receiving Government sign-off. He explained that the majority of the planning had now been completed and that the Spring of 2014 would see tangible results and impacts.

One member expressed concern regarding the White City fanzine and reported that some residents had questioned its editorial impartiality. For example, it was stated that the fanzine had not reported stabbings that had taken place and its description of local development read like a Council press release. It was argued that editorial responsibility for the fanzine needed to be transferred to the community as soon as possible if it was to be embraced by residents. Officers explained that the purpose of the fanzine was not to report news but to signpost services and local opportunities. They were in discussion with the social enterprise about handing over responsibility. However it was important that full due diligence took place before any transfer as there could be issues of legal liability for defamation. It was proposed that an editorial panel would be established to minimise the risk and to give guidance to Team White City.

The Board noted the aim to improve employment opportunities for the area, and asked whether there were plans in place to better engage with Westfield. Officers confirmed that Westfield had signed-up to an employment pledge and would give advance notification of job opportunities and apprenticeships at Westfield.

Cllr Johnson left the meeting at 20:08

The Chairman noted that there was significant interest from the Board in the progress of Team White City and it was agreed that an update report would be submitted to the Board approximately six months after the Spring 2014 implementation date.

89. FURTHERING THE BOROUGH OF OPPORTUNITY: A SHARED VISION FOR H&F 2014-22 - CONSULTATION DRAFT

The Board received a report from the Head of Policy & Strategy presenting the draft Community Strategy for the Borough for 2014-22. Members noted that the consultation period on the draft was due to end on 16th December 2013 and that the new Community Strategy would be published in January 2014.

Members noted the targets for the building of affordable housing in the Borough and sought clarification of the household income required to be

eligible for intermediate affordable housing, which was confirmed by the Leader as being £19,000 per year. Some members argued that the proportion of affordable housing being built at the Earls Court Opportunity Area was insufficient and that the Council's policies were promoting the private rented sector rather than home ownership. The Leader explained that the high cost of housing in the area suggested it was a desirable place to live and that many people currently in socially rented housing could not afford to rent privately or buy. The Council was therefore seeking to increase the amount of intermediate affordable housing available to create a progressive 'staircase' into home ownership. Some members also observed that young and single residents, which Hammersmith & Fulham had a higher than average population, preferred private rented accommodation.

The Board noted that resident satisfaction with street cleanliness and waste collection had increased. Members asked if there were any proposals to revise the current arrangements or comparison data with other authorities regarding weekly waste collections. The Leader reported that there were no proposals to alter collections, and that current arrangements would be maintained. He was not aware of the details of other authorities' collection cycles but explained that very few authorities outside of London had continued with weekly collections.

RESOLVED –

That the draft Community Strategy be noted.

90. THE PERFORMANCE OF THE HAMMERSMITH & FULHAM BRIDGE PARTNERSHIP (HFBP)

The Board received a report from the Director of Procurement and IT Strategy presenting the performance of the H&F Bridge Partnership (HFBP) in 2012/13.

Members noted that in the benchmark HFBP had scored the maximum score in all areas but one for security and asked what this area was. Officers explained that the only area of concern for auditors was the removal of access rights to the network when employees left the authority. However a new system had now been implemented that kept better track of starters and leavers and the recommendation had now been cleared. Members also highlighted the physical asset inventory referred to in the report and asked for confirmation of how much equipment had been lost. Officers undertook to investigate the issue and confirm the number in writing, and assured members that the new system to track leavers had reduced the amount of equipment lost.

Action: Jackie Hudson

The Board also discussed further the benchmarking of the Council's performance indicators and requested the Council's summary report of the performance on the SOCITM benchmark. Officers undertook to circulate a full report after the meeting of H&F performance. Members asked whether the performance of HFBP had been compared against the private sector. Officers

explained that performance was only judged against other local authorities, but that there was some data available from private companies. However for benchmarking to be useful it was important to ensure comparisons between organisations were like-for-like with similar size and functions.

Action: Jackie Hudson

91. FILMING AND RECORDING AT COUNCIL MEETINGS

The Board received a report from the Bi-Borough Director of Law that proposed guidance for the public taking of photographs, filming and recording of Council meetings.

The Chairman noted that the Full Council meeting of 23rd October 2013 had agreed a motion that permitted members of the public to take photographs, film and record Council meetings and he welcomed the commitment to transparency. However he proposed that the word 'may' should be amended to 'will' in point (ii) of the agreed motion. The Board agreed that this should be amended.

Members of the Board asked how the Council proposed enforcing the final point of the guidance that stated that it would request that online recordings be removed should they misrepresent proceedings. Officers explained that the Council would likely seek to reach agreement with the responsible individuals that inaccurate recordings be removed, but that a formal way of dealing with misrepresentations had not yet been developed. Members also noted that the Council would be making its own recording of all meetings, so that should the need arise an un-edited version of the meeting could be published.

The Board also discussed the distinction between the 'larger film crews' referred to in the guidance and other people who wished to record meetings, and the requirement for prior notice to be given for roving film crews. Some members argued that these distinctions could create confusion and went against the Council's desire for greater openness and transparency. However officers explained that the guidance was not a collection of strict rules and that the Council would seek to facilitate public recording rather than restrict it. The Chairman also remarked that larger crews were invited to seek prior permission so that appropriate arrangements, such as clearing necessary space or providing designated seating, could be made.

Members also discussed the guidance that filming and recording would not be allowed when young or vulnerable people were speaking or in attendance. Some members argued that the Council should not seek to restrict recording under any circumstances and that there would be instances when children were present but that it would be acceptable to permit recording. The Chairman explained that he felt that the point should remain as the Council had a duty of care to young and vulnerable people attending meetings, and that to record them would require parental consent that would not always be available. It was proposed therefore that this point in the guidance should be amended to remove the word 'will' and replace it with 'may' to allow for

common sense and an appropriate decision to be made that considers each circumstance.

Members noted that officers would be recording meetings, and asked if there were plans for these recordings to be published online. Officers explained that to publish the files containing the recordings online would have cost implications as they were large files that required significant server space. However if members wanted to pursue the publishing of the recordings, then this could be explored.

RESOLVED –

That subject to the amendments detailed above, the guidance proposed in the report be agreed.

92. SELECT COMMITTEE REPORTS

The Board received tabled reports updating members on the recent meetings of the three Select Committees.

93. THE CAPITAL BUDGET

The Board received a report updating on the 2013/14 quarter one capital budget monitoring.

Members noted that a £2.4 million increase had been forecast for the General Debt Fund and sought clarification of the causes for this. Officers explained that the increase was largely due to a slippage in the capital expenditure programme into future years and a change in Government regulations that restricted how housing receipts could be used. The longer-term four year programme however remained in a surplus position.

The Board also requested further details on the risk of the Council breaching its VAT partial exemption limit. Officers explained that the Council was on course to breach the limit but that the Council was now working with HMRC to take mitigating measures, such as an expectation that projects will 'opt-to-tax' where it is available. Officers assured members that projects will not be delayed because of the potential breach and that should the benefits of a project outweigh the costs of breaching the limit the projects will go ahead as planned. HMRC were keen to work with the Council to avoid a breach, but if it occurred there would be a financial cost to the Council.

Members also asked for clarification on the following details, which officers undertook to provide:

- Targets for leasehold income not being met and possible shortfalls
- An additional £1,838,000 expenditure on major refurbishments in the Housing Capital Programme (appendix 4)

Action: Hitesh Jolapara

94. PERFORMANCE MONITORING

The Board received a report updating members on the performance data for quarter two in 2013/14.

Members asked about the performance of the Council's call centre and whether it was improving or if there were options to alter the contract. Officers explained that the current contract ran until December 2016 and performance was continuing to improve for the call centre. It was however acknowledged that the Housing Benefit and Council Tax call centre was more challenging, although a new system had been implemented that provided more robust data on call patterns.

The Board also noted the sickness targets and queried whether there had been any progress developing sickness targets for individual departments. Officers explained that they had considered department-level targets but directors did not agree that it was appropriate to have different expectations for each department. The focus was ultimately on reducing overall absence rates. Officers undertook to provide details of the options considered.

Action: Jane West

RESOLVED –

That the report be noted.

95. OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME AND THE FORWARD PLAN OF KEY DECISIONS

The Board's Work Programme was noted and agreed.

96. DATES OF NEXT MEETINGS

The Board noted the future meetings dates as follows:

- Tuesday 28th January 2014
- Tuesday 4th March 2014
- Tuesday 8th April 2014

97. EXCLUSION OF PRESS AND PUBLIC

RESOLVED –

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

98. THE PERFORMANCE OF THE HAMMERSMITH & FULHAM BRIDGE PARTNERSHIP (HFBP) AND THE ICT STRATEGY - EXEMPT ASPECTS

RESOLVED –

That the exempt aspects of the report be noted.

99. THE CAPITAL BUDGET - EXEMPT ASPECTS OF THE REPORT

RESOLVED –

That the exempt aspects of the report be noted.

Meeting started: 7.00 pm

Meeting ended: 9.16 pm

Chairman

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APPENDIX 1

Recommendations 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.

Meeting	Item	Action/recommendation Lead Responsibility	Progress/Outcome	Status
25/7/12	Pupil Premium Scrutiny Task Group	RESOLVED THAT: the proposal for a Scrutiny Task Group on the Pupil Premium be approved, and that the Chairmen of this Committee and the Education and Children's Services Select Committee determine the detailed scope of the review	The Task Group has now finished its investigations and the Final Report was approved by the Board. All recommendations were approved by Cabinet on 9 th December 2013. The ECSSC will monitor the implementation of the recommendations.	Complete
5/3/13	Managed Services and HR	RESOLVED THAT: The Board receive an update in 6 months. Action: The Board requested a breakdown of expected staff levels in three years' time and where they would be based. Members asked for further detail on how the estimated £1.2million annual saving had been calculated. Action by: Jane West (Executive Director of Finance and Corporate Governance).	Further report due to be submitted in March 2014.	Ongoing

24/09/13	Annual Complaints Performance Report 2013/13	<p>Action: That a update report on Council performance against targets for the response time to respond to Councillor and MP enquiries and overall customer satisfaction be provided in April 2014</p> <p>Action by: Lyn Anthony (Head of Executive Services)</p>		Ongoing
26/11/13	Team White City Update	The Chairman noted that there was significant interest from the Board in the progress of Team White City and it was agreed that an update report would be submitted to the Board approximately six months after the Spring 2014 implementation date.	Agenda item scheduled for an Autumn meeting	Ongoing
26/11/13	The Capital Budget	<p>Members also asked for clarification on the following details, which officers undertook to provide:</p> <ol style="list-style-type: none"> 1. An additional £1,838,000 expenditure on major refurbishments in the Housing Capital Programme (appendix 4) 2. Targets for leasehold income not being met and possible shortfalls 	Officers have provided details as per the note below	Complete

Note:


- 1 The £1.838m additions to the Housing capital programme is made up of:
 - A net transfer of £950k from Planned Maintenance into Major Refurbishments. Works under each programme can be similar but going forward for clarity work classed as planned maintenance will now only include those schemes delivered through the MITIE Planned Maintenance Framework.
 - A transfer of £400k from Fire Safety programme to Philpot Square and White City schemes to reflect the inclusion of this type of work in the contracts classed as Major Refurbishment
 - An addition of £488k to the budget for Edward Woods towers to reflect increased forecast expenditure

2 Leaseholder and Other Contributions £7.442m – this is broken down as follows:

Description	£'000
Leasehold contributions	5,758
Decent Homes Area 2 Connaught bond settlement	750
Insurance: Riverside Gardens	334
Insurance: Robert Owen Hse	600
Total	7,442

Currently we have no significant concerns regarding Leaseholder Income.

Agenda Item 4

 the low tax borough	London Borough of Hammersmith & Fulham OVERVIEW AND SCRUTINY BOARD 28 January 2014
REVENUE BUDGET 2014/15	
Report of the Leader of the Council – Councillor Nicholas Botterill	
Report Status: Open	
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: Jane West, Executive Director of Finance and Corporate Governance	Contact Details: Tel: 0208 753 1900 E-mail: jane.west@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. Cabinet will present their revenue budget and council tax proposals to Budget Council on 26 February 2014. As part of the budget process savings targets have been set for departments and transformation programmes.
- 1.2. This report provides an update on how the targets will be met for the services covered by this Select Committee. An update is also provided on budget growth proposals and proposed changes in fees and charges.

2. RECOMMENDATIONS

- 2.1. That the Select Committee considers the growth and savings proposals and makes recommendations to Cabinet as appropriate.

3. INTRODUCTION AND BACKGROUND

- 3.1. The 2014 Medium Term Financial Strategy (MTFS) process has been developed against a challenging financial background:

- Central government funding is expected to fall by £14m (10% in cash terms and 12.5% in real terms)¹ in 2014/15, as action is taken to tackle the national budget deficit. Provisional 2014/15 grant allocations were previously issued in December 2012. These were adjusted downwards following the Chancellor's June announcement of a further 1% fall in the Spending Round 2013.
 - The Council continues to lose out, by more than £4m per annum, from the localised business rates retention scheme². This loss arises from appeals against the rateable values set by the Valuation Office Agency (VOA). In particular the council is impacted by appeals relating to the Westfield Shopping Centre. These have resulted in an average reduction of 28% in rateable value for which estimated refunds in excess of £9m are still outstanding. The appeals process is outside of the Council's control.
- 3.2. The budget proposals address the funding challenge whilst lowering the financial burden faced by local Council Tax payers. **A council tax reduction of 3% is proposed.** Front line services are protected with continued emphasis on value for money. A number of innovative cross-cutting transformational projects are being taken forward both within the Council and with our tri-borough partners.
- 3.3. The scale of the financial challenge facing the Council is summarised in Appendix 1. **Savings of £18.2m are required to balance the budget in 2014/15 (10% of the Base Budget).** This savings requirement increases cumulatively to £50.5m by 2016/17. A contribution of £1.105m to general balances is proposed. This recognises the significant financial risks faced by the council and the remaining budget gap for 2015/16 and 2016/17.
- 3.4. The budget forecast is underpinned by a number of assumptions. Namely:
- Inflation for contractors will be provided as set out in the agreements.
 - A general contingency for pay inflation has been held pending conclusion of the discussions with the trade unions.
 - Fees and charges will generally increase in line with the Retail Price Index (3.3% at August 2013) unless set by statute. Any exceptions, for the services covered by this committee, are set out in Appendix 3.
 - That central government funding made available to Hammersmith & Fulham will reduce by £14m (10%). This is a provisional estimate based on previous government consultation. A clearer position will emerge when the Local Government Finance Settlement is announced

¹ This is made up of Revenue Support Grant, New Homes Bonus Grant and other unringfenced grants from government.

² The localised business rates retention scheme was introduced in 2013/14. London Boroughs now get to keep 30% of business rates income subject to safety net arrangements for authorities that suffer a significant loss. The safety net caps the loss at £4.4m in 2014/15.

in late December. This was not available to inform the preparation of this report

- Unavoidable growth is provided. This mainly relates to external pressures, such as welfare reforms.

4. GROWTH AND SAVINGS PROPOSALS

- 4.1. Scrutiny Select Committees are invited to consider and comment on the growth and savings proposals that fall within their remit. These are detailed in Appendix 2. An overview is set out below and comments by relevant Executive Directors provided in sections 6 and 7.

Growth

- 4.2. In the course of the budget process departments have identified areas where additional resources are required. These are summarised in Table 1 for 2014/15.

Table 1 Growth Proposals

	£'000s
Adult Social Care	205
Children's Services	470
Environment, Leisure and Residents' Services	0
Finance & Corporate Services	0
Housing and Regeneration Department	1,545
Transport & Technical Services	536
Libraries	0
Public Health	0
Centrally Managed Budgets	1,400
Total Growth	4,156

- 4.3. Table 2 summarises why budget growth is required for the Council.

Table 2 – Reasons for Budget Growth

	£'000s
Government related	1,545

Other public bodies	130
Increase in demand/demographic growth	675
Other	1,806
Total Growth	4,156

Savings

- 4.4. Departments and transformation programmes have been set savings targets of £18.2m for 2014/15. To meet this challenge savings have been developed that:
- Look to protect front-line services.
 - Continue to focus on asset rationalisation to reduce accommodation costs and deliver debt reduction savings.
 - Build on previous practice of seeking to deliver the best possible service at the lowest possible cost.
 - Consider thoroughly what benefits can be obtained from commercialisation and competition.
 - Continue a number of council wide transformation programmes to deliver cross-cutting savings. These include People and Transforming the Way We Do Business.
 - Take forward collaborative working arrangements with the City of Westminster Council and Royal Borough of Kensington and Chelsea. Other shared service solutions will be taken forward as and when appropriate.
 - Improve outcomes and reduce dependency amongst residents through better joint services with the NHS.
- 4.5. The savings proposals put forward regarding this Select Committee are detailed in Appendix 2 and the overall 2014/15 position is summarised in Table 3. A categorisation of the savings is shown in Table 4.

Table 3 Savings Proposals

	£000s
Adult Social Care	(4,664)
Children's Services	(2,780)
Environment, Leisure and Residents' Services	(1,143)

Libraries	(100)
Finance & Corporate Services	(2,406)
Housing & Regeneration	(750)
Transport & Technical Services	(2,725)
Centrally Managed Budgets	(2,686)
Corporate Transformation Savings	(903)
Departmental Total	(18,157)

Table 4 - Analysis of the 2014/15 Savings

Type of Saving	£'000s
Commercialisation / Income	(1,975)
Commissioning	(3,247)
Debt Reduction Strategy	(1,336)
People Transformation Portfolio	(470)
Procurement/Market Testing	(745)
Reconfiguration/Rationalisation of Services	(3,099)
Staffing/Productivity	(1,980)
Transforming Business Portfolio	(893)
Tri Borough/Bi Borough	(4,412)
Total	(18,157)

5. COUNCIL TAX CHANGES IN 2014/15

- 5.1 Cabinet propose to cut the Hammersmith and Fulham's element of 2014/15 Council Tax by 3%. This will provide a balanced budget for 2014/15, whilst reducing the burden on local taxpayers. By reducing Council Tax the Council will receive Council Tax Freeze Grant, estimated at £0.626m, in both 2014/15 and 2015/16.
- 5.2 The Mayor of London has announced his intention to reduce the Band D precept for the Greater London Authority to £299 in 2014/15. A draft budget is due to be presented to the London Assembly on 29th January, for final confirmation of precepts on the 14th February.
- 5.3 The impact on the Council's overall Council Tax is set out in Table 5.

Table 5 – Council Tax Levels

	2013/14 Band D	2014/15 Band D	Change From 2013/14
	£	£	£
Hammersmith and Fulham	757.90	735.16	-22.74
Greater London Authority	303.00	299.00	-4.00
Total	1,060.90	1,034.16	-26.74

- 5.4 The robust forward financial plans set out in the Council's MTFS has enabled an indicative Council Tax figure to be provided for 2015/16 and 2016/17. At present, for planning purposes, it is anticipated that there will be a freeze for both years in Council Tax levels.
- 5.5 The current Band D Council Tax charge is the 3rd lowest in London. The reduction of 3% is the 7th reduction in the past 8 years, with a freeze in the other year. The Band D charge for Hammersmith and Fulham is the lowest since 1999/2000 (Table 6).
- 5.6 Since 2006/07 Council Tax in Hammersmith & Fulham will have reduced by 20% in cash terms (39% in real terms) compared to an estimated average London increase of 8%. The relative cash savings³, from 2006/07 to 2014/15, for Hammersmith and Fulham residents is £1,371.

³ This is based on the Band D charge and is a cumulative figure from 2006/07 to 2014/15. It compares the Hammersmith and Fulham saving against the average London change.

Table 6 – Band D Council tax for Hammersmith and Fulham from 1999/2000

	Band D Hammersmith and Fulham Element	Change	Change
	£	£	%
1999/2000	706.83	+30.44	+4.50
2000/01	738.58	+31.75	+4.49
2001/02	772.41	+33.83	+4.58
2002/03	772.41	0	0
2003/04	848.49	+76.08	+9.85
2004/05	890.07	+41.58	+4.90
2005/06	903.42	+13.35	+1.50
2006/07	916.97	+13.55	+1.50
2007/08	889.45	-27.52	-3.00
2008/09	862.77	-26.68	-3.00
2009/10	836.89	-25.88	-3.00
2010/11	811.78	-25.11	-3.00
2011/12	811.78	0	0
2012/13	781.34	-30.44	-3.75%
2013/14	757.90	-23.44	-3%
2014/15	735.16	-22.74	-3%
2015/16 (indicative)	735.16	0	0
2016/17 (indicative)	735.16	0	0

6 COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE ON THE BUDGET PROPOSALS

- 6.1 Finance and Corporate Services (FCS) is largely a support service department, supporting front line services across the Council. The exception to this is H&F Direct, which provides transactional services to residents e.g. Council Tax, business rates and rent collection, parking permits, blue badges, etc. FCS strives to provide exceptional value for money services; to be as small a department as possible without compromising service quality too much.
- 6.2 FCS has a number of approaches to achieve this aim which are detailed below.
- 6.3 Tri-borough working:
- The Bi Borough Director for Finance, the Bi Borough Director for Law and the Bi Borough Director for Human Resources (HR), are already shared with the Royal Borough of Kensington and Chelsea (RBKC). These three officers are gradually moving teams into shared arrangements within Finance, Legal and HR.

- There is already a Tri-borough Treasury and Pensions team and a Tri-borough Insurance team.
- FCS is leading on Innovation and Change Management for the Tri-borough and have found efficiencies in the way they operate, of a further £210,000 for 2014/15. This is on top of the £200,000 delivered in 2013/14.
- The Tri-borough Managed Services Programme includes plans to join up transactional services for HR, Finance, Procurement and Property Asset Management across the three boroughs through an outsourced framework agreement, which should be operational by October 2014 at the latest. This is on track to deliver annual savings of £1.33 million by 2015/16.
- A Tri-borough Corporate Services Review is underway, which is examining the potential for joining up HR, Legal, Procurement and IT services across the three councils at a strategic level, with savings falling in 2015/16. The Bi Borough arrangements for HR are already delivering £200k of savings for 2014/15.
- The Tri-borough IT community has recently completed a procurement for an outsourced framework to replace the current contract with Hammersmith and Fulham Bridge Partnership (HFBP), which expires in 2016.
- The Director for Strategy and Communications runs the London Borough of Wandsworth's Communications team. Other opportunities to extend joint working will continue to be sought.
- A Bi-borough Design team is also in place.
- The Social Fund function, which has transferred from the Department for Work and Pensions (DWP), is being overseen by H&F Direct but has been established as a Tri-borough function hosted by RBKC.

6.4 Service and other additional ways of accessing services:

- FCS is pursuing an agenda of self service for both external and internal customers. Smart HR and World Class Financial Management have already delivered self service to both staff and managers across H&F. The new Managed Services contract with BT will take this a step further during 2014/15.
- Both internally and externally, the presumption is for self service options, with other channels only being provided where absolutely necessary.
- FCS is keen to explore other opportunities to move to self service where we can simply support managers and staff to do things for themselves.

- H&F Direct is pursuing an aggressive external self service agenda e.g. self service parking renewals, council tax billing and benefits claims.
- It is now possible to undertake a range of H&F Direct transactions in post offices in the Borough.

6.5 Cost Reduction Programme

- FCS is engaged in the corporate Transforming Procurement work stream with Agilisys, which is reviewing a range of current FCS contracts and procurement initiatives. It is also working with Agilisys to increase FCS' level of debt recovery by improving and streamlining the end-to-end financial processes, with a view to making savings overall, and improving cash flow, without negative impact elsewhere in the business. This is part of a corporate initiative in place across all departments.
- FCS is looking to improve business intelligence through a joint project with Westminster City Council (WCC) and RBKC. This programme aims to reduce the cost of information production and to improve business decision making, so that decisions are made quicker and earlier based on firm, accurate evidence. Pilot projects during 2013/14 have already generated savings of £450k.
- Sound management of the Pension Fund and Treasury functions by the Tri-borough team have already delivered savings of £357k and £250k, respectively.

Savings

- 6.6 For the period 2009/10 to 2013/14 FCS have delivered savings of almost £10m. In addition, FCS is delivering savings of £2.4 million in 2014/15, with Transformational savings accounting for £450k of this figure. Further to this, FCS is contributing £112k towards People Portfolio savings, which are presented separately, within the Transformational savings schedules.

7 FINANCE AND RESOURCES IMPLICATIONS

- 7.1 This report sets out the current savings and growth proposals for comment by the select committee. An update on the overall financial position will be presented to the committee following the publication of the local government finance settlement. This will include:

- An update on reserves, balances and risks
- The latest position on government funding.

- 7.2 The savings put forward of £18.2m are significant. They have been developed through a robust process of Cabinet and Business Board Challenge. Looking

beyond 2014/15 the council will continue to face further funding reductions. The current forecast is that £50.5m of cumulative savings are likely to be required from 2014/15 to 2016/17.

- 7.3 The Executive Director of Finance and Corporate Governance is required to report on the robustness of the estimates made for the purposes of budget calculations and the adequacy of the proposed financial reserves. The Council must take these matters into account when making decisions about the budget calculations. These issues have underpinned the current MTFs process and will be addressed in the budget report to Budget Council.
- 7.4 Implications verified/completed by: Jane West, Executive Director of Finance and Corporate Governance, telephone number; 0208 753 1900.

8 CONSULTATION WITH NON DOMESTIC RATE PAYERS

- 8.1 In accordance with the Local Government Finance Act 1992, the Council is required to consult with Non Domestic Ratepayers on the budget proposals. The consultation can have no effect on the Business Rate, which is set by the government.
- 8.2 As with previous years, we have discharged this responsibility by writing to the twenty largest payers and the local Chamber of Commerce together with a copy of this report. Any comments will be reported at Cabinet.

9 EQUALITY IMPLICATIONS

- 9.1 A public authority must, in the exercise of its functions, comply with the requirements of the Equality Act 2010 and in particular section 149 (the Public Sector Equality Duty). Where specific budget proposals have a potential equalities impact these are considered and assessed by the relevant service as part of the final decision-making and implementation processes and changes made where appropriate. An Equality Impact Assessment (EIA) is attached at Appendix 4.

10 LEGAL IMPLICATIONS

- 10.1 The Council is obliged to set the Council Tax and a balanced budget for the forthcoming financial year in accordance with the provisions set out in the body of the report.
- 10.2 In addition to the statutory provisions the Council must also comply with general public law requirements and in particular it must take into account all relevant matters, ignore irrelevant matters and act reasonably and for the public good when setting the Council Tax and budget.
- 10.3 The recommendations contained in the report have been prepared in line with these requirements.

10.4 Section 25 of the Local Government Act 2003, which came into force on 18 November 2003, requires the Executive Director of Finance and Corporate Governance to report on the robustness of the estimates made for the purposes of budget calculations and the adequacy of the proposed financial reserves. The Council must take these matters into account when making decisions about the budget calculations.

10.5 Implications verified/ completed by Tasnim Shawkat, Bi Borough Director of Law, telephone number; 0208 753 2700.

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 – MTFS Summary

Appendix 2 – Growth & Efficiency Schedules

Appendix 3 - Fees and Charges – exceptions to standard 3.3% increase. Not applicable for this Committee.

Appendix 4 – Equality Impact Assessment

Medium Term Budget Requirement

	Year 1 2014/15 £'000	Year 2 2015/16 £'000	Year 3 2016/17 £'000
2013/14 Net General Fund Base Budget	189,640	189,640	189,640
Non-domestic rates tariff payment to Government	2,913	2,986	3,046
One off budget adjustments from 2013/14	(1,903)	(1,903)	(1,903)
Drawdown from Efficiency Delivery Reserve	(752)	0	0
2014/15 Net General Fund Base Budget	189,899	190,724	190,783
Contract and Income Inflation	2,800	5,600	8,400
Growth	4,156	5,515	5,515
Efficiency Savings ¹	(18,157)	(40,751)	(50,515)
General Contingency (pay)	900	1,800	4,050
Gross Budget Requirements	179,597	162,888	158,233
Less			
New Homes Bonus Grant	(3,773)	(3,065)	(3,672)
Other unringfenced specific grants	(4,534)	(4,442)	(4,442)
Council Tax Freeze Grant	(626)	(1,252)	(1,252)
Contribution to General Balances	1,105	0	0
Revenue Grants	(7,828)	(8,759)	(9,366)
Net Budget Requirement	171,769	154,129	148,867
Funded By			
Revenue Support Grant	65,300	46,572	39,874
Localised Element of Non Domestic Rates	54,313	55,838	56,924
Council Tax (3% Reduction in Year 1 then a freeze for planning purposes)	51,369	51,369	51,369
Increase in Council Tax Base	0	350	700
One off collection fund surplus	787	0	0
Gross Resources	171,769	154,129	148,867
Adjusted Net Budget Gap	0	0	0

Notes

1) In addition, an efficiency of £150k has been built in to the Council Tax Base, relating to Single Person Discount savings. These savings are planned to be achieved through the Business Intelligence programme.

Finance & Corporate Services Budget Proposals

Service	Description of Budget Change	Budget Change		
		2014-15 Budget Change (£,000's)	2015-16 Budget Change Cumulative (£,000's)	2016-17 Budget Change Cumulative (£,000's)
Tri Borough	Finance & Corporate Services Tri Borough Savings	(379)	(1,279)	(1,279)
H&F Direct	Deletion of Housing Benefits Appeals officer post	(20)	(20)	(20)
H&F Direct	Re-tender debit / credit card transaction contract	(15)	(15)	(15)
Finance	Reduction in contribution to Insurance fund	(200)	(200)	(200)
Finance	Reduction in Internal Audit supplies & services budget	(10)	(10)	(10)
Finance	Additional savings from the Managed Services programme	(50)	(50)	(50)
Finance	Potential savings from another borough joining Managed Services	0	(150)	(150)
Finance	Investment Income - stretch target, increase of 0.2%	(250)	(250)	(250)
Communications, Policy & Performance	Hammerprint Xerox contract	(50)	(50)	(50)
IT & Procurement	E-sourcing via new system	(15)	(15)	(15)
IT & Procurement	Reduction in Electronic Data Management System (EDMS) consultancy budget	(48)	(48)	(48)
IT & Procurement	Reduction in subscription budget	(25)	(25)	(25)
HR	Workforce reduction – proportionate saving in maternity budgets	(25)	(50)	(75)
HR	Movement to a Bi-Borough structure	(200)	(200)	(200)

Service	Description of Budget Change	Budget Change		
		2014-15 Budget Change (£,000's)	2015-16 Budget Change Cumulative (£,000's)	2016-17 Budget Change Cumulative (£,000's)
Innovation & Change	Review of divisional structure	(110)	(110)	(110)
Innovation & Change	Income from Westminster	(100)	(100)	(100)
Communications, Policy & Performance	Reduction in Voluntary Sector Grants expenditure	(2)	(142)	(142)
Communications, Policy & Performance	Alternative funding for the 3rd Sector	0	(50)	(50)
H&F Direct	Bi-borough Council Tax Management Structure - 6 senior management post into 3	(75)	(120)	(120)
Executive Services	Reduction of two posts	0	(70)	(70)
Legal & Democratic Services	Review of Democratic and Electoral Services - look at structure and expenditure	0	(50)	(50)
Executive Services	Reduction in Chief Executive's salary	(25)	(25)	(25)
Finance	Reduction in Pension Fund contributions following actuarial reviews	(357)	(357)	(357)
Transforming Business	Business Intelligence (Freedom Passes) ¹	(450)	(450)	(450)
Finance	Additional New Homes Bonus Grant from reduction in reported empty properties	0	(539)	(539)
	Total Efficiencies	(2,406)	(4,375)	(4,400)

Notes

1) In addition, an efficiency of £150k has been built in to the Council Tax Base relating to Single Person Discount savings. These savings are planned to be achieved through the Business Intelligence programme.

Equality Impact Assessment (EIA)

Finance & Corporate Services (FCS)

Budget Proposals 2014/15

1. SAVINGS, EXISTING EFFICIENCIES, AND NEW EFFICIENCY SAVINGS

- 1.1. Many of the FCS line items are to do with back office change that affects staff and as such will not have an impact on frontline service users. As with all staff changes, EIAs are carried out to inform reorganisations. However, some of the line items are to do with more efficient ways of delivering services to the public and those are included here.

Reduction in Voluntary Sector Grants expenditure of 10% and London Boroughs Grant Levy – Shortfall of funding from 2014/15: £2K

- 1.2. The Council's grants expenditure is proposed to reduce by 10%. In particular this is likely to include: women's groups, black and minority ethnic (BME) groups, and groups for disabled people. A reduction is likely to have a negative impact because there will be less money to allocate as grant funding. The criteria for allocation of funding has not changed.
- 1.3. The specifications on which the grant funding is allocated have been reviewed for the next funding round. Specifications ensure that the grants are allocated to organisations that are financially sound and are in a position to deliver quality services developing projects that are preventative and complimentary to the statutory services and which consider council priorities and strategies.
- 1.4. No final decision will be made until all applications for grant funding are received and analysed, then recommendations made for funding are proposed to Cabinet. When that happens, further consideration to impact(s) on equality groups will be given. Recent past experience indicates that although the Council receives a large number of applications, not all of these meet the criteria for funding e.g. because the application does not answer all of the points that are required to be answered in demonstrating how the potential project will measure how it will improve the well-being of local residents.
- 1.5. The London Borough Grants Levy will be of high relevance to all voluntary groups who are in receipt of grant funding by the Council and in particular this is likely to include: women's groups, BME groups, and groups for disabled people. This is not in the control of the Council. This is run by London Councils, who made the efficiencies following consultation with all London Boroughs. An equalities impact assessment was carried out by London Councils, which administers the London Boroughs Grants Scheme. This reflects the LBHF contribution to that scheme.
- 1.6. The London Boroughs' Grants Scheme was created as a consequence of Section 48 of the Local Government Act 1985. It inherited, from the former Greater London Council, a programme of funding to voluntary sector organisations whose activities were either London-wide or formed part of a London-wide pattern of service provision. All London boroughs are currently required via a Section 101 agreement made between the boroughs and London Councils (LC) to contribute to the budget of the

London Boroughs Grants Scheme. The Scheme is run by the LC Grants Committee, and seeks to fund London-wide voluntary organisations and those which operate in more than two boroughs.

- 1.7 Individual councils do not have the authority to determine the level of contribution they will make to the scheme. Constituent councils are required to contribute to any London Boroughs Grants Scheme expenditure, which has been incurred with the approval of at least two-thirds of the constituent councils. Contributions are, under Regulation 6(8) of the Levying Bodies (General) Regulations 1992, to be proportionate to constituent councils' populations.
- 1.8 Calculation of borough contributions is on a "per head of population" basis, as required by the governing statute (LGA 1985, S48). London Councils is required to use the population figures as determined by the Secretary of State.

Deletion of HB Appeals Officer post £20K

- 1.9 This is one of two posts; the other post remains. Part of the £20K saving will be used to fund support as and when is required on Housing Benefit (HB) appeals. HB Appeals will die out as HB moves to Universal Credit. As such, there should be no impact on service users.

Workforce reduction – proportionate saving in maternity budgets £25K

- 1.10 This is a reduction due to reducing numbers of Council staff. There is no change in maternity policy.


Other Savings, total £944k

- 1.11 There are a number of potential reorganisations in FCS, and these are informed by EIAs as and when they occur. These are listed in paragraph 1.12.
- 1.12
- Re-tender credit/debit card transaction contract £15K
 - Reduction in contribution to Insurance fund £200K
 - Reduction in Internal Audit supplies and services budget £10K
 - Investment income stretch target (increase of 0.2%) £250K
 - Hammerprint Xerox contract £50K
 - E-sourcing via new system £15K
 - Reduction in subscription budget £25K
- 1.13 The savings given above will not have an impact on residents or service users, and represent better ways of providing services to frontline departments while ensuring that resources are allocated where they need to be.

2. GROWTH

- 2.1. There are no growth items for FCS.

Agenda Item 5

 the low tax borough	London Borough of Hammersmith & Fulham OVERVIEW & SCRUTINY BOARD 28 JANUARY 2014
UPDATE ON SICKNESS ABSENCE MANAGEMENT IN LBHF	
Report of the Corporate Director	
Open Report	
Classification: For Scrutiny Review & Comment	
Key Decision: No	
Wards Affected: All	
Accountable Executive Director: Jane West, Executive Director Finance & Corporate Services	
Report Author: Debbie Morris, Bi-Borough Director of Human Resources	Contact Details: Tel: 020 8753 3068 E-mail: Debbie.morris@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report updates the Committee on the latest figures for sickness absence for the Council and compares this with both public and private sector sickness absence rates across the UK. LBH&F compare favourably with both public and private sector absence levels over the previous year.

2. RECOMMENDATIONS

- 2.1 To note the detailed actions set out in this report to reduce absence across the workplace and the proactive support for both managers and staff which are in place and which continue to drive down absence across the Council.

3. INTRODUCTION AND BACKGROUND

- 3.1 This Report updates the panel on the current position in relation to the Council's sickness absence figures and gives comparisons with the UK public, not for profit and private sectors and London local authorities generally. The report highlights the most recent UK wide trends and causes for absence and outlines the key elements of the Council's strategy for managing effective attendance at work.

4. CURRENT ABSENCE LEVELS IN LBH&F

4.1 Sickness Levels

The Council uses two sets of figures to effectively monitor sickness absence. The first calculates the average number of working days of sickness per employee (current staff and leavers included) over a 12 month rolling period using the previously used Audit Commission Best Value Performance Indicator (BVPI). The figures for the Council as at end October 2013 using this calculation is set out below as follows:

Month Ending	CHS	ASC	TTS	FCS	HRD	ELRS	TLA	Avg. days lost H&F
November-12	7.4	9.6	8.0	6.0	10.8	4.6	6.9	8.1
December-12	7.4	9.4	7.9	6.1	10.5	4.9	6.9	8.0
January-13	7.5	8.8	7.8	6.1	10.0	5.0	6.7	7.7
February-13	7.5	8.3	7.5	5.9	9.5	5.1	6.4	7.5
March-13	7.4	8.0	7.3	5.9	9.2	4.9	6.4	7.5
April-13	7.5	8.0	7.4	5.9	9.4	4.9	6.5	7.6
May-13	7.3	6.5	7.3	6.1	9.2	4.7	6.4	7.3
June-13	7.3	6.0	7.3	5.8	8.9	4.9	6.2	7.2
July-13	7.2	5.5	7.4	5.4	8.7	5.1	5.7	7.1
August-13	7.3	5.0	7.3	5.2	8.3	5.3	5.3	7.0
September-13	7.1	5.0	7.4	4.8	8.1	5.4	5.1	6.9
October-13	6.7	5.1	7.2	4.5	7.9	5.4	4.8	6.5

4.2 This table shows sickness levels have reduced from 8.1 days as at November 2012 to year to an average at the end of October 2013 of 6.5 days per employee.

4.3 When the sickness days are removed for those employees who have either left the Council's employment or transferred (e.g. via TUPE) over the course of the last year then the actual Council wide sickness absence figure is 4.9 days per annum. The table below illustrates (as above) the continued reduction in absence levels across the Council using this calculation.

Year Ending	CHS	ASC	TTS	FCS	ELRS	HRD	TLA	Avg. days sick per employee
Nov-12	5.3	8.6	6.9	5.5	4.6	9.4	6.0	6.0
Dec-12	5.5	8.5	6.8	5.3	4.9	9.1	6.2	6.1
Jan-13	5.6	8.4	6.9	5.3	4.9	9.1	6.2	6.1
Feb-13	5.6	7.4	6.3	4.9	5.1	8.2	3.9	5.9
Mar-13	5.9	7.2	5.7	5.1	5.0	8.2	4.2	6
Apr-13	5.7	7.3	5.9	5.1	4.1	7.1	4.7	5.8
May-13	5.7	6.3	6.0	5.5	3.9	6.9	4.9	5.8
Jun-13	6.1	6.0	6.2	5.5	4.3	7.1	5.4	6.1
Jul-13	5.9	5.2	6.0	5.0	4.3	4.3	4.5	5.6
Aug-13	6.0	4.7	6.0	4.8	4.5	4.2	4.3	5.6
Sep-13	5.3	4.7	6.4	4.5	4.4	4.2	4.3	5.1
Oct-13	5.1	4.8	5.4	3.8	4.6	4.5	4.2	4.9

4.4 The Council's actual sickness figure of 4.9 days (with leavers excluded) is down from 6.0 days in November 2012 and is the lowest ever recorded figures for sickness absence by the Council. This continues to illustrate the effective attendance management policies currently in place across the Council.

5. COMPARISONS WITH THE PUBLIC, NOT FOR PROFIT AND PRIVATE SECTORS

5.1 The CIPD (Chartered Institute for Personnel and Development) the world's largest chartered HR and professional development and well respected UK commentator has produced its annual survey on absence management for 2012.

5.2 Based on a comparison between 2011 and 2012, the CIPD reports that across UK industry (public, private and not for profit sectors combined), absence levels have remained stable at 7.6 days per annum. This is over a day less when compared with the Council's average level of absence at 6.5 days (including leavers over the last year) and 2.7 days below the UK average when using actual employee numbers.

5.3 The CIPD confirms that absence levels remain higher in the public than private sector with average absence in the public sector last year at 8.7 days per employee per annum. These figures compare favourably in LBH&F with absence levels 2.2 days below the public sector average when leavers are included and 3.8 days below the public sector average when using actual employee numbers.

- 5.4 In the private sector the CIPD reports that average absence stands at an average 6 days per annum. This compares favourably for LBH&F who are over a day below the private sector average when using actual employee numbers (at 4.9 days per annum).
- 5.5 Comparisons using data supplied by Inner and Outer London Councils (as part of a new set of employment related statistics) for 2013 will not be available until the summer of 2014. However based on figures for 2012 (where leavers included were the only figures recorded at the time and which should be treated with caution), LBH&F were at the London average of 8.0 days.

6. ACTIONS TAKEN AS PART OF A FOCUSED ABSENCE STRATEGY

- 6.1 Attached as an Appendix are the ongoing key actions taken as part of the Council's overall absence strategy based on best national practice and which continue to contribute to the reduction in sickness absence across the Council at a time of unprecedented change.

7. REVIEW OF LBH&F'S CURRENT CORPORATE SICKNESS ABSENCE TARGET

- 7.1 The Council's current corporate target is 7.8 days (including leavers) and 5.6 days (excluding leavers). Both have been met and exceeded over the last year.
- 7.2 Consideration has been given to the setting of departmental absence targets as requested at a previous Overview and Scrutiny Board. In considering whether to set individual departmental targets, Executive Directors have taken into account:
- that the Council's current absence levels are the lowest ever recorded for the Council
 - that the recent reduction in sickness absence triggers from 9 days to 6 days has had a positive effect on absence rates within the Council
 - absence levels in LBH&F corporately (when using actual absence figures) are at the levels of the best in London
 - LBH&F's absence rates are 20% lower than the UK private sector average and over 40% lower than the public sector national average
 - the vast majority of the Council's 'blue collar' workforce which traditionally have had higher levels of absence have been outsourced
 - those departments with 'front line' services e.g. social workers in Adult Social Care and Parking Services in Transport and Technical Services have seen absence levels reduce considerably over the last year through targeted HR interventions in these key areas (reductions from 8.6 to 4.8 days)

in Adult Social Care and from 6.8 to 5.4 days in Transport and Technical Services

- a range of effective and bespoke HR interventions are already in place to monitor and manage any departments or divisions with increasing absence levels
- we work with a number of external partners to ensure the health and well-being of the Council's workforce is at the forefront of the Council's approach to absence management (e.g. working with MIND on recognising and handling mental health issues in the workplace, promoting physical health e.g. reduced cost memberships to the Borough's gyms and fitness centres)

7.3 Executive Directors have also taken into account the fact that the Council is undergoing substantial organisational change and the impact this has on managing individual staff and teams at this time. Ultimately and in reality, as human beings, individual staff will have some absence due to sickness or require a medical operation in their working lives which, whilst inevitable, the levels of which can be and are managed through the Council's absence management strategy

7.4 Having taken the above into account, the Council is therefore proposing not to set individual departmental absence targets, but to set a single revised corporate target of 4.8 days (excluding leavers) per annum with effect from 1st January 2014. This will ensure a continued and sustained emphasis on driving down actual sickness absence levels across the Council which a) remain well below private sector averages and b) improves employee productivity to ensure value for money in Council tax for LBH&F residents at a time of unprecedented and fundamental organisation change for the Council

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	CIPD Absence Report 2012	Debbie Morris, x3068	Room 142, Hammersmith Town Hall

Actions taken to reduce sickness absence in LBH&F in 2013

Action identified: Accurate, timely HR data provided: days lost by whom, whereabouts in organisation and reasons received by managers. Early intervention in absence cases including return to work interviews and formal assessments after 6 days absence in a rolling year

Delivered:

- Managers routinely enter employee absence directly onto the HR system and have access to a range of data to enable managers to effectively manage absence in their own areas.
- Targeted re-training for managers in areas of highest absence in the Managing Sickness Absence procedure to support the effective management of absence
- Regular 'bite size' training/refresher sessions in place for managers held regularly by HR to update and refresh knowledge and best practice. .
- It is now mandatory for a return to work discussion to take place between the manager and the employee who will complete the paperwork together. This will result in more accurate data being collected.

Action Identified: Production of meaningful reports for DMT's to enable departmental management teams to proactively assess and manage absence in their areas

Delivered:

- A monthly suite of reports provides managers with a departmental league table of highest and lowest absence in place. This enables departmental management teams to fully understand the cost of absence on their business areas and to reinforce departmental responsibility for absence management. Those managers identified as having not dealt with their sickness absence cases are counselled at their supervision 1-1 sessions.
- All managers able to run trigger and review reports themselves on a regular basis showing the sickness records for their staff to

enable them to effectively manage staff absence in a timely, proactive way.

- Leaders monitoring meetings have the headline figures on a monthly basis and address and debate any concerns.

Action Identified: Review of and communication of Managing Absence Policy – regularly. Highlight the impact of absence, the costs, loss of productivity etc. Identify the support that is available to staff (e.g. counselling service). Create a shared sense of ownership in tackling absenteeism.

Delivered:

- Managing Sickness Absence Policy reduced the trigger for formal review of absence in 2010 from 9 days to 6 days and from 5 days to 3 days in monitoring periods, thus ensuring managers are proactive and effective at tackling absence at a much earlier stage of the process than was previously the case.
- HR runs regular health initiatives via the Occupational Health Unit such as 'Stop Smoking', MOT days and 'Healthy Eating' Initiatives and works with the PCT to ensure maximum impact.
- Employee Assistance and Counselling scheme regularly communicated across the Council and which has a 24 hour hotline for staff who need emotional support. Face to face counselling sessions are also available and trained staff signpost employees to other specialist agencies as required

Action Identified: Promote a culture of attendance at all stages of employee life cycle: from recruitment information, through new starter's packs and induction programmes. Regular publicity by e.g. Message of the Day.

Delivered:

- New recruitment procedure in place to ensure previous absence is proactively identified and assessed prior to formal offers of employment being made.
- The culture of attendance is ingrained at the earliest opportunity. We are updating our corporate and departmental induction programmes on a Bi-borough basis with our colleagues in RBK&C to ensure all managers and staff are fully briefed on

commencement of employment of the standards required. In cases where attendance is not satisfactory at the outset of employment with the Council, an employee's probationary period will be extended automatically where there are attendance concerns prior to confirming or terminating employment during a probationary period.

Action Identified: Re-examine working patterns – the possibility of part time or more flexible working that enables an improved work/life balance.

Delivered:

- Individuals able to request part time, job share and flexible working via their line managers as part of an overall package of terms and conditions available to employees.

Action Identified: Continual focus on attendance, regularly reminding managers that their role is crucial in promoting an attendance culture and dealing promptly and fairly with absence when it recurs – importance of return to work interviews.

Delivered:

- A variety of initiatives help to reinforce messages. HR is monitoring that return to work interviews take place and will help embed good practice.
- Systems are now all in place for managers to work with HR to ensure that consistent, good practice is applied right across the authority.
- Return to work interviews are identified as the most common absence management tool used in the public sector and these have now become mandatory.
- Human Resources staff support those service areas with pockets of high sickness levels to ensure absence levels are pro-actively managed and reduced as part of a 'taskforce' approach.

MIND Training

MIND is the leading mental health charity in the UK and with its network of 185 local MIND Associations is the second largest provider of mental health services (after the NHS).

Hammersmith & Fulham MIND has spent the last 2 years delivering a programme that it feels could benefit mental health in the workplace - now expanded to our colleagues in RBK&C. One in four people experience mental ill health in the UK in any five year period. LBHF as a large employer recognises that Mental Health is an issue that does affect its staff.

The intervention programme consisted of bespoke training modules and tools geared towards LBHF's specific needs.


Modules which were rolled out across the Council included the following:-

- Understanding, identifying and working with mental health problems
- Mental health in the workplace (including advanced directives, 2parachute2 and managing employee sickness)
- Emotional intelligence including active listening and peer support.

The MIND initiative is now being reviewed and future changes will include training some manager and staff mental health 'champions' within departments who can advise/guide and run sessions on identifying and effectively handling mental health issues in the workplace.

TRI BOROUGH REVIEW OF OCCUPATIONAL HEALTH SERVICE

The Occupational health Service is critical in assisting the process of reducing sickness absence. We are currently jointly assessing the 3 Occupational Health services provided by Westminster City Council, Kensington and Chelsea and Hammersmith and Fulham to see whether efficiencies can be made to the services provided and to share good and excellent practice and implement this across the 3 boroughs.

 the low tax borough	London Borough of Hammersmith & Fulham OVERVIEW & SCRUTINY BOARD 28 JANUARY 2014
INDIVIDUAL ELECTORAL REGISTRATION	
Report of the Bi-Borough 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 & Corporate Services	
Report Author: Steve Miller, Electoral Services Manager	Contact Details: Tel: 020 8753 2175 E-mail: steve.miller@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report updates the Board on the reasons and process for the introduction of Individual Electoral Registration (IER).

2. RECOMMENDATIONS

- 2.1 To note the report.
- 2.2 To note that the Director of Finance has made the appropriate declaration in order to secure additional Government funding.

3. INTRODUCTION AND BACKGROUND

- 3.1 The present system of electoral registration is a hybrid of annual canvass and monthly rolling registration outside the canvass period.
- 3.2 The annual canvass usually takes place between August and November, when every household is sent a registration form. One person in the household gives the details of all eligible residents, or the reason why no-one is eligible. This method has been used since the

1880s. The form can be returned by post, fax or scanned to an email; additionally, no change households can confirm details by phone, text or internet. It should be remembered that Hammersmith & Fulham were the first in the UK to offer phone (with three other councils) and internet registration. At the conclusion of the canvass a revised register of electors is published by 1 December.

- 3.3 Rolling registration was introduced in February 2001 and the register is now also updated each month (from January to September). New residents who have moved into, or within, the borough (or become eligible because of a change of nationality) fill in their own registration form – a third party cannot do it for them. Amendments can also be made, for example, a change of name due to marriage. Names can be removed from the register on notification (deaths and other registration officers informing changes of address) or because the registration officer knows that someone is no longer eligible due to them moving out of an address.
- 3.4 Therefore, the system is a mixture of household and individual registration; traditional Victorian and modern e-enabled; and registering everyone at annual canvass and targeting home-movers during the rest of the year.

4. PROPOSAL AND ISSUES

- 4.1 There has been a growing concern in recent years about the method of electoral registration. Annual household registration is seen as anachronistic in today's society. Even in Hammersmith & Fulham, with its high population mobility, around 65% of households do not change from year to year, and residents question why they have to keep re-registering. This was one of the reasons why telephone and internet registration were pioneered in the borough in order to make re-registration easier. Nevertheless, considerable resources are used to register no-change households.
- 4.2 There is also a problem of relying on one person having to complete the registration for a whole household. National studies have shown that this can lead to under-registration (especially of 16 & 17 year olds), and locally there is anecdotal evidence that in shared households of unrelated young people no one completes the registration until a canvasser visits.
- 4.3 Hammersmith & Fulham has large numbers of young adults in rented accommodation. In many cases they have previously been registered either by parents or student accommodation officers and they have to register themselves for the first time.
- 4.4 Electoral fraud is rare in the UK, and unknown in Hammersmith & Fulham. However, the register is used by financial, and other, services as a means of checking identities and residences. This is a powerful

driver for fraud. The Metropolitan Police recently disclosed that of 29,000 forged identity documents they had seized 45% had a corresponding forged entry in the register of electors.

- 4.5 These pressures for modernisation; for individuals to take personal responsibility; and to combat fraud have formed the basis for a change to individual electoral registration (IER).

The legislative background

- 4.6 The Electoral Commission has called for individual registration since 2003. They initially saw the change as an essential building block for e-enabled voting, but the emphasis is now on fraud prevention.
- 4.7 The Political Parties and Elections Act 2009 made provision for a phased implementation, with electors' identifiers (signature, date of birth and National Insurance number) collected on a voluntary basis before 2015. The system would then become compulsory, but only after The Commission had made a recommendation to move to full IER.
- 4.8 In July 2010, before this change could start, the Government announced it would speed up the introduction. IER is to be compulsory from 2014, but with the assurance that anyone who had failed to register individually will not be removed from the register before the fixed date General Election in 2015. A key difference of the proposal is that National Insurance numbers will be checked with the Department of Work and Pensions (DWP) to ensure registration applications are genuine.
- 4.9 The Government's White Paper of June 2011 also raised the important prospect of residents being able to "opt-out" of registering altogether. This was widely opposed in Parliament and by The Commission and electoral administrators, because to the negative impact on registration levels. The idea was dropped and replaced by a civil penalty for non-response to an invitation to register.
- 4.10 In 2011-2013 various pilots were conducted on the usefulness of using national databases to identify residents who were not registered. These pilots proved inconclusive for a range of technical and resources issues. However, it was discovered that data matching could actually be used to confirm the identities of over 65% of electors. Although the pilots did not prove effective at getting people onto the register, this confirmation process has become crucial to the introduction of IER.
- 4.11 The Electoral Registration and Administration Bill was introduced in May 2012, and received Royal Assent on 31 January 2013. The Act provides the administrative framework and the detail has been provided in Regulations which continue to be issued. Crucially, in October 2013 The Electoral Commission published its assessment that

sufficient progress has been made to move to full implementation, and the Minister signed the commencement order on 18 December 2013.

5. THE TRANSITION TIMETABLE

5.1 These are the key events and dates to 2015.

July 2013 – Confirmation Dry Run (CDR)

All local registers of electors matched to DWP database, to assess the likely level of registration activities in 2014 and required resources.

1 October 2013 – postponed annual canvass

Instead of starting the annual canvass in August, all councils are required to start in October. The purpose is to make the register more up to date for activities in 2014. Additional rolling registration updates in October and November.

17 February 2014 – publication of revised register

This moves the annual publication from the usual 1 December, again to ensure more up to date registers for 2014.

22 May 2014 – combined Council and European elections

10 June 2014 – start of IER

All new registrations have to include personal identifiers and have date of birth and National Insurance number verified against DWP. Similarly, any new postal vote application must also include a verifiable individual registration.

10 June 2014 – Confirmation Live Run (CLR)

Hammersmith & Fulham register is matched to DWP database. This will determine actions taken during the summer write-out.

July 2014 – the write-out

Data-matched electors will receive a letter confirming they have been registered individually and need do nothing else.

Unmatched electors will be invited to complete an individual registration form. All postal and proxy voters will be invited to complete an individual registration form.

Household enquiry forms will be sent to households without electors (foreign nationals, empties, etc) and any other cases that the registration officer feels appropriate.

1 December 2014 – publication of revised register

Any resident who has not responded to an invitation to register will be carried forward, ensuring they can vote at the May 2015 General Election.

Any postal or proxy voter who has not registered individually loses their absent vote but is carried forward.

7 May 2015 – General Election

Autumn 2015 – annual canvass

Although the Electoral Registration and Administration Act 2013 enables the Secretary of State to dispense with the annual canvass, this is unlikely to happen so soon. The exact method to be used at this canvass is not clear, but is likely to make use of household enquiry forms to confirm existing electors. All new residents identified on these forms will have to complete individual forms and be verified with DWP.

1 December 2015 – publication of revised register

Any non-responders to invitations to register individually, who were carried forward in December 2014, will now be removed from the register.

6. THE RESULTS OF THE CONFIRMATION DRY RUN (CDR)

- 6.1 Pilots held in 2011-13 showed that nationally 65% of electors could be confirmed by data matching. During the summer all 46 million electors on the register at 1 July 2013 were matched against the DWP's CIS (Customer Information System).
- 6.2 The match was purely on name and address; National Insurance numbers and dates of birth were not involved as these have not yet been collected by registration officers. The results were better than expected with 78% of electors matched. However, match rates varied from 46.9% in Kensington & Chelsea to 86.4% in Mansfield.
- 6.3 The match for Hammersmith & Fulham was 55.4%. A further 13% were "amber" matches – these include cases where there are spelling discrepancies on names, and imprecise matching of addresses. 31.6% of electors did not match on name and address. In terms of electors the figures were – 69,020 matched, 16,210 partially matched, and 39,378 not matched.
- 6.4 It was apparent to officers that there were serious issues with this matching. The annual canvass always has a response of over 95% of households and 85% of homemovers are accounted for during rolling registration. With such high returns we must assume registration in the borough is relatively accurate. The question becomes one of what was the register actually matched against.
- 6.5 DWP clearly had a problem matching addresses, specifically flats and bedsits. Practically all properties on the register have the Local Land and Property Gazetteer's Unique Property Reference Number. DWP are also meant to use these UPRNs, but these have only been added to their data in the last 18 months. Amber matches usually occur when DWP cannot match on address, so they use the postcode instead.
- 6.6 The pilots and CDR results outside London suggest an amber rate of 3-4%. The borough's amber rate of 13% is similar to other Inner London boroughs. The amber rate for Addison ward was 21%, and for Sinclair Road (with 911 electors in that ward) as high as 35.6%.

- 6.7 A quarter of red matches were the result of DWP not matching the address at all – some of the electors in these households would undoubtedly have been green matches if DWP had matched the address. Officers have repeatedly asked for the number of UPRNs DWP holds for Hammersmith & Fulham addresses, but this information has not been supplied.
- 6.8 Apart from address issues, there are also problems with what exactly is in the DWP data. Their CIS data is based on people who have had recent contact with DWP, not necessarily those with National Insurance numbers. This probably accounts for Wormholt and White City ward having the highest green match rate of 71%.
- 6.9 The borough's demographics do not help the matching process. For instance, DWP records students' National Insurance details at their home, or parental, address rather than the term-time address. This will result in non-matches, especially in the numerous student shared houses in the borough. Additionally, the responses from many young people in rented accommodation to requests to register, would suggest they use "home" addresses for conducting their personal affairs, presumably including for National Insurance purposes. There are undoubtedly many people in the borough who have no day to day contact with DWP, except perhaps for child benefits. This probably accounts for cases where female partners are matched, but the male partner is not.
- 6.10 The matching results probably hold interesting information, but little of practical use can be extracted without a disproportionate use of officer time, which can be better employed on other work. The same issues will arise at the Confirmation Live Run in July 2014. However, it should be noted that the Registration Officer does not have to rely on DWP matching. Local data sources can also be used to confirm that electors actually live at an address.
- 6.11 Local matching was carried out on all amber matches and non-matches, using sources such as council tax, benefits, housing rents, parking permits, etc. This produced a match rate of 83.4%, an amber rate of 3.2 %, and 13.4% unmatched. This showed the effect of using UPRNs for accurate address matching, as well as being a better reflection of the accuracy of the register.
- 6.12 The result of the Dry Run points to over 103,000 electors being confirmed in summer 2014. About 20,000 electors will be invited to fill in individual registration forms. Over 90% of postal voters will be confirmed. There is a health warning on these figures, especially as DWP may improve its ability to actually do more complicated matching, and the number of homemovers registered by 1 July 2014 may be reduced because of resources being concentrated on the May elections.

7. RESOURCES

- 7.1 Presently, £83 million is spent on electoral registration in the UK. £108 million has been allocated for the transition to IER, including £22 million to cover the extra costs of the 2014 write-out. Ongoing costs of the new system are estimated at an extra £13 million nationally.
- 7.2 Transitional costs are based on electorates, resident populations, rolling registrations, and Dry Run results, and vary from council to council based on perceived need. The Government is concerned that this funding is not used to cover reductions in core electoral services, and additional monies are available if the Director of Finance confirms that the base budget will not be altered.
- 7.3 Hammersmith & Fulham has been allocated £157,902 for the transition, and this will be increased to £197,377 if the Director of Finance undertaking is given.
- 7.4 The average allocation for England & Wales is 52 pence per elector, and only 15 councils will receive over £1.00 per elector. Hammersmith & Fulham's higher allocation is equivalent to £1.54 per elector, the third highest nationally after Kensington & Chelsea (£1.65) and Westminster (£1.90).
- 7.5 The Electoral Registration team is already recruiting four part-time staff, primarily to cover the extra processing of registration forms. The extra costs of about £25,000 are being met from the existing Electoral Services budget.
- 7.6 Detailed modelling is hampered by many unresolved issues, but a clearer picture should emerge in the next few weeks. An example of uncertainty is registration forms. The Electoral Commission is responsible for all form design – local registration officers will only be able to add council logos and contact details. At one stage the household enquiry form was reported to extend over eight pages long but the Cabinet Office asked for a single sheet.
- 7.7 On 24 December 2013 it was announced that the forms will be of A3 size. This has enormous knock-on effects on printing, postage, scanning and storage. New IT hardware will be essential. The Cabinet Office has said it will meet all additional costs. However, this shows how the overall picture is changing all the time. The Government's allocated funding should be sufficient, but it is unlikely that a clearer picture will emerge until the new registration system has gone live.

8. ONLINE REGISTRATION

- 8.1 One important change arising alongside individual registration should be noted. The Government Digital Service is developing a national online registration service. Currently, 20% of Hammersmith & Fulham


households register electronically at annual canvass. Unfortunately, this cannot be extended to rolling registration, because of the legal requirement for a signed form.

- 8.2 The 2013 Act removes this need for a signature, and finally enables true online registration. A further advantage is that central registrations will be verified against DWP before being passed to local registration officers. A national infrastructure also removes the need, and cost, to maintain local systems.

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.	IER background papers	Zoe Wilkins	Electoral Services

Agenda Item 7

	London Borough of Hammersmith & Fulham OVERVIEW AND SCRUTINY BOARD 28th January 2014
HIGH LEVEL REVENUE BUDGET MONITORING QUARTER 2 REPORT 2013-14	
Report of the Executive Director of Finance & Corporate Governance	
Open Report.	
Classification - For Information Key Decision: N/A	
Wards Affected: All	
Accountable Executive Director: Jane West – Executive Director of Finance and Corporate Governance	
Report Author: Gary Ironmonger	Contact Details: Gary Ironmonger Tel: 020 (8753 2109) E-mail: gary.ironmonger@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report presents the Revenue Monitoring position at the end of Quarter 2 (Sept 2013)
- 1.2. The General Fund outturn forecast is a favourable variance of £2.844m in 2013/14. The forecast underspend is before taking account of contingencies.
- 1.3. The HRA outturn forecast is a £0.140m underspend which will lead to a year end HRA General Reserve of £6.150m

2. RECOMMENDATIONS

- 2.1. To note the forecast General Fund underspend of £2.844m and the forecast HRA underspend of £0.140m.

3. REASONS FOR DECISION

- 3.1. Report for Information.

4. CORPORATE REVENUE MONITOR (CRM) 2013/14 GENERAL FUND OUTTURN FORECAST

Table 1: General Fund Projected Outturn – Quarter 2

Department	Revised Budget at Quarter 2 £000s	Forecast Year End Variance at Quarter 2 £000s	Forecast Year End Variance at Month 4 £000s
Adult Social Care	67,558	(1,111)	(1,158)
Children's Services	51,620	606	655
Unaccompanied Asylum Seeking Children	1,517	0	0
Environment, Leisure & Residents Services	31,855	(24)	(40)
Finance and Corporate Services	18,881	(30)	(150)
Housing & Regeneration	6,882	(304)	0
Library Services (Tri- Borough)	3,096	0	0
Public Health Services	312	0	0
Transport & Technical Services	15,951	0	142
Controlled Parking Account	(20,796)	(168)	22
Centrally Managed Budgets	31,292	(1,813)	(1,550)
Net Operating Expenditure*	208,168	(2,844)	(2,079)

*Figures in brackets represent underspends against budget.

4.1. A favourable variance of £2.844m is forecast for the General Fund. An improvement of £0.765m since last reported in month 4. Departmental variances are explained in Appendix 1.

5. CORPORATE REVENUE MONITOR 2012/13 HOUSING REVENUE ACCOUNT

Table 2: Housing Revenue Account Projected Outturn 2103/14

Housing Revenue Account	£000s
Balance as at 31 March 2013	(4,263)
Add: Budgeted Contribution to Balances	(1,747)
Add: Forecast Underspend	(140)
Projected Balance as at 31st March 2014	(6,150)

5.1. The HRA is forecast to underspend by £0.140m in 2013/14 (appendix 2) which would give a HRA General Reserve balance of £6.150m at year end.

6. CONSULTATION

6.1. N/A.

7. EQUALITY IMPLICATIONS

7.1. Report for information only therefore an EIA is not required.

8. LEGAL IMPLICATIONS

8.1. N/A

9. FINANCIAL AND RESOURCES IMPLICATIONS

9.1. A favourable outturn variance of £2.844m is forecast for the General Fund.

9.2. The HRA is forecast to underspend by £0.140m in 2013/14 leading to a year end HRA General Reserve balance of £6.150m.

9.3. Implications verified/completed by: Gary Ironmonger (Finance Manger – FCS).

10. RISK MANAGEMENT

10.1. The 2013/14 Budget Report identified financial risks and challenges facing the Council of £21.6m in 2013/14, rising to £37.09m in 2015/16. These risks will be monitored and actions to lessen their impacts will be taken in the relevant years to ensure that identified risks do not crystallise into overspends.

11. PROCUREMENT AND IT STRATEGY IMPLICATIONS

11.1. N/A

List of Appendices

Appendix 1	General Fund Quarter 2 Revenue Outturn Forecast 2013/14 by Department
Appendix 2	HRA Quarter 2 Revenue Outturn Forecast 2013/14

APPENDIX 1:

GENERAL FUND – PERIOD 4 REVENUE OUTTURN FORECAST 2013/14

ADULT SOCIAL CARE

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Quarter 2	Variance Month 4
	£000s	£000s	£000s
Operations	41,574	(348)	(792)
Provided Service and Mental Health Partnership	12,243	(159)	(71)
Commissioning	12,231	(560)	(290)
Procurement and Business Intelligence	428	(29)	0
Finance	574	(3)	0
Directorate	383	(12)	(5)
Total	67,433	(1,111)	(1,158)

2. Variance Analysis

Departmental Division	Variance £000s	Explanation & Action Plans
Operations	(348)	<p>The majority of the projected underspend (£953,000) is in the Older People and Physical Disabilities Placements budget as there is an on-going reduction in client numbers. Between April 2012 and July 2013 there was a net decrease of 33 clients.</p> <p>In line with Tri-Borough ASC strategy to support clients at home, there are pressures on the Home Care Packages and Direct Payments budgets. For Older People and Physical Disabilities Services, there is a net projected overspend of £136,000 in these areas.</p> <p>Following the transfer of the Meals Service to the new service provider from the 1st of July 2013, there is a projected overspend of £170,000. There has been a delay in the start of the new contract (the initial start date was 8th April 2013) which accounts for £56,000 of the overspend and the remaining projection of £114,000 relates to implementation costs which will reduce over the lifetime of the contract in line with the Call Off Agreement. Over the life of the contract the savings anticipated are £1,224,000 which is revised to account for the delay in commencement of the contract (excluding the implementation costs).</p> <p>There is a projected overspend relating to the PFI</p>

Departmental Division	Variance £000s	Explanation & Action Plans
		Homes (Farm Lane & St Vincents) due to the current non-achievement of the Care UK savings of £275,000 which is within the Transforming Procurement programme. Following an expert decision on the PFI agreement which has resulted in the Council making an interim payment to Care UK, the department's assessment is that no savings can be achieved Within the Learning Disability Service.
Provided Service	(159)	There is a net projected underspend on a range of services including Support Planning Services, Mental Health Services and the Community Access Team.
Commissioning	(560)	The main reason for the projected underspend (£688,000) is due to Supporting People savings on new contracts from the West London Framework agreement and variations on existing contracts. In total 24 contracts have been varied and there has been a reduction in subsidy payments in one particular contract. This is offset by a projected overspend of £177,000 on Tri-borough Commissioning recharges. A number of queries in this budget are to be resolved, with the expectation that this projected overspend will be reduced.
Procurement & Business Int.	(29)	There is a projected underspend of (£29,000) on the training budget.
Finance	(3)	Marginal underspend projected in Client Affairs team.
Directorate	(12)	Marginal underspend on supplies and services.
Total	(1,111)	

CHILDREN'S SERVICES

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Quarter 2	Variance Month 4
	£000s	£000s	£000s
Tri Borough Education Service	6,136	(451)	(455)
Family Services	31,275	435	514
Children's Commissioning	6,486	194	165
Finance & Resources	6,746	428	418
Dedicated School Grant & Schools Funding	296	0	0
Employee Lead Mutual	677	0	13
Total	51,616	606	655

2. Variance Analysis

Departmental Division	Variance £000s	Explanation & Action Plans
Family Services	435	The projected overspend is due to an increasing number of external looked after children placements which are high cost due to the complex nature of care needs. This includes a rising number of residential disabled children's placements. All Local Authorities are also experiencing increased numbers of 16-17 year old children being supported under the Southwark Judgement ruling. It is also expected that the number of children being remanded into care will exceed the funding allocation. These two factors are contributing to a placements overspend of £357k. There is currently a £78k overall pressure on staffing within Family Services.
Finance and Resources	428	The continued programme of Tri-borough projects requires additional dedicated project management support, some provision has been made for this work but there is an ongoing pressure of £70k; The department is not expecting to achieve MTFS targets set for 1) Interns – 94k, 2) Trade unions – 38k, 3) Working Patterns - £27k; Budget pressures exist due to costs of Mobile Phone & Filestore which the department are working to reduce this year - £155k. Executive support & Director's Office staffing is currently projected to

Departmental Division	Variance £000s	Explanation & Action Plans
		overspend by £50k due to additional support and project resource requirements
Children's Commissioning	194	£138K shortfall on cost of adult school meals. Current salary pressures in youth management and workforce development.
Tri-Borough Education Service	(451)	Net Underspend on salaries due to vacancies and reorganisations– (£237k); Special Education Needs Transport will underspend due to a reduction in the number of vehicles and better route planning - (£289k); Shortfall on School Buy backs due to schools now becoming academies and buying services elsewhere - £75k
Total	606	

UNACCOMPANIED ASYLUM SEEKING CHILDREN

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Quarter 2	Variance Month 4
	£000s	£000s	£000s
Unaccompanied Asylum Seeking Children	1,521	0	0
Total	1,521	0	0

2. Variance Analysis

None to report.

ENVIRONMENT, LEISURE & RESIDENTS SERVICES

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Quarter 2	Variance Month 4
	£000s	£000s	£000s
Cleaner, Greener & Cultural Services	21,441	(441)	(386)
Safer Neighbourhoods	9,466	408	344
Customer & Business Development	811	0	(1)
Director & Resources	136	9	3
Total	31,855	(24)	(40)

2. Variance Analysis

Departmental Division	Variance £000s	Explanation & Action Plans
Cleaner, Greener & Cultural Services	(441)	The forecast underspend for Waste Disposals has improved to (£530k) since last reported due to the sale of recyclates to third parties, backdated to April 2013. Western Riverside Waste Authority renegotiated a lower recycling charge with Cory, fixed for a rolling year only, that is giving rise to an underspend. Waste tonnages are extremely volatile and there is additional risk this year due to new recyclate contamination charges. Monthly contamination rates to date have been extremely volatile (fluctuating between 12% and 25%). Other smaller overspends (£89k) including unbudgeted head lessee premises costs for Fulham Palace and sponsorship income shortfalls.
Safer Neighbourhoods	408	The Transport service recovers its costs through income and is budgeted to generate a net surplus. There has been a significant reduction in the Council's fleet, and reduced demand for works and repairs, as services have been contracted out over the past few years. This has created a shortfall in recharged income. £90k market management savings are included in the forecast as being fully achieved. Agilisys have now concluded their work and identified circa £30k in full year savings. These factors combine to produce a forecast overspend of £177k for Transport Services.

Departmental Division	Variance £000s	Explanation & Action Plans
		<p>The CCTV budget was set on the expectation that the service would be a fully bi-borough 24/7 service from 2013/14, with service costs shared with RBKC. The bi-borough service review has now concluded and RBKC have opted for a 10/7 service. The service for LBHF remains a 24/7 service and so LBHF picks up a greater share of the costs than budgeted for resulting in a forecast overspend of £35k. An overspend of £70k is forecast due to pressure on MTFS target due to delayed go live on Hammersmith All Weather Pitch, as a result of extended consultation and planning considerations. Works will commence on site in October, ready for opening by April 2014. There are other smaller overspends totalling £29k including overspends in the Security service to be resolved as part of the new Total Facilities Management contract</p>
Customer & Business Development	0	
Director & Resources	9	
Total	(24)	

FINANCE AND CORPORATE SERVICES

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Quarter 2	Variance Month 4
	£000s	£000s	£000s
H&F Direct	20,035	140	0
Innovation & Change Management	(231)	0	0
Legal Democratic Services	(1,809)	0	(80)
Third Sector, Strategy & Communications	3,157	40	40
Finance & Audit	(260)	(100)	(100)
Procurement & IT Strategy	(1,525)	140	140
Executive Services	(536)	0	0
Human Resources	(22)	(250)	(150)
Other	72	0	
Total	18,881	(30)	(150)

2. Variance Analysis

Departmental Division	Variance £000s	Explanation & Action Plans
Third Sector, Strategy & Communications	40	Potential shortfall on income generation targets.
Finance & Audit	(100)	There are some posts being held vacant prior to a reorganisation for the Managed Services outsourcing programme.
Human Resources	(250)	Underspend is due to some posts being held vacant pending future reorganisations for the Managed Services outsourcing programme.
Procurement & IT Strategy	140	The variance represents a cash savings slippage of £140k which is being offset by greater than expected benefits in the form of cost avoidance.
H&F Direct	140	The H&F Direct reorganisation will not achieve its full MTFS target in this financial year, largely due to slippage in its implementation date, but will over achieve its MTFS target from 2014/15.
Total	(30)	

HOUSING & REGENERATION DEPARTMENT

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Quarter 2	Variance Month 4
	£000s	£000s	£000s
Housing Options, Skills & Economic Development	6,797	(314)	0
Housing Strategy & Regeneration	12	0	0
Housing Services	40	10	0
Finance & Resources	33	0	0
Total	6,882	(304)	0

2. Variance Analysis

Departmental Division	Variance £000s	Explanation & Action Plans
Housing Options, Skills & Economic Development	(314)	<p>This relates mainly to lower than expected void rates (2% against the budgeted void rate of 4%) on private sector leased (PSL) properties, partially offset by an increase in the cost of Bed & Breakfast (B&B) accommodation (although the average client numbers have reduced from a budgeted 270 to a forecast of 169, the cost of accommodating these clients has risen) producing a net variance of (£489k). Additionally, the impact of the overall benefit cap has resulted in a need to increase the bad debt provision on B&B (from a budgeted figure of 4% to a forecast of 7%) and on PSL (from a budgeted figure of 2% to a forecast of 4.5%), resulting in an adverse variance of £295k. In addition, favourable variances on staffing vacancies (£138k), and the Locata choice-based lettings subscription fee (£62k) are offset by lower than budgeted occupancy rates at the business development units at Townmead Road of 78% and on going difficulties in securing leases at the BBC units resulting in a combined projected under-recovery of income of £80k.</p>
Housing Services	10	
Total	(304)	

LIBRARY SERVICES (Tri-Borough)

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Quarter 2	Variance Month 4
	£000s	£000s	£000s
Libraries Services (Tri-Borough)	3,096	0	0
Total	3,096	0	0

2. Variance Analysis

None to report

PUBLIC HEALTH SERVICES

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Quarter 2	Variance Month 4
	£000s	£000s	£000s
Sexual Health	6,523	0	0
Substance Misuse	5,487	0	0
Behaviour Change	2,107	0	0
Intelligence and Social Determinants	0	0	0
Families and Children Services	1,978	0	0
Substance Misuse – Grant, Salaries and Overheads	(5,251)	0	0
Public Health – Grant, Salaries and Overheads	(10,532)	0	0
Total	312	0	0

2. Variance Analysis

None to report.

This service is a new responsibility for Local Government for 2013/14 and is being reported for the first time to Committee. Public Health is managed by Westminster City Council as a tri borough service and is largely funded from a ring fenced grant. Any underspends for this area would be transferred to ring-fenced reserves at year end and used to fund Public Health services in future years.

TRANSPORT AND TECHNICAL SERVICES

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Quarter 2	Variance Month 4
	£000s	£000s	£000s
Building & Property Management	(2,122)	(51)	240
Transport & Highways	12,888	(51)	(212)
Planning	2,268	(37)	(10)
Environmental Health	3,073	(19)	42
Support Services	(156)	158	82
Total	15,951	0	142

2. Variance Analysis

Departmental Division	Variance £000s	Explanation & Action Plans
Building & Property Management	(51)	<p>There is a £64k adverse variance on Facilities Managementis mainly from underspends in Civic Cleaning, Carbon Allowances and Mail & Postage offset by overspends on EC Harris. EC Harris has never been able to meet its target (overspent by £199k in 12/13) as the level of work given to them has never been as high as was anticipated at the start of the contract.</p> <p>An adverse variance of £249k for the Architectural Services section relates to departmental overheads no longer rechargeable to the HRA after the transfer of Building Technical Services into the Housing Department. TTS is identifying savings elsewhere to address this problem and has made proposals about that in the 2014/15 MTFS</p> <p>The projected income in Advertising Hoardings has increased, resulting in a favourable variance of (£110k). Additional contributions to the favourable variance are (£158k) from Civic Accommodation and (£49k) from Technical Support. Budgetary changes related to TFM have led to an underspend of (£60k) in BPM Management and Works Contracts. Changes to Rent Receivable and non-rechargeable Property Disposal costs have led to an overspend of £13k in Valuation Services and Rent and Other Properties. This gives a total of £363k favourable variance in these areas.</p>

Departmental Division	Variance £000s	Explanation & Action Plans
Transport & Highways	(51)	The underspend is mainly from new projects, football traffic management, street lighting energy consumption and salaries.
Planning	(37)	The budgets for Planning Regeneration and Development Management have now been realigned to more closely reflect anticipated activity levels for the rest of the year. The Division is also looking into options for other sources of income.
Environmental Health	(19)	There are a number of minor underspends within the Service.
Support Services	158	The projected overspend is attributable to inadequate funding being provided to meet the finance restructure (world-class financial management). Additional pressures have resulted from in year movement of budgets from Support Services to Building Control and Environmental Health. The budget movements were required to realign unachievable income targets in those areas, for fees in Building Control, and licences in Environmental Health.
Total	0	

CONTROLLED PARKING ACCOUNTS (CPA)

1. Variance by Activity Area

Activity Area	Revised Budget	Variance Quarter 2	Variance Month 4
	£000s	£000s	£000s
Pay & Display	(12,599)	606	531
Permits	(4,690)	99	17
Civil Enforcement Officer (CEO) Issued Penalty Charge Notice (PCN)	(6,814)	(99)	(173)
Bus Lane PCN	(915)	379	281
Parking CCTV PCNs	(616)	(600)	(387)
Moving Traffic PCN's	(5,814)	(28)	(89)
Parking Bay Suspensions	(1,530)	(70)	104
Towaways / Removals	(352)	(36)	(27)
Expenditure and Other Income	12,534	(419)	(235)
Total	(20,796)	(168)	22

2. Variance Analysis

Activity Area	Variance £000s	Explanation & Action Plans
Pay & Display	606	There has been a reduction of 2% in receipts as compared to last year. In addition, the council will have to repay VAT on income received from two off street car parks for the past 4 years, at an estimated cost of £50k. This has been reflected in the forecast. The roll out of Smart Visitor Permits has resulted in an increase in receipts from these.
Permits	99	There has been an increase in the value of refunds in July and August, resulting in a forecast income that is lower than budgeted.
CEO Issued PCN	(99)	Issue numbers are in line with last year, which is reflected in a similar forecast outturn to the previous year.
Bus Lane PCN	379	The budget for Bus Lane PCNs was increased in 2012-13 to bring it in line with the activity. However, the activity level has fallen in the first 5 months of the current year, due to problems with one of the cameras used for enforcement, and roadworks requiring the bus lane to be used by traffic.
CCTV PCN	(600)	CCTV Parking PCN issue numbers have increased in the last 5 months, staying above the level on which the budget was based.

Activity Area	Variance £000s	Explanation & Action Plans
Moving Traffic PCN's	(28)	Moving traffic PCN issue numbers had been averaging above the forecast level upon which the budget was based for the first 4 months of the financial year. There was a reduction in issue numbers in August, leading to the reduced forecast since the last report.
Parking Bay Suspensions	(70)	The parking bay suspensions income budget was increased by £263k in 2013-14 to reflect expected receipts from the introduction of a graduated charging structure. HFBP subsequently advised that the parking suspensions IT system could not be adapted to introduce this change without being completely re-written at a total cost of around £100K. This was not thought to be economic and a longer-term bi-borough solution is now being sought. In the meantime, a work-around outside of the Parking Suspensions System has been developed that has enabled graduated charging to be introduced from 1 September 2013. 7 months of the additional receipts has therefore been forecast. The forecast has increased due to additional suspension activity in July and August.
Towaways	(36)	The monthly cost of the contract for towaways has reduced, resulting in an underspend against budget.
Expenditure and Other Income	(419)	There is an underspend in staffing, due to a number of vacant posts. There is an underspend in IT budgets.
Total	(168)	

CENTRALLY MANAGED BUDGETS

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Quarter 2	Variance Month 4
	£000s	£000s	£000s
Corporate & Democratic Core	5,935	(50)	0
Housing and Council Tax Benefits	243	0	0
Levies	1,716	(163)	0
Net Cost of Borrowing	4,306	(1,000)	(1,000)
Other Corporate Items (Includes Contingencies, Insurance, Land Charges)	8,621	(600)	(550)
Pensions & Redundancy	10,471	0	0
Total	31,292	(1,813)	(1,550)

2. Variance Analysis

Departmental Division	Variance £000s	Explanation & Action Plans
Corporate & Democratic Core	(50)	This underspend is as a result of reduced Audit Fees.
Levies	(163)	Actual levy payments are forecast to be below budget by £163k. Base budgets will be reviewed as part of the Medium Term Financial Strategy Process.
Net Cost of Borrowing	(1,000)	The forecast underspend relates to additional investment income (from higher than expected cash balances) and lower borrowing. The Capital Financing Requirement is £13m lower than budgeted due to additional debt repayment in 2012/13.
Other Corporate Items	(600)	This underspend is mainly a result of Land Charge income higher than budget (£550k). This is due to better than expected activity. In addition the central budget held for maternity costs is forecast to underspend (£50k).
Total	(1,813)	

APPENDIX 2


HOUSING REVENUE ACCOUNT – PERIOD 4 OUTTURN FORECAST 2013/14

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Quarter 2	Variance Month 4
	£000s	£000s	£000s
Finance and Resources	12,825	(27)	0
Housing Services	10,557	(27)	(211)
Commissioning and Quality Assurance	2,564	(30)	0
Property Services	2,587	0	0
Housing Repairs	14,147	0	0
Housing Income	(73,603)	127	127
Housing Options	632	(172)	0
Adult Social Care	48	0	0
Regeneration	264	67	0
Safer Neighbourhoods	575	0	0
Housing Capital	27,657	(78)	(78)
(Contribution to)/ Appropriation From HRA General Reserve	(1,747)	(140)	(162)

2. Variance Analysis

Departmental Division	Variance £000s	Explanation & Action Plans
Housing Income	127	The under-receipt is due to delays in letting of Advertising Hoardings on HRA sites. This work is being carried out on behalf of the department by the Valuers within TTS.
Housing Options	(172)	This relates mainly to a higher level of TOLS tenants than expected (155 tenants against a budget of 90) and lower than predicted furnishing costs, resulting in a net favourable variance of (£82k). In addition, staff costs are forecast to underspend by (£44K), there has been a reduction in the number of RTB valuations (£19k) and there are lower than expected void rates (6% against the budgeted void rate of 10%) on Hostels (£27K).
Other	(95)	
Total	(140)	

	<p align="center">London Borough of Hammersmith & Fulham</p> <p align="center">Overview & Scrutiny Board 28 January 2014</p>
<p>High Level Capital Budget Monitoring Report, 2013/14 Quarter 2</p>	
<p>Report of the Corporate Director</p>	
<p>Open Report</p>	
<p>Classification: For Information</p>	
<p>Key Decision: No</p>	
<p>Wards Affected: ALL</p>	
<p>Accountable Executive Director: Jane West, Director of Finance & Corporate Governance</p>	
<p>Report Author: Jade Cheung - Finance Manager - Capital Corporate Accountancy and Capital Team</p>	<p>Contact Details: Tel: 0208 753 3374 Email: jade.cheung@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. **General Fund debt** - as measured by the Capital Financing Requirement (CFR¹) - is currently forecast to be **£80.2m** by the end of 2013/14. This represents a small **decrease** of **£0.6m** compared with the quarter 1 CFR projection of £80.8m.
- 1.2. The General Fund Capital programme for 2013/14 has been revised to **£89.3m** (from £92.3m approved at Quarter 1). This decrease of £3m results from re-profiling of capital budgets from 2013/14 into 2014/15 and future years.
- 1.3. The **Decent Neighbourhoods programme** forecast expenditure is **£22.6m** (from £35.7m expenditure forecast at Quarter 1). The **decrease** in the Decent Neighbourhoods programme of **£13.1m** is primarily due to slippage of expenditure on the original cost forecasts. The surplus on the Decent Neighbourhoods Programme is projected to be **£37.1m** by the end of 2013/14.
- 1.4. The forecast expenditure on the **Housing capital programme (HRA)** is **£35.1m** (from £41.3m forecast at Quarter 1). The change from quarter 1 is primarily due to re-profiling of budgets into future years.

¹ Refer to appendix 6 for a definition of the CFR

- 1.5. The Council is forecasting a breach of its VAT Partial Exemption Threshold in 2013/14 and a risk of a breach in 2014/15 as a consequence of a number of significant capital projects. HMRC have agreed to apply the mitigation available for the 2013/14 breach, provided the Council contains the breach within the forecast provided to the HMRC.

2. INTRODUCTION AND BACKGROUND

- 2.1. This report sets out the latest 2013/14 – 2016/17 capital monitoring position for the Council's debt reduction programme and the General Fund, Decent Neighbourhoods and the Housing capital programmes.
- 2.2. A table summarising the Council capital programme at quarter 2 is included at Appendix 1.

3. GENERAL FUND – DEBT REDUCTION AND CAPITAL PROGRAMME

- 3.1. The CFR is currently forecast to be **£80.2m** by the end of 2013/14. This represents a slight improvement on the position reported at quarter 1 (£80.8m) however it remains £1.8m above the 2012/13 year-end CFR of £78.4m. This forecast in-year increase is largely as a consequence of the slippage of capital receipts into future years (see para 3.5) and a ruling by the government which now limits the ability to transfer housing receipts towards General Fund debt reduction. The programme remains in surplus and the long-term trend for CFR remains downwards (currently forecast to be £51.6m by 2016/17).

Table 1 - Forecast Movement in Capital Financing Requirement (CFR)

	2012/13	2013/14	2014/15	2015/16	2016/17
	<i>Outturn</i>				
	£m	£m	£m	£m	£m
Opening Capital Financing Requirement (CFR)	99.8	78.4	80.2	60.2	60.6
Revenue Repayment of Debt (MRP ²)	(2.3)	(1.4)	(1.5)	(0.7)	(0.7)
Net Impact of Appropriations between General Fund and HRA	0.5	0	0	0	0
Annual (Surplus) in Capital Programme (Table 2)	(19.6)	3.2	(18.5)	1.0	(8.3)
Closing CFR	78.4	80.2	60.2	60.6	51.6
<i>Net Movement from £78.4m</i>	-	1.8	(18.1)	(17.8)	(26.8)

- 3.2. The current expenditure and resources forecast is summarised in table 2 below, with details in appendices 2a to 2f and 3.

Table 2 - General Fund Capital Programme

² Minimum Revenue Provision (MRP)

General Fund	2013/14 Budget Council	2013/14 Q1 Revised Budget	2013/14 Q2 Revised Budget	2014/15	2015/16	2016/17	Appen dix 2
	£m	£m	£m	£m	£m	£m	Ref
Expenditure:							
Children's Services	51.2	70.0	66.2	11.2	0	0	2a
Adult Social Care	2.1	2.7	3.0	1.0	0.5	0.5	2b
Transport & Technical Services	10.5	15.6	15.7	8.8	7.5	7.5	2c
Finance and Corporate Services	0.75	0.9	0.9	1.1	0.8	0.8	2d
Environment, Leisure & Residents Services	0.5	2.2	2.7	0.7	0.7	0.5	2e
Libraries	0	0.9	0.9	0	0	0	2f
Total (1)	65.0	92.3	89.3	22.7	9.4	9.2	
Resources:							
General Fund Receipts	23.7	10.7	11.2	31.1	5.2	14.5	3
Transfer from Decent Neighbourhood's pot	11.3	0	0	0	0	0	
Net capital receipts (2)	35.0	10.7	11.2	31.1	5.2	14.5	
Specific or other funding (3)	48.0	77.8	74.9	10.2	3.2	3.0	
Total (4=2+3)	83.1	88.5	86.1	41.2	8.4	17.5	
Annual (surplus)/deficit (5=1-4)	(18.1)	3.8	3.2	(18.5)	1.0	(8.3)	Table 1

3.3. The General Fund Capital programme for 2013/14 has been revised to **£89.3m** (from £92.3m approved at Quarter 1). The decrease of **£3m** results from re-profiling of capital budgets from 2013/14 into 2014/15 and future years. Projections have also been refined based on updated information received from budget managers.

3.4. The additional use of capital receipts is forecast for one new project. This has not yet been included in Quarter 2 figures until formal approval is given for the £50,000 over the coming weeks.

3.5. General Fund capital receipts for 2013/14 are currently forecast at **£11.2m**. There has been an increase of £0.5m compared with the previous Quarter 1 projection of £10.7m. Just over £1m in capital receipts has been realised at the end of Quarter 2. The four-year forecast for capital receipts is provided in Appendix 3.

4. DECENT NEIGHBOURHOODS PROGRAMME

4.1. The **Decent Neighbourhoods programme** forecast expenditure is **£22.6m** (from £35.7m expenditure forecast for Quarter 1). The **decrease** in the Decent Neighbourhoods programme of **£13.1m** is primarily due to slippage in expenditure on the original prudent cost forecasts for the new Housing Development Programme, Earls Court and Fulham Court. The Business Plan for the Housing Development Programme was approved by Cabinet on 24 June 2013. The Council has identified a pipeline of 16 sites to deliver 100 Discounted Market Sales (DMS) and 33 private homes in

the next 4 years. The Programme will generate 20% return on capital over the period.

- 4.2. Table 3 summarises the 2013/14 Decent Neighbourhoods capital programme for Quarter 2 with details shown in Appendix 5. The programme objectives are to support the delivery of the Council's Housing Strategy "*Building a Housing Ladder of Opportunity*" including; direct housing development to deliver additional low cost home ownership opportunities; the regeneration of housing estates and the creation of more mixed and balanced communities. Specific housing capital receipts such as those from sales under the Limited Asset Based Void Disposals policy and HRA shops are earmarked to fund this capital programme.
- 4.3. There is an overall forecast cumulative surplus in resources of **£37.1m** at the end of 2013/14 which reduces to £24.1m by the end of 2016/17. This balance is being held against the risk of high levels of leaseholder and freeholder buy backs on Earls Court. It is also net of £9.6m of set aside to repay housing debt as it matures in 2013/14 in accordance with the HRA financial strategy with a further £21.2m being set aside to repay housing debt in the following three years through to 2016/17.

Table 3 - Decent Neighbourhoods Programme

Decent Neighbourhoods Summary	2013/14 Quarter 1 Revised Budget	2013/14 Quarter 2 Revised Budget	2014/15 Budget	2015/16 Budget	2016/17 Budget	Appx 1 Ref
	£m	£m	£m	£m	£m	
Forecast Expenditure Budget	35.7	22.6	29.1	29.0	9.7	A
Net total resources	(40.3)	(39.2)	(10.5)	(23.6)	(21.7)	I
Annual (surplus)/deficit (approved schemes)	(4.6)	(16.6)	18.6	5.4	(12.0)	J
Schemes under consideration: Forecast expenditure	1.7		2.0	(1.0)		K
Annual (Surplus)/deficit	(2.9)	(16.6)	20.6	4.4	(12.0)	L
Balance brought forward	(20.5)	(20.5)	(37.1)	(16.5)	(12.1)	B
Cumulative Total (Surplus)/deficit	(23.4)	(37.1)	(16.5)	(12.1)	(24.1)	M

5. HOUSING CAPITAL PROGRAMME

- 5.1. The Housing Revenue Account Capital Programme seeks to meet the ongoing investment needs of the Council's owned and managed housing stock. It does not include specific programmes such as Earls Court or the Housing Development Programme which are included in the Decent Neighbourhoods Programme. The current year position of the Housing capital programme is summarised in Table 4.

Table 4 - Summary of the 2013/14 Housing Capital Programme

	Quarter 1 Revised Budget 2013/14 £m	Additions and Reductions £m	Reprofiling to 2014/15 £m	Quarter 2 Revised Budget 2013/14 £m	Variance £m
Expenditure	41.3	1.8	(8.0)	35.1	0
Resources	(41.3)	(1.8)	8.0	(35.1)	0
Forecast (Surplus) /Deficit	0	0	0	0	0

- 5.2. Budget Council on 27th February 2013 approved a funding envelope of £37m for the 2013/14 housing capital programme. A further report to Cabinet on 8th April 2013 provided more detail on the projects and schemes to be included.
- 5.3. The revised budget as at Quarter 2 is £35.1m.
- 5.4. The budget for hostel refurbishment, funded from receipts generated from the sale of surplus hostels and previously reported via the Decent Neighbourhoods Programme, is now included within the HRA Capital Programme (Supply). This is presented as an addition to the programme albeit much of the resources have been re-profiled to 2014/15.
- 5.5. Members have previously been notified that the realisation of leasehold income is not straight-forward and there continues to be a risk that income targets will not be met. Given this risk Finance and Corporate Services are liaising with Housing and Regeneration Department to regularly review and monitor the level of leasehold contributions generated. As at end of September 2013 major works payments totalling £1.8m have been received to add to the existing balance of £1.26m.
- 5.6. Appendix 4 provides a more detailed breakdown of the expenditure programme and resource assumptions.

6. VAT RISKS AND IMPLICATIONS

- 6.1. As previously reported the capital programme for 2013/14 will cause the Council to breach its VAT partial exemption threshold for 2013/14 and there remains a risk there will be a further breach in 2014/15. HMRC have agreed to the mitigation to allow the breach for 2013/14, provided the Council remain within the forecast as at July 2013.
- 6.2. In the unlikely event that the Council do not meet the terms of its mitigation, the Council would be unable to reclaim any VAT on its exempt activities which could represent a cost of approximately £3m in the year of a breach³. Officers are working to manage the 2014/15 position back to within the allowable threshold, and the future position is being monitored.

³ Based on expenditure on VAT exempt activities of £15m which could be considered as a worst case scenario.

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.	Capital Budget Monitoring Documents including Budget Council Report – 4 Year Capital Programme 2013/14 to 2016/17 (dated 27 th February 2013)	Jade Cheung ext. 3374	Finance Dept., 2 nd Floor, Hammersmith Town Hall Extension

LIST OF APPENDICES:

Appendix 1 - Council Capital Programme (Decent Neighbourhoods, General Fund & HRA)

Appendices 2a to 2f - General Fund Services

Appendix 2a - Children's Services

Appendix 2b - Adult Social Care

Appendix 2c - Transport & Technical Services

Appendix 2d - Finance and Corporate Governance

Appendix 2e - Environment, Leisure and Residents Services

Appendix 2f - Libraries

Appendix 3 - General Fund Capital Receipts

Appendix 4 - Housing Capital Programme (HRA)

Appendix 5 - Decent Neighbourhoods Programme (Housing & Regeneration)

Appendix 6 - The Capital Financing Requirement (CFR)

Capital Budget Monitor Appendices – Quarter 2 at 30th September 2013

Appendix 1 Council Capital Programme (Decent Neighbourhoods, General Fund & HRA)

Capital Expenditure	Original Budget 2013/14	Revised Budget 2013/14 Q1	Revised Budget 2013/14 Q2	Indicative Budget 2014/15	Indicative Budget 2015/16	Indicative Budget 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	51,165	69,989	66,189	11,233	-	-
Adult Social Care	2,054	2,708	2,977	954	450	450
Transport & Technical Services	10,536	15,553	15,670	8,794	7,494	7,494
Finance & Corporate Governance	750	900	900	1,058	750	750
Environment, Leisure & Residents Services	500	2,205	2,661	700	692	500
Libraries		912	912			
Sub-total	65,005	92,267	89,309	22,739	9,386	9,194
Housing Services (Housing Revenue Account only)	37,037	41,281	35,127	46,957	43,604	42,281
Decent Neighbourhoods projects	27,558	35,704	22,566	29,057	29,012	9,732
Total Capital Programme	129,600	169,252	147,002	98,753	82,002	61,207
Capital Financing						
Capital grants from central government departments (inc SCE(C))	35,100	59,173	59,893	2,272	-	-
Grants and contributions from private developers and from leaseholders, etc.	7,838	13,669	13,344	4,824	4,674	4,014
Grants and contributions from non-departmental public bodies	6,000	6,618	2,118	4,500	-	-
Capital funding from GLA bodies	4,466	5,305	5,087	2,264	2,264	2,264
Use of capital receipts to finance capital expenditure	59,746	65,599	52,663	62,164	54,505	32,444
Capital expenditure financed from the Housing Revenue Account	15,717	15,717	-	192	1,132	2,266
Capital expenditure financed by the Major Repairs Reserve (MRR) / Major Repairs Allowance (MRA)	-	1,762	12,217	21,620	18,727	19,519
Capital expenditure financed from the General Fund Revenue Account	733	978	549	917	700	700
Use of LBHF reserves	-	431	1,131	-	-	-
Total Capital Financing	129,600	169,252	147,002	98,753	82,002	61,207

Appendix 2a Children's Services

CHILDREN'S SERVICES CAPITAL PROGRAMME									
Schemes	Revised Budget 2013/14 (at Quarter 1)	Slippages from/(to) future years	Additions/ (Reductions) / Transfers	Transfers/ Virements	Revised Budget 2013/14 (at Quarter 2)	2013/14 Expenditure to date	2014/15 Budget	2015/16 Budget	2016/17 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Lyric Theatre Development	13,884	(4,500)			9,384	1,595	4,717		
Devolved Capital to Schools	11		700		711	712			
Other Capital Schemes	87				87	24			
Schools Organisational Strategy	56,007				56,007	2,992	6,516		
Total	69,989	(4,500)	700	0	66,189	5,322	11,233	0	0
FINANCING SUMMARY									
Capital receipts	4,268				4,268		4,748		
Specific or other funding	65,721	(4,500)	700		61,921	5,322	6,485		
Total	69,989	(4,500)	700	0	66,189	5,322	11,233	0	0

Appendix 2b Adult Social Care Services

ADULT SOCIAL CARE SERVICES CAPITAL PROGRAMME									
Schemes	Revised Budget 2013/14 (at Quarter 1)	Slippages from/(to) future years	Additions/ (Reductions) / Transfers	Transfers/ Virements	Revised Budget 2013/14 (at Quarter 2)	2013/14 Expenditure to date	2014/15 Budget	2015/16 Budget	2016/17 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care Grant	26			4	30	30			
Hostel Improvement Grant	90				90				
Supporting Your Choice - Social Care Reform (DoH)	87				87				
Wormwood Scrubs Prison	64				64				
Extra Care New Build project (Adults' Personal Social Services Grant)	1,451		(494)		957				
Community Capacity Grant			494	(4)	490		504		
Disabled Facilities Scheme	990				990	287	450	450	450
White City Collaborative Care project			269		269				
Total	2,708	0	269	0	2,977	317	954	450	450
FINANCING SUMMARY									
Capital receipts	616				616		450	450	450
Specific or other funding	2,092		269		2,361	317	504		
Total	2,708	0	269	0	2,977	317	954	450	450

Appendix 2c Transport & Technical Services

TRANSPORT & TECHNICAL SERVICES CAPITAL PROGRAMME									
Schemes	Revised Budget 2013/14 (at Quarter 1)	Slippages from/(to) future years	Additions/ (Reductions) / Transfers	Transfers/ Virements	Revised Budget 2013/14 (at Quarter 2)	2013/14 Expenditure to date	2014/15 Budget	2015/16 Budget	2016/17 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Footways and Carriageways	2,030				2,030	840	2,030	2,030	2,030
Planned Maintenance/DDA Programme	5,380		(98)		5,282	579	3,800	2,500	2,500
River Wall Repairs	40				40				
Transport For London Schemes	4,065		(218)		3,847	1,227	2,264	2,264	2,264
Parking Reserve/ Revenue Contributions	1,018				1,018	89	700	700	700
Developer Contribution Funded	2,368		433		2,801	583			
West London Grant	279				279	56			
Fulham Town Hall car park	98				98	98			
Other Capital Schemes	275				275	135			
Total	15,553	0	117	0	15,670	3,607	8,794	7,494	7,494
FINANCING SUMMARY									
Capital receipts	7,548		(98)		7,450	1,517	5,830	4,530	4,530
Specific or other funding	8,005		215		8,220	2,090	2,964	2,964	2,964
Total	15,553	0	117	0	15,670	3,607	8,794	7,494	7,494

Appendix 2d Finance and Corporate Governance

FINANCE & CORPORATE GOVERNANCE CAPITAL PROGRAMME									
Schemes	Revised Budget 2013/14 (at Quarter 1)	Slippages from/(to) future years	Additions/ (Reductions) / Transfers	Transfers/ Virements	Revised Budget 2013/14 (at Quarter 2)	2013/14 Expenditure to date	2014/15 Budget	2015/16 Budget	2016/17 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Contribution to Invest to Save Fund	750				750		750	750	750
Edward Woods Community Centre	150				150		308		
Total	900	0	0	0	900	0	1,058	750	750
FINANCING SUMMARY									
Capital receipts	900				900		1,058	750	750
Total	900	0	0	0	900	0	1,058	750	750

Appendix 2e Environment, Leisure and Residents Services

ELRS CAPITAL PROGRAMME									
Schemes	Revised Budget 2013/14 (at Quarter 1)	Slippages from/(to) future years	Additions/ (Reductions) / Transfers	Transfers/ Virements	Revised Budget 2013/14 (at Quarter 2)	2013/14 Expenditure to date	2014/15 Budget	2015/16 Budget	2016/17 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Parks Expenditure	985		(27)		958	112	500	500	500
Bishops Park	156				156	24			
Shepherds Bush Common Improvements	62		483		545	196			
Recycling	22				22				
CCTV	200				200	68	200	192	
Fulham Palace Trust	618				618	617			
Linford Christie Stadium Refurbishment	162				162	14			
Total	2,205	0	456	0	2,661	1,031	700	692	500
FINANCING SUMMARY									
Capital receipts	1,161				1,161	675	500	500	500
Specific or other funding	1,044		456		1,500	356	200	192	
Total	2,205	0	456	0	2,661	1,031	700	692	500

Appendix 2f Libraries Services

LIBRARIES CAPITAL PROGRAMME									
Schemes	Revised Budget 2013/14 (at Quarter 1)	Slippages from/(to) future years	Additions/ (Reductions)/ Transfers	Transfers/ Virements	Revised Budget 2013/14 (at Quarter 2)	2013/14 Expenditure to date	2014/15 Budget	2015/16 Budget	2016/17 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Hammersmith Library Refurbishment	912				912	35			
Total	912	0	0	0	912	35	0	0	0
FINANCING SUMMARY									
Capital receipts									
Specific or other funding	912				912	35			
Total	912	0	0	0	912	35	0	0	0

Appendix 3 General Fund Capital Receipts

Year	Forecast Outturn at Quarter 2
2013/14	
Total 2013/14	11,151
2014/15	
Total 2014/15	31,069
2015/16	
Total 2015/16	5,210
2016/17	
Total 2016/17	14,495
Total All Years	61,925

Appendix 4 Housing Capital Programme (HRA)

HOUSING CAPITAL PROGRAMME (HRA)									
Schemes	Revised Budget 2013/14 (at Quarter 1)	Slippages from/(to) future years	Additions/ (Reductions) / Transfers	Transfers/ Virements	Revised Budget 2013/14 (at Quarter 2)	2013/14 Expenditure to date	2014/15 Budget	2015/16 Budget	2016/17 Budget
	£ '000	£'000	£'000	£'000	£'000	£ '000	£ '000	£ '000	£ '000
Supply Initiatives (Major Voids)	2,750	(1,021)	1,321	(400)	2,650		2,521	1,500	1,500
Energy Schemes	1,390			201	1,591	275	3,521	3,641	3,658
Lift Schemes	5,029	(1,263)	(197)	103	3,672	414	5,847	5,668	5,513
Internal Modernisation		500			500	0	2,361	2,301	2,600
Major Refurbishments	8,945	(1,730)	(1,838)	3,272	8,649	1,301	5,546	2,225	9,225
Preventative Planned Maintenance	12,184	(4,000)	950	(1,587)	7,547	70	18,377	20,007	12,028
Minor Programmes	9,067	(505)	797	(907)	8,452	640	7,734	7,212	6,707
Decent Homes Partnering	838		(474)	624	988	65			
CSD/RSD Managed (Adaptations, CCTV)	1,078				1,078	512	1,050	1,050	1,050
Rephasing and reprogramming			1,306	(1,306)	0				
Total	41,281	(8,019)	1,865	0	35,127	3,277	46,957	43,604	42,281
FINANCING SUMMARY									
Capital Receipts	15,402	(1,021)	1,321		15,702		20,521	19,263	16,482
Major Repairs Reserve	17,829	(5,984)	372		12,217	812	21,624	18,727	19,519
Revenue Contributions					0		192	1,132	2,266
Leasehold & Other External Contributions	7,442	(1,014)	52		6,480	1,737	4,624	4,482	4,014
Grants	608		120		728	728			
Total	41,281	(8,019)	1,865	0	35,127	3,277	46,961	43,604	42,281

Appendix 5 Decent Neighbourhoods Programme

DECENT NEIGHBOURHOODS PROGRAMME								
Line	Schemes	2013/14 Budget Q1 Forecast	Slippage	Additions/ (Reductions)	2013/14 Budget Q2 Forecast	2014/15 Budget	2015/16 Budget	2016/17 Budget
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	EXPENDITURE:							
	Watermeadow Court (Demolition Costs)	700			700			
	248 Hammersmith Grove	600			600			
	Final decant cost at Watermeadow Court & Edith Summerskill	1,400			1,400			
	Housing Development Programme Development costs	5,096	(3,195)		1,901	11,485	13,061	935
	Fulham Court (development including Childrens Centre)	1,747	(1,341)		406	1,920		
	Hostel Improvements	1,321		(1,321)				
	Shop Investments	500			500			
	HRA Debt repayments taken under pooling rules from receipts	9,582			9,582	2,414	13,020	5,866
	Earls Court Project Team	2,128	(356)	705	2,477	3,238	2,931	2,931
	Earls Court Buy Back	12,630	(7,280)	(350)	5,000	10,000		
A	Total	35,704	(12,172)	(966)	22,566	29,057	29,012	9,732
	FORECAST RESOURCES:							
B	Brought Forward Resources	(20,495)			(20,495)	(37,134)	(16,517)	(12,146)
C	Expensive Dwellings Voids sales	(41,000)			(41,000)	(30,000)	(30,000)	(20,000)
	248 Hammersmith Grove	(1,385)		(365)	(1,750)			
	282 Goldhawk Road	(10,000)			(10,000)			
	William Thompson Memorial			(905)	(905)			
	Fulham Court							
D	Other Sales	(11,385)	0	(1,270)	(12,655)	0	0	0
E1	Earls Court	(316)		316	0			
E2	Housing Development Programme Capital Receipts	(2,371)	1,672		(699)	(2,610)	(12,904)	(18,209)
F	HRA Shops	(643)			(643)			
G (C+D+E1+E2+F)	Total Resources (excl. b/fd & pre transfers)	(55,715)	1,672	(954)	(54,997)	(32,610)	(42,904)	(38,209)
	Resource Transfers							
	Capital Investment for existing HRA stock	15,402	(1,021)	1,321	15,702	20,521	19,263	16,482
	Hostel Grant (Lime Grove)		90		90			
	Deferred cost of disposal (max 4%)					1,600		
H	Total Resource Transfers	15,402	(931)	1,321	15,792	22,121	19,263	16,482
I (G+H)	Net Total Resources	(40,313)	741	367	(39,205)	(10,489)	(23,641)	(21,727)
J (A+I)	Annual (surplus)/deficit (approved schemes only)	(4,609)	(11,431)	(599)	(16,639)	18,568	5,371	(11,995)
	SCHEMES UNDER CONSIDERATION							
	Pilot voids improvement project					1,049		
	Decant Cedame Rd/ Fulham Town Hall	1,000		(1,000)		1,000	(1,000)	
	Earls Court Contingency	670		(670)				
K	Total	1,670	0	(1,670)	0	2,049	(1,000)	0
L (J+K)	Annual (Surplus)/Deficit	(2,939)	(11,431)	(2,269)	(16,639)	20,617	4,371	(11,995)
M (B+L)	Cumulative Total (Surplus)/Deficit	(23,434)	(11,431)	(2,269)	(37,134)	(16,517)	(12,146)	(24,141)

Appendix 6 The Capital Financing Requirement (CFR)

The CFR measures an authority's underlying need to borrow for a capital purpose. It is considered by the Chartered Institute of Public Finance Accountancy (CIPFA) as the best measure of Council debt as it reflects both external and internal borrowing.

It was introduced by the Government in 2004 and replaced the 'credit ceiling' as the Council's measure of debt.


The CFR is the difference between capital expenditure incurred and the resources set aside to pay for this expenditure. Put simply it can be thought of as capital expenditure incurred but not yet paid for in-full and serves as a measure of an authority's indebtedness.

An important caveat is that the CFR does not necessarily equal the outstanding loans of the authority. A council may be 'cash rich' and pay for a new asset in full without entering into new loans. However unless the council simultaneously sets aside reserves (either through recognising a revenue cost or transferring existing reserves from 'usable' to 'unusable' in the bottom half of the balance sheet) the CFR will increase. In this example the authority has effectively borrowed internally. **The CFR should therefore be thought of as the total of internal and external borrowing.**

The government requires the authority to set-aside annually an amount equal to 4% of CFR. This is known as the Minimum Revenue Provision (MRP).

The Council's headline CFR excludes technical adjustments relating to finance leases, PFI, historic MRP commutation, and deferred costs given these items do not give rise to a financing or MRP cost.

Agenda Item 10

	London Borough of Hammersmith & Fulham OVERVIEW AND SCRUTINY BOARD 28th January 2014
WORK PROGRAMME	
Report of the Head of Governance & Scrutiny	
Report Status; Open	
For Scrutiny Review & Comment Key Decision: No	
Wards Affected: All	
Accountable Executive Director: Jane West, Executive Director of Finance and Corporate Services	
Report Author: Craig Bowdery, Scrutiny Manager	Contact Details: Tel: 0208 753 2278 E-mail: craig.bowdery@lbhf.gov.uk

1. Executive Summary

- 1.1 The Board is asked to review its work programme for the current municipal year. Details of forthcoming Key Decisions which are due to be taken by the Cabinet are provided in order to enable the Board to identify those items where it may wish to request reports.

2. Recommendation

- 2.1 That the Board reviews and agrees its work programme, subject to update at subsequent meetings.

3. Work Programme

- 3.1 The Board's work programme for the current municipal year is set out at Appendix 1. The list of items has been drawn up in consultation with the Chairman, having regard to previous decisions of this Committee, relevant items within the Key Decisions List (previously entitled the Forward Plan) and actions and suggestions arising from previous meetings.
- 3.2 The Board is requested to consider the items within the 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 Board in respect of any of the proposed reports.

4. Future Key Decisions

4.1 Attached at Appendix 2 to this report is an extract of the Key Decision List showing the decisions to be taken by the Executive at the Cabinet, including Key Decisions within the relevant Cabinet Members portfolio areas which will be open to scrutiny by the Board should Members wish to include them within the work programme. Items within the Board’s remit are italicised.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

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

Overview & Scrutiny Work Programme 2013/14

As at 10/01/2014

Tuesday 24th September 2013		
Courtyard Room, Hammersmith Town Hall. 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
Update on the Tri-Borough Managed Services framework agreement	Elise Lewis	Following the Board's initial consideration of this subject in March 2013, to monitor and review the transition and implementation of BT supplying a range of finance and HR transactional services
Evaluation of Tri-Borough working so far	Martin Nottage	To review the achievements of Tri-Borough working so far and to consider what lessons can be learned for the future
Annual Complaints Performance Report 2012-13	Lyn Anthony	To review the Hammersmith & Fulham Customer Complaints report and to note issues of concern
The revenue budget	Jade Cheung	To review and identify any issues of concern in the Corporate Revenue Monitor outturn report for 2012/13
The capital budget	Gary Ironmonger	To review and identify any issues of concern in the High Level Capital Budget monitoring report for Quarter 4 of 2012/13 and Quarter 1 of 2013/14
The Pupil Premium Scrutiny Task Group	Craig Bowdery	To receive and approve the Final Report of the Task Group and its recommendations to Cabinet
Performance monitoring	Dave Wilsher	To receive and monitor Council performance against an agreed set of indicators covering the first quarter of 2013/14

Tuesday 26th November 2013
Courtyard Room, Hammersmith Town Hall. 7:00pm.

ITEM	LEAD OFFICER	REPORT BRIEF
Team White City	Simon Jones	To receive a presentation on the progress developing Team White City, a Neighbourhood Community Budget pilot giving local people greater control over local resources and services
The Community Strategy 2014-22	Simon Jones	To contribute to the development of the Council's new Community Strategy and to assess the Council's performance against the identified priorities: <ul style="list-style-type: none"> • Providing a top quality education for all • Regenerating the most deprived areas of the borough • Providing better housing opportunities • Delivering high quality, value for money public services • Providing a cleaner, greener borough • Tackling crime and antisocial behaviour • Setting the framework for a healthier borough
The performance of the Hammersmith & Fulham Bridge Partnership (HFBP) and the ICT Strategy	Jackie Hudson	To receive the Board's annual HFBP performance and ICT Strategy action update
Staff sickness targets	John O'Rourke	To monitor the performance against staff sickness targets
Filming and recording at Council meetings	Tasnim Shawkat	To discuss what rules and procedures, if any, should be implemented for recording and filming at Hammersmith & Fulham
The capital budget	Jade Cheung	To review and identify any issues of concern in the Q1 Capital Budget Monitoring Report.

Tuesday 28th January 2014
Courtyard Room, Hammersmith Town Hall. 7:00pm.

ITEM	LEAD OFFICER	REPORT BRIEF
The draft Council Budget 2014/15	Andrew Lord	To consider the draft Budget proposals for 2014/15 and make any comments or recommendations to Cabinet or Council
Electoral Registration	Steve Miller	To review measures taken to promote electoral registration
Sickness absence monitoring	John O'Rourke	To receive a report on the Council's performance reducing staff sickness absence and the approach to monitoring absence levels
The revenue and capital budget 2013/14	Jade Cheung and Gary Ironmonger	To review and identify any issues of concern in the High Level Revenue and Capital Budget Monitoring Report for the second quarter report for 2013/14

Tuesday 4th March 2014

Courtyard Room, Hammersmith Town Hall. 7:00pm.

ITEM	LEAD OFFICER	REPORT BRIEF
Results from the Annual Residents Survey	Simon Jones	To review the results of the latest Annual Residents Survey in order to identify issues of concern for residents and to consider how scrutiny can contribute to addressing these concerns
Update on the Tri-Borough Managed Services framework agreement	Elise Lewis	Following the Board's initial consideration of this subject in March 2013 and then in September 2013, to monitor and review the transition and implementation of BT supplying a range of finance and HR transactional services
Update on the Tri-Borough ICT Programme	Jackie Hudson	To receive an update on the development of Tri-Borough ICT provision
Performance monitoring	Simon Jones	To receive and monitor Council performance against an agreed set of indicators covering the third quarter of 2013/14

Tuesday 8th April 2014

Committee Room 1, Hammersmith Town Hall. 7:00pm.

ITEM	LEAD OFFICER	REPORT BRIEF
Sickness absence monitoring	Debbie Morris and John O'Rourke	To review the levels of staff sickness in the Council and to identify whether there are any underlying causes for absence that could be addressed
Complaints and Compliments	Lyn Anthony	Following the Board's consideration of the Annual Complaints report in September 2013, to receive an update on the key areas of concern
The revenue and capital budget 2013/14	Jade Cheung and Gary Ironmonger	To review and identify any issues of concern in the High Level Revenue and Capital Budget Monitoring Report for the third quarter report for 2013/14
Final Report of the Business Rates Task Group	Craig Bowdery	To receive and approve the Final Report of the Business Rates Task Group and its recommendations to Cabinet
The Scrutiny Annual Report 2013/14	Craig Bowdery	To approve the Scrutiny Annual Report to be presented to Full Council at its Annual Meeting
Review of Scrutiny in 2013/14 and planning for 2014/15	Craig Bowdery	To review the performance of the scrutiny function during the preceding year and to consider suggestions for topics or improvements in 2014/15

NOTICE OF CONSIDERATION OF A KEY DECISION

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

NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

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

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

KEY DECISIONS PROPOSED TO BE MADE BY CABINET ON 3 FEBRUARY AND AT FUTURE CABINET MEETINGS UNTIL APRIL 2014

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

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

- Any expenditure or savings which are significant (ie. in excess of £100,000) in relation to the Council's budget for the service function to which the decision relates;
- Anything affecting communities living or working in an area comprising two or more wards in the borough;
- Anything significantly affecting communities within one ward (where practicable);
- Anything affecting the budget and policy framework set by the Council.

The Key Decisions List will be updated and published on the Council's website on a monthly basis.

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

*If you have any queries on this Key Decisions List, please contact
Katia Richardson on 020 8753 2368 or by e-mail to katia.richardson@lbhf.gov.uk*

Access to Cabinet reports and other relevant documents

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

Decisions

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

Making your Views Heard

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

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2013/14

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

Key Decisions List No. 16 (published 3 January 2014)

KEY DECISIONS LIST - CABINET ON 3 FEBRUARY 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>
February				
Cabinet	3 Feb 2014	<p>Climate Proofing Social Housing Landscapes – EU Life+ programme.</p> <p>This report outlines Housing & Regeneration's plan to develop green infrastructure and sustainable drainage on housing estates in line with the recommendations made in LBHF's Water Management policy.</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): Hammersmith Broadway; North End; Parsons Green and Walham	
		Contact officer: Sharon Schaaf Tel: 020 8753 2570 sharon.schaaf@hfhomes.org.uk		
Cabinet	3 Feb 2014	<p>Letting of a concession to monetise the ducting within the Council owned CCTV network</p> <p>Monetising LBHF CCTV network.</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>	Deputy Leader (+ Residents Services)	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
		Contact officer: Sharon Bayliss Tel: 020 8753 1636 sharon.bayliss@lbhf.gov.uk		

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Full Council	3 Feb 2014	<p>Four Year Capital Programme 2014/15 to 2017/18</p> <p>Capital strategy 2014/15 to 2017/18.</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): All Wards	
Cabinet	3 Feb 2014	<p>Extension of contract for Internal Audit Services</p> <p>The current contract for IA services ends on 31 March 2014 but has the option to extend for up to 2 years. The recommendation is to extend the contract to 30 June 2015 to make it co-terminus with similar contracts at RBKC and Westminster City Council.</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): 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>)
Cabinet Full Council	3 Feb 2014 26 Feb 2014 Reason: Affects 2 or more wards	Treasury Management Strategy This report provides the outline of the Council's Treasury Management Strategy for 2014/15.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@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 Full Council	3 Feb 2014 26 Feb 2014 Reason: Budg/pol framework	Revenue Budget and Council Tax levels Revenue Budget and Council Tax Setting Report for 2014/15.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	3 Feb 2014 Reason: Expenditure more than £100,000	Housing Revenue Account financial strategy and rent increase 2014-15 This report deals with: - management of the Housing Revenue Account (HRA) post HRA reform; - the HRA Financial Strategy, the HRA MTFS for the five years 2014/15 – 2018/19, and the HRA Revenue Budget for the year 2014/15; - the proposed increase in dwelling rents for 2014/15 having regard to national government guidance for council rents and the maintenance requirements of the housing stock owned by the borough, and the related fees and charges covering parking and garages, water rates and communal energy charges where levied.	Cabinet Member for Housing Ward(s): All Wards Contact officer: Kathleen Corbett Tel: 020 8753 3031 Kathleen.Corbett@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	3 Feb 2014	<p>Housing and Regeneration joint venture - selection of preferred partner</p> <p>Following an OJEU procurement, final selection of a private sector partner to form a Joint Venture with the Council.</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 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	3 Feb 2014	<p>Corporate Planned Maintenance 2014/2015 Programme</p> <p>To provide proposals and gain approval for the 2014/2015 Corporate Planned Maintenance Programme.</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	3 Feb 2014	<p>Corporate Revenue monitor 2013/14 - month 8</p> <p>Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013_14.</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: Affects 2 or more wards		Ward(s): All Wards	

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Cabinet	3 Feb 2014 Reason: Affects 2 or more wards	<p>Settlement of Performance Bonds in Relation to Administration of Connaught Partnerships Ltd</p> <p>To accept settlement payment in relation to Performance Bonds.</p> <p>PRIVATE 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 Housing</p> <p>Ward(s): Addison; Askew; Shepherds Bush Green</p> <p>Contact officer: Roger Thompson Tel: 020 8753 3920 Roger.Thompson@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.
March 2014				
Cabinet	3 Mar 2014 Reason: Expenditure more than £100,000	<p>Special Guardianship Allowance Policy</p> <p>To agree a revised policy for allowances to carers.</p>	<p>Cabinet Member for Children's Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Andrew Christie Tel: 020 7361 2300 andrew.christie@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	3 Mar 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 particular person (including the authority holding that information)</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.

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>)
		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	3 Mar 2014 Reason: Expenditure more than £100,000	Recommendations on future of Coverdale Road 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.	Cabinet Member for Community Care Ward(s): All Wards Contact officer: Christine Baker Tel: 020 8753 1447 Christine.Baker@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	3 Mar 2014 Reason: Expenditure more than £100,000	Economic Development priorities This report seeks Members' approval for future economic development priorities which respond to the borough's longer term economic growth and regeneration vision and makes recommendations on use of Section 106 funds to achieve key outcomes.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Kim Dero Tel: 020 8753 6320 kim.dero@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	3 Mar 2014 Reason: Expenditure more than £100,000	Dementia Day Services - contract award To approve the award of a contract for Dementia Day and Outreach services in LBHF. 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	Cabinet Member for Community Care Ward(s): All Wards Contact officer: Martin Waddington Tel: 020 8753 6235 martin.waddington@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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		of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	3 Mar 2014 Reason: Expenditure more than £100,000	<p>Hammersmith Park</p> <p>Refurbishment of the existing Quadron Welfare Block for occupation by the Quadron and Serco Grounds Maintenance Teams.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Leader of the Council (+Regeneration, Asset Management and IT)</p> <p>Ward(s): Shepherds Bush Green</p> <p>Contact officer: Mike Cosgrave Tel: 020 8753 4849 mike.cosgrave@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	3 Mar 2014 Reason: Affects 2 or more wards	<p>Schools Organisation Strategy</p> <p>To approve the updated Schools Organisation Strategy.</p>	<p>Cabinet Member for Education</p> <p>Ward(s): All Wards</p> <p>Contact officer: Ian Heggs Tel: 020 7745 6458 ian.heggs@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	3 Mar 2014 Reason: Expenditure more than	<p>High Level Capital Budget Monitoring Report, 2013/14 Quarter 3</p> <p>Quarterly capital monitor.</p>	<p>Leader of the Council (+Regeneration, Asset Management and IT)</p> <p>Ward(s): All Wards</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

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	£100,000	<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>	Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	documentation and / or background papers to be considered.
Cabinet	3 Mar 2014 Reason: Expenditure more than £100,000	<p>Highways Maintenance Programme 2014/15</p> <p>Report on carriageway and footway maintenance programme for 2014/2015.</p>	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	3 Mar 2014 Reason: Affects 2 or more wards	<p>Revenue budget 2013/14 - month 8 amendments</p> <p>Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013_14.</p>	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Gary Ironmonger Tel: 020 8753 2109 Gary.Ironmonger@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	3 Mar 2014 Reason: Expenditure more than	<p>Tri-borough ICT strategy programme management</p> <p>Approval for funding of the continuation of the tri-borough ICT strategy programme management</p>	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting

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	£100,000		Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk	documentation and / or background papers to be considered.
Cabinet	3 Mar 2014	Non Half Hourly Quarterly Electricity supplies (NHHQ) Procurement Via Framework PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Transport and Technical Services	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	
April 2014				
Cabinet	7 Apr 2014	Business Intelligence Business case setting out the recommended option to establish a Tri-borough business intelligence service. 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.	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		Ward(s): All Wards	

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Cabinet	7 Apr 2014 Reason: Affects 2 or more wards	Revenue budget 2013/14 - month 10 amendments Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013_14.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@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	Bi-Borough procurement of a parking management information system Seeking authority to go out to tender under OJEU rules for a shared Parking Management Information System between RBKC and H&F. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Transport and Technical Services Ward(s): All Wards Contact officer: Matt Caswell Tel: 020 8753 2708 Matt.Caswell@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.