

Cabinet

Agenda

MONDAY
9 DECEMBER 2013
6.00 pm

COURTYARD ROOM
HAMMERSMITH
TOWN HALL
KING STREET
LONDON W6 9JU

Membership

Councillor Nicholas Botterill, Leader (+ Regeneration, Asset Management and IT)

Councillor Greg Smith, Deputy Leader (+ Residents Services)

Councillor Helen Binmore, Cabinet Member for Children's Services

Councillor Mark Loveday, Cabinet Member for Communications (+ Chief Whip)

Councillor Marcus Ginn, Cabinet Member for Community Care

Councillor Andrew Johnson, Cabinet Member for Housing

Councillor Victoria Brocklebank-Fowler, Cabinet Member for Transport and Technical Services

Councillor Georgie Cooney, Cabinet Member for Education

Date Issued
27 November 2013

If you require further information relating to this agenda please contact:
David Viles, Committee Co-ordinator, Governance and Scrutiny, tel:
020 8753 2063 or email: David.Viles@lbhf.gov.uk

Reports on the open Cabinet agenda are available on the Council's website: http://www.lbhf.gov.uk/Directory/Council_and_Democracy

PUBLIC NOTICE

The Cabinet hereby gives notice of its intention to hold part of this meeting in private to consider items 14 and 15 which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

The Cabinet has received no representations as to why the relevant part of the meeting should not be held in private.

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

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers 4-10 on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to David Viles at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday 4 December 2013.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 11 December 2013**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 16 December 2013 at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Monday 16 December 2013**.

Cabinet Agenda

9 December 2013

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<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>	
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12.	EXCLUSION OF PRESS AND PUBLIC	

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

13.	EXEMPT MINUTES OF THE CABINET MEETING HELD ON 11 NOVEMBER 2013 (E)	
14.	AWARD OF CONTRACT FOR THE PROVISION OF THE FRAMEWORKI SOCIAL CARE CASE MANAGEMENT SYSTEM AND FINANCE IT SYSTEM FOR CHILDREN'S SERVICES : EXEMPT ASPECTS (E)	
15.	PUBLIC HEALTH PROCUREMENT PLAN AND CONTRACT AWARD OR EXTENSION REPORT : EXEMPT ASPECTS (E)	



London Borough of Hammersmith & Fulham

Cabinet

Minutes

Monday 11 November 2013

PRESENT

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

ALSO PRESENT

Councillor Michael Cartwright

93. MINUTES OF THE CABINET MEETING HELD ON 14 OCTOBER 2013

RESOLVED:

That the minutes of the meeting of the Cabinet held on 14th October 2013 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

94. APOLOGIES FOR ABSENCE

There were no apologies for absence.

95. DECLARATION OF INTERESTS

There were no declarations of interest.

96. REVENUE BUDGET 2013/14 - MONTH 5 AMENDMENTS

RESOLVED:

That approval be given to the budget virements of £0.289m General Fund and £0.160m HRA as outlined in Appendix 1.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

97. A WATER MANAGEMENT POLICY FOR HAMMERSMITH & FULHAM

RESOLVED:

That, subject to available resources, the Council:

- a) implements, where it has yet to do so, the recommendations of the Flooding Scrutiny Task Force report of July 2012 as they relate to water management;
- b) includes the recommendations of this Policy in the ongoing update to the surface water management plan;
- c) develops a highways sustainable drainage policy to set out the context and options available with a cost and delivery time frame;
- d) develops green infrastructure (GI) and sustainable drainage policies (SuDS) in each client department, in order to promote the uptake of GI and SuDS, and considers implementing GI and SuDS in all capital schemes;
- e) requires all capital scheme approvals to consider the implications for flood risk and to assess the costs and benefits of installing sustainable drainage;
- f) undertakes an assessment to determine whether there are any current opportunities for parks and green spaces to include flood risk mitigation measures;
- g) identifies a list of potential integrated water management and sustainable drainage projects for further evaluation and/or implementation across the whole range of Council assets and seeks third-party funding wherever possible to help bring these to fruition.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

98. EXTENSION AND RE-ALIGNMENT OF THE QUADRON GROUND MAINTENANCE CONTRACT

RESOLVED:

That:

- i) The recommendation in the Parks Service Review to align the ground maintenance contract with the RBKC ground maintenance contract end date of 31 March 2021 be agreed.
- ii) Noted that the Cabinet Member for Housing is in agreement with this approach on the basis that extending the existing contract will enable the Council's tenants and leaseholders to benefit from continuing improvement in the service delivered, at a reduced cost; and that continuation of the existing combined parks and housing service will assist the Council in achieving its aspirations for achieving a seamless service across all land, ensuring that a high 'tenure neutral' standard is achieved which delivers value for money.
- iii) Officers investigate and report back to the Cabinet Member for Residents Services and the Cabinet Member for Housing any further identifiable opportunities for efficiencies through a combined bi-borough ground maintenance contract and/ or possible future efficiencies with the recently market tested housing services contracts.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

99. POTENTIAL EXTENSION OF SERCO WASTE CONTRACT

Cllr Cartwright questioned whether the contract with Serco should be extended now, highlighting the recent departure of the Serco Chief Executive following fraud allegations. The Leader argued that Serco should be judged on their

performance fulfilling the existing contract and not on alleged actions by one division. It was also highlighted that the contract was at a break point, and as such the Council's options were to either continue with the contract with some amendments as proposed, or to break the contract and commence a full market tender exercise. It was argued that the latter option would be expensive and time consuming, and so not in the best interests of the Borough's residents.

RESOLVED :

1. That officers be instructed to negotiate terms of a possible extension, including variations, with Serco as in the report on the exempt part of this agenda.
2. That the extension end date be 2021, which would then be co-terminous with the Royal Borough of Kensington and Chelsea contract end date.
3. That the Leader and the Cabinet Member for Residents Services, in consultation with the Executive Director for Environment, Leisure and Residents Services, approve any revised contractual terms.
4. That a further report to be submitted for approval if required.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

100. APPROVAL TO VARY CONTRACTS FOR OLDER PEOPLE'S DAY SERVICES TO ENABLE A PHASED APPROACH TO MOVE THE SERVICES TO PERSONAL BUDGETS AND DIRECT PAYMENTS

RESOLVED:

1. To vary the contracts with Nubian Life and the Asian Health Agency (Shanti Day Service) which both terminate on 31 March 2014 by extending the contract term to 31 March 2015 with a three month termination clause and to move the service from a block arrangement to a personalised budget approach.
2. To vary the contract with Notting Hill Housing Trust for Elgin Day Centre which terminates 30 September 2013 by extending the contract term to 31 March 2015 with a three month termination clause and to move the service from a block arrangement to a personalised budget approach. That a £50,000 saving is sought from the contract extension.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

101. EDWARD WOODS ESTATE - NORLAND, POYNTER & STEBBING ROOFTOP APARTMENTS

Cllr Cartwright questioned how the Council would be addressing the issues raised in the report, arguing that it showed that the Council had been incompetent. The Leader responded by explaining that the current administration had inherited a flawed arrangement with the ALMO (Arm's Length Management Organisation) and that there had been manifest incompetence in the management of the scheme, including financial. The Council had not abdicated its responsibilities and had taken back control of the scheme at the first opportunity and took measures to address a building project that was severely over-budget and running behind schedule. It was also noted that the Council would now be keeping the asset and receiving a rental income from it.

RESOLVED –

1. That the rooftop apartments are retained by the Council within the HRA and let at discount market rent (80% of market rent), estimated to be in the region of £243,288 per annum (based on £1,646 per month for each of six 735 sq ft 2 bed flats and £1,733 per month for each of six 1,044 sq ft 2 bed flats). This equates to a Net Present Value (net of management costs) over 30 years of £ 2,936,871.
2. That the letting of the rooftop apartments be carried out by the Home Buy Team initially to applicants on the Home Buy register on a 2-year fixed-term tenancy, and that the management be carried out by the in-house Housing Management service.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

102. REVIEW OF DEVELOPMENT MANAGEMENT SERVICES FOR PRE-APPLICATION CHARGES, HOUSEHOLDER PLANNING SERVICES AND FIXED PRICE PLANNING PERFORMANCE AGREEMENTS

RESOLVED:

That the Planning Division be authorised to:

- i) Implement the amended Pre-Application charging structure as set out in Appendix 1 to this report;
- ii) Implement the new Householder Planning Package as set out in Appendix 2 to this report;
- iii) Implement the new Fixed Price Planning Performance Agreements as set out in Appendix 3 to this report; and
- iv) Charge a reasonable administration fee (initially proposed to be £25) for refunds of fees paid where the refund is required for reasons not in the Council's control, and a fee for confirmation of compliance with an enforcement notice (initially proposed to be £100).

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

103. KEY DECISIONS LIST

The Key Decisions List was noted.

104. 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 consideration of the remaining items of business on the grounds that they contain information relating to the financial or business affairs of a particular person or company

(including the authority holding that information) as defined in paragraph 3 of Schedule 12A of the Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

[The following is a public summary of the exempt information under S.100C (2) of the Local Government Act 1972. Exempt minutes exist as a separate document.]

105. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 14 OCTOBER 2013 (E)

RESOLVED:

That the exempt minutes of the meeting of the Cabinet held on 14th October 2013 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

106. POTENTIAL EXTENSION OF SERCO WASTE CONTRACT ; EXEMPT ASPECTS (E)

RESOLVED:

That the report be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

107. EDWARD WOODS ESTATE - NORLAND, POYNTER & STEBBING : REGENERATION SCHEME UPDATE (E)

RESOLVED:

That the report be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

108. CORPORATE CONTRACT FOR CARD ACQUIRING SERVICES (E)

RESOLVED:

That the recommendations in the exempt report be agreed

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

109. DISPOSAL OF 1-3 CARNWATH ROAD AND RELOCATION OF CO-OP HOMES TENANTS ON 5 CARNWATH ROAD TO THE ADJACENT SITE (E)

RESOLVED:

That the recommendations in the exempt report be agreed.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.


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

None.

Meeting started: 6.00 pm

Meeting ended: 6.35 pm

Chairman

 the low tax borough	London Borough of Hammersmith & Fulham	
	CABINET 9 DECEMBER 2013	
REVENUE BUDGET 2013/14 - MONTH 6 AMENDMENTS		
Report of the Leader - Councillor Nicholas Botterill		
Open Report.		
Classification - For Decision Key Decision: Yes		
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 sets out proposed amendments to the Revenue Budget as at Month 6.
- 1.2. Virement requests of £0.718m for General Fund are recommended for approval.

2. RECOMMENDATION

- 2.1 That approval be given to the budget virements of £0.718m for the General Fund .

3. REASONS FOR DECISION

- 3.1 To comply with Financial Regulations.

4. 2013/14 REVENUE BUDGET AMENDMENTS MONTH 6

- 4.1 Cabinet approval is required for all budget virements that exceed £0.1m.

4.2 Virements totalling £0.718m to the General Fund are requested. (details in Appendix 1).

5. CONSULTATION

5.1 Not applicable.

6. EQUALITY IMPLICATIONS

6.3 It is not considered that the adjustments to budgets will have an impact on one or more protected group so an EIA is not required.

7. LEGAL IMPLICATIONS

7.1 Not applicable.

8. FINANCIAL AND RESOURCES IMPLICATIONS

8.1 Virements totalling £0.718m are requested.

8.1 Implications verified/completed by: Gary Ironmonger, 020 8753 2109.

9. RISK MANAGEMENT

9.1 Budget Risk will be managed and reported via Corporate Revenue Monitoring.

10. PROCUREMENT AND IT STRATEGY IMPLICATIONS

10.1 Not applicable.

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	CRM6	Gary Ironmonger	FCS

LIST OF APPENDICES

Appendix 1 Virement Request Form


APPENDIX 1 - VIREMENT REQUEST FORM

BUDGET REVENUE MONITORING REPORT – PERIOD 6

Details of Virement	Amount (£000)	Department
GENERAL FUND:		
Claw back ELRS departmental overhead budgets to reallocate in next period	(667) 667	ELRS ELRS
Realignment within Safer Neighbourhoods directorate to reduce unachievable income budgets	(30) 30	ELRS ELRS
Move commercial sacks delivery budget from domestic waste to commercial waste	(21) 21	ELRS ELRS
Total of Requested Virements (Debits)	718	
HRA:	0	
Total of Requested Virements (Debits)	718	

Departmental Name Abbreviations	
ELRS	Environment, Leisure & Residents' Services

Agenda Item 5

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>9 DECEMBER 2013</p>
<p>THE GENERAL FUND, HOUSING REVENUE ACCOUNT AND DECENT NEIGHBOURHOODS CAPITAL PROGRAMMES – BUDGET VIREMENTS AT QUARTER 2 2013/14 (1 JULY 2013 TO 30 SEPTEMBER 2013)</p>	
<p>Report of the Leader of the Council – Councillor Nicholas Botterill</p>	
<p>Open Report</p>	
<p>Classification : For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Jane West, Executive Director of Finance and Corporate Governance</p>	
<p>Report Author: Jade Cheung, Finance Manager (Corporate Accountancy & Capital)</p>	<p>Contact Details: Tel: 0208 753 3374 E-mail: jade.cheung@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report sets out the revised capital budget as at quarter 2 for 2013/14, compared with quarter 1 which was approved by Cabinet on 14th October 2013.
- 1.2. This report will agree the budget virements for the General Fund, Housing Revenue Account capital programme and Decent Neighbourhoods capital budgets from the previously approved budget in quarter 1 to the revised budget in quarter 2.
- 1.3. The net proposed decrease to the Council wide capital programme for the year is £22.2m (table 1). This decrease is primarily attributable to a number of capital budget virements as detailed in section 6 for each service. The **Capital Financing Requirement** is projected to be **£80.2m** by the end of the year.

- 1.4. The Council is now likely to breach its **VAT Partial Exemption Threshold** in 2013/14 as a consequence of a number of significant capital projects. HMRC are being consulted in order to seek the mitigation available. A policy to aid the management of Partial Exemption position is set out in section 7.

2. RECOMMENDATIONS

- 2.1. That approval be given to the budget virements as at quarter 2 for 2013/14 as set out in this report.
- 2.2. That the VAT Policy in section 7, required to manage the Council's Partial Exemption position, be approved.

3. REASONS FOR DECISION

- 3.1. The reason for the recommendation is to comply with the Council's Financial Regulations which form part of the Council's Constitution. These regulations require that budget virements in the Council's Capital Programme – as agreed by full Council – are authorised by Cabinet.

4. INTRODUCTION AND BACKGROUND

- 4.1. This report sets out the revised capital budget as at quarter 2 for 2013/14, compared with quarter 1 which was approved by Cabinet on 14th October 2013.
- 4.2. This report will agree the budget virements for the General Fund, Housing Revenue Account capital programme and Decent Neighbourhoods capital budgets from the previously approved budget to revised budget in quarter 2.
- 4.3. The net proposed decrease to the Council wide capital programme for the year is £22.2m (table 1). This decrease is primarily attributable to a number of capital budget virements as detailed in section 6 for each service. The **Capital Financing Requirement** is projected to be **£80.2m** by the end of the year.

5. COUNCIL CAPITAL PROGRAMME

- 5.1. Table 1 below summarises the proposed revisions to the 2013/14 Council wide capital programmes (details in appendix 1).

Table1: Budget Virements to Quarter 2 2013/14

Service Area	Original Budget	Quarter 1 Revised Budget	Slippage	Additions/ (Reduction)	Quarter 2 Revised Budget	Net Movement
		[a]	[b]	[c]	[a+b+c]	[b+c]
	£m	£m	£m	£m	£m	£m
Children's Services	51.2	70.0	(4.5)	0.7	66.2	(3.8)
Adult Social Care Services	2.1	2.7		0.3	3.0	0.3
Transport and Technical Services	10.5	15.6		0.1	15.7	0.1
Finance and Corporate Services	0.8	0.9			0.9	-
Environment, Leisure and Resident's Services	0.5	2.2		0.5	2.7	0.5
Libraries		0.9			0.9	-
Sub-total - General Fund	65.1	92.3	(4.5)	1.6	89.4	(3.0)
Decent Neighbourhoods	27.6	35.7	(12.2)	(1.0)	22.6	(13.1)
Housing (HRA)	37.0	41.3	(8.0)	1.9	35.1	(6.2)
Sub-total - Housing	64.6	77.0	(20.2)	0.9	57.7	(19.3)
Total	129.7	169.3	(24.7)	2.4	147.0	(22.2)

6. CAPITAL BUDGET VIREMENT ANALYSIS

6.1. Childrens' Services

The budget movement from quarter 1 is a net decrease of £3.8m in quarter 2. This is accounted for by the re-profiling of the Lyric Theatre project by £4.5m and an addition of £0.7m in the devolved capital to schools programme.

6.2. Adult Social Care

A net budget increase of £0.3m is reported in quarter 2. This is due to an additional project White City Collaborative Care being added to 2013/14 capital programme. This project is financed from ASC revenue contributions.

6.3. Transport and Technical Services

The budget movement from quarter 1 is a net increase in quarter 2 of £0.1m. The details of the budget movements are shown in the appendix to this report. An addition of Section 106 private developer contributions of £0.4m in quarter 2. Transport for London externally funded schemes have been pre-profiled by £0.2m in quarter 2.

6.4. Environment, Leisure and Residents Services

The budget movement from quarter 1 is a net increase in quarter 2 of £0.5m. The details of the budget movements are shown in the appendix to this report.

6.5. Decent Neighbourhoods

The budget movement from quarter 1 to quarter 2 is a net decrease of £13.1m and 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 details of the budget movements are shown in the appendix to this report.

6.6. Housing Revenue Account

A net decrease of £6.2m is reported in quarter 2 giving a revised budget of £35.1m. The details of the budget movements are shown in the appendix to this report.

7. **VAT RISKS AND IMPLICATIONS**

7.1 The capital programme as presented in February 2013 reported that the Council is at risk of breaching its VAT partial exemption threshold. This is largely as a consequence of capital projects. A breach now looks increasingly likely and HMRC have been informed in order for the Council to gain the mitigation available. The mitigation requires the Council to manage its partial exemption position against the agreed level of breach over the next 3 years. In the unlikely event that mitigation is not applied 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 breach.

7.2 In view of the above risk, the following policy is to be adopted to aid the management of the Partial Exemption position:

- Projects should be 'opted-to-tax' where this option is available and is of no financial disadvantage to the Council.
- If an option-to tax is unavailable it is advised that any avoidable, new projects in 13/14 incurring exempt VAT are deferred for the present time.
- In addition there is only limited room in the 14/15 (and future years) partial exemption forecasts. Therefore, new or re-profiled projects for 14/15 incurring exempt VAT will need to be agreed with the Corporate VAT team.
- In all cases the VAT team should be consulted in advance in order that the forecasts can be updated and re-checked against limits.

8. **CONSULTATION**

8.1. Not applicable.

9. **EQUALITY IMPLICATIONS**

9.1. There are no equality implications relevant to this report.

10. LEGAL IMPLICATIONS

10.1. There are no legal implications relevant to this report.

11. FINANCIAL AND RESOURCES IMPLICATIONS

11.1. This report is of a financial nature and has been approved by the Bi-Borough Director of Finance (LBHF).

12. RISK MANAGEMENT

12.1. Not applicable.

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

13.1. Not applicable.

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Capital Budget monitoring papers	Jade Cheung (telephone number 0208 753 3374)	Corporate Finance 2 nd Floor HTH ext.

LIST OF APPENDICES:

Appendix 1 – Capital budget variations:

For General Fund, Children's Services, Adult Social Care, Transport & Technical Services, Finance and Corporate Services, Environment, Leisure and Residents Services, Libraries, Decent Neighbourhoods and Housing Revenue Account Capital Programmes

APPENDIX 1

General Fund – Summary Capital Monitor

	2013/14 Budget at Budget Council	Revised Budget 2013/14 (at Quarter 1)	Slippage	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 2)
Schemes	£'000	£'000	£'000	£'000	£'000
Children's Services	51,165	69,989	(4,500)	700	66,189
Adult Social Care	2,054	2,708		269	2,977
Transport & Technical services	10,536	15,553		117	15,670
Finance and Corporate Services	750	900			900
Environment, Leisure and Residents Services	500	2,205		456	2,661
Libraries		912			912
Total	65,005	92,267	(4,500)	1,542	89,309

Children's Services

	2013/14 Budget at Budget Council	Revised Budget 2013/14 (at Quarter 1)	Slippage	Additions/ (Reductions)/ Transfers	Revised Budget 2013/14 (at Quarter 2)
Schemes	£'000	£'000	£'000	£'000	£'000
Lyric Theatre Development	12,203	13,884	(4,500)		9,384
Devolved Capital to Schools		11		700	711
Other Capital Schemes		87			87
Schools Organisational Strategy	38,962	56,007			56,007
Total	51,165	69,989	(4,500)	700	66,189

Adult Social Care Services

	2013/14 Budget at Budget Council	Revised Budget 2013/14 (at Quarter 1)	Slippage	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 2)
Schemes	£'000	£'000	£'000	£'000	£'000
Adult Social Care Grant	66	26		4	30
Hostel Improvement Grant		90			90
Supporting Your Choice - Social Care Reform (DoH)	87	87			87
Extra Care New Build Project (Adults PSS grant)	1,451	1,451		(494)	957
Community Capacity Grant				490	490
Wormwood Scrubs Prison		64			64
Disabled Facilities Scheme	450	990			990
White City Collaborative Care project				269	269
Total	2,054	2,708	0	269	2,977

Transport & Technical Services

	2013/14 Budget at Budget Council	Revised Budget 2013/14 (at Quarter 1)	Slippage	Additions/ (Reductions)/ Transfers	Revised Budget 2013/14 (at Quarter 2)
Schemes	£'000	£'000	£'000	£'000	£'000
Footways and Carriageways	2,030	2,030			2,030
Planned Maintenance/DDA Programme	4,340	5,380		(98)	5,282
River Wall Repairs		40			40
Transport For London Schemes	3,466	4,065		(218)	3,847
Installation of Controlled Parking Zones	300	471			471
Replacement of Streetlighting columns	400	547			547
Developer Contribution Funded		2,368		433	2,801
West London Grant		279			279
Fulham Town Hall car park		98			98
Other Capital Schemes		275			275
Total	10,536	15,553	0	117	15,670

Finance and Corporate Services

	2013/14 Budget at Budget Council	Revised Budget 2013/14 (at Quarter 1)	Slippage	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 2)
Schemes	£'000	£'000	£'000	£'000	£'000
Contribution to Invest to Save Fund	750	750			750
Gresswell Centre		150			150
Total	750	900	0	0	900

Environment, Leisure and Residents Services

	2013/14 Budget at Budget Council	Revised Budget 2013/14 (at Quarter 1)	Slippages	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 2)
Schemes	£'000	£'000	£'000	£'000	£'000
Parks Expenditure	500	985		(27)	958
Bishops Park		156			156
Shepherds Bush Common Improvements		62		483	545
Recycling		22			22
CCTV		200			200
Fulham Palace Trust project		618			618
Linford Christie Stadium Refurbishment		162			162
Total	500	2,205	0	456	2,661

Libraries

	2013/14 Budget at Budget Council	Revised Budget 2013/14 (at Quarter 1)	Slippage	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 2)
Schemes	£'000	£'000	£'000	£'000	£'000
Hammersmith Library Refurbishment		912			912
Total	0	912	0	0	912


Decent Neighbourhoods Capital Programme

Schemes	2013/14 Budget at Budget Council	Revised Budget 2013/14 (at Quarter 1)	Slippage	Additions/ (Reductions)/ Transfers	Revised Budget 2013/14 (at Quarter 2)
EXPENDITURE	£'000	£'000	£'000	£'000	£'000
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		5,096	(3,195)		1,901
Fulham Court (development including Childrens Centre)	1,747	1,747	(1,341)		406
Hostel Improvements	1,321	1,321		(1,321)	0
Shop Investments	500	500			500
HRA Debt repayments taken under pooling rules from	9,582	9,582			9,582
Earls Court Project Team	2,128	2,128	(356)	705	2,477
Earls Court Buy Back	10,580	12,630	(7,280)	(350)	5,000
Contributions to Local Housing Company	1,700				0
Total	27,558	35,704	(12,172)	(966)	22,566

Housing Revenue Account Capital Programme

	2013/14 Budget at Budget Council	Revised Budget 2013/14 (at Quarter 1)	Slippage	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 2)
Schemes	£ '000	£ '000	£ '000	£ '000	£ '000
Supply Initiatives (Major Voids)	2,750	2,750	(1,021)	921	2,650
Energy Schemes	1,284	1,390		201	1,591
Lift Schemes	3,470	5,029	(1,263)	(94)	3,672
Internal Modernisation			500		500
Major Refurbishments	6,409	8,945	(1,730)	1,434	8,649
Preventative Planned Maintenance	14,171	12,184	(4,000)	(637)	7,547
Minor Programmes	7,825	9,067	(505)	(110)	8,452
Decent Homes Partnering	78	838		150	988
CSD/RSD Managed (Adaptations, CCTV)	1,050	1,078			1,078
Total	37,037	41,281	(8,019)	1,865	35,127

Agenda Item 6

 the low tax borough	London Borough of Hammersmith & Fulham CABINET 9 DECEMBER 2013
EXECUTIVE RESPONSE TO THE PUPIL PREMIUM SCRUTINY TASK GROUP	
Report of the Cabinet Member for Education – Councillor Georgie Cooney	
Open Report	
Classification: For Decision Key Decision: No	
Wards Affected: All	
Accountable Executive Director: Ian Heggs, Tri-Borough Director of Schools Commissioning	
Report Author: Craig Bowdery, Scrutiny Manager	Contact Details: Tel: 020 8753 2278 E-mail: craig.bowdery@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 The Overview & Scrutiny Board established the Pupil Premium Scrutiny Task Group in July 2012 to investigate how schools in Hammersmith & Fulham were using the Pupil Premium to narrow the attainment gap between those pupils who are eligible for Free School Meals and those who are not. The Task Group's Final Report was agreed by the Overview & Scrutiny Board on 24th September 2013 and an Executive Response to the Final Report was requested.
- 1.2 This report therefore presents the proposed Executive Response and seeks Cabinet's approval of the proposed response to each of the recommendations made by the Pupil Premium Scrutiny Task Group.

2. RECOMMENDATIONS

- 2.1 That Cabinet approve the Executive Response to the recommendations made by the Pupil Premium Scrutiny Task Group, as shown in Appendix A.

3. REASONS FOR DECISION

- 3.1 Cabinet's approval is sought before the recommendations of the Scrutiny Task Group can be implemented. These recommendations were made following several months of investigation by the Task Group into the learning and best practise in existence and they can be implemented using existing officer resources and time.

4. INTRODUCTION AND BACKGROUND

- 4.1 The Pupil Premium Scrutiny Task Group was commissioned by the Overview & Scrutiny Board at its meeting on 24th July 2012 to review how Hammersmith & Fulham schools were using the Pupil Premium, in line with current Government policy, to narrow the gap between those pupils who are eligible for Free School Meals (FSM) and to consider national guidance and examples of local practice. In 2012/13 the Pupil Premium grant was £600 for each child receiving Free School Meals (FSM), Children Looked After (CLA) or with parents in the armed forces. In 2013/14, the Pupil Premium is rising to £1.875 billion, with schools receiving £900 per disadvantaged child. The grant is not ring-fenced and schools have the freedom to spend it as they choose. The only new statutory requirement is that they publish on their website their plans for the grant. The Pupil Premium Scrutiny Task Group therefore sought to find out best practice and guidance on the most effective use of resources to narrow the attainment gap and find some examples how the grant is being used locally.
- 4.2 The members of the Task Group were:
- Councillor Charlie Dewhurst (Chairman)
 - Councillor Caroline Needham (Vice Chairman)
 - Councillor Tom Crofts
- 4.3 The Task Group has interviewed a range of key stakeholders involved, considered written evidence and visited schools to find out how the Pupil Premium is being used in Hammersmith & Fulham and nationally. All schools were consulted on the recommendations set out in the final report via the Interim Report of the Pupil Premium Scrutiny Task Group in May 2013. Its findings are presented in the Task Group's Final Report, which is attached as Appendix B.

5. PROPOSAL AND ISSUES

- 5.1 The Scrutiny Task Group made five recommendations. Four of the recommendations seek to advise local schools on how best to utilise the Pupil Premium, and one recommendation relates to how the Council could support schools through the training it offers school governors. The recommendations do not have significant budgetary implications and can be implemented without requiring additional officer time and resources.

- 5.2 The Council's role in the day to day management of schools has reduced in recent years with schools being given increasing levels of autonomy. The recommendations offering guidance and best practise can therefore be shared with schools, but the schools will not be bound by the findings of the Scrutiny Task Group unless they wished to. Schools have, however, been involved in the scrutiny inquiry, either directly through providing evidence to the Task Group, or through the consultation undertaken with all schools through the Interim Report of the Pupil Premium Scrutiny Inquiry, which outlined all of the key proposals in the final report.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1 Cabinet can choose to either endorse the recommendations made by the Scrutiny Task Group, reject them or amend them. If Cabinet decides to reject the recommendations then an explanation of why the findings of the Task Group were rejected might be requested by the Overview & Scrutiny Board.

7. CONSULTATION

- 7.1 The Pupil Premium Scrutiny Task Group received written and oral evidence from a number of key stakeholders, including local headteachers and school governors, educational research organisations, Ofsted and the Borough Youth Forum. The findings of the Task Group reflect the evidence given by these groups and individuals. All schools were consulted on the key proposals through the Interim Report of the Pupil Premium Scrutiny Inquiry in May 2013. This served to engage schools in the recommended approaches in the Pupil Premium report and many schools have responded positively to the proposals. It is proposed that a further survey be undertaken by the Education & Children's Services Select Committee in 2014 to find out which schools have reviewed practice in the direction of the systematic approach to programme identification, evaluation, governance and communications proposed by the Scrutiny Task Group and their progress in narrowing the attainment gap.

8. EQUALITY IMPLICATIONS

- 8.1 The Pupil Premium is designed to narrow the attainment gap for CLA and FSM children and the recommendations of the Task Group seek to make the Pupil Premium operate as effectively as possible. The report therefore is unlikely to have any adverse equality implications.

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.			

LIST OF APPENDICES:

Appendix A: The Executive Response to the recommendations made by the Pupil Premium Scrutiny Task Group

Appendix B: The Final Report of the Pupil Premium Scrutiny Task Group and Case Studies

Appendix A

The Executive Response to the recommendations made by the Pupil Premium Scrutiny Task Group

	Recommendation	Recommended Cabinet response	Action plan for implementation (if the recommendation is accepted)	Cost if implemented
1	That schools use the guidance on project identification and scoping for educational projects as a practical tool for the assessment and identification of the most high impact educational projects, including guidance on the scoping of the projects to help facilitate well honed, tangible projects and programmes, that are designed to be measured and assessed and which are focused upon the identified needs of identified groups of pupils.	That Cabinet approve this recommendation and that the guidance and examples of best practise contained within the report be sent to all schools	Scrutiny Manager to send the report to the headteacher and Chair of Governors at all schools in the Borough Scrutiny Manager to survey all schools in May 2014 to find out which are using methodological, systematic, evidenced-based approaches to reviewing and identifying grant allocation for Pupil Premium funded programmes and educational interventions to narrow the attainment gap, including published guidance and toolkits	Nil
2	That schools use an appropriately designed project plan template as a practical tool to project-plan Pupil Premium and other educational interventions, including a framework for evidence based quantitative and qualitative assessment against the project objectives, assessment of overall objectives, assessment of unplanned outputs and outcomes and external review.	That Cabinet approve this recommendation and that the guidance and examples of best practise contained within the report be sent to all schools	Scrutiny Manager to send the report to the headteacher and Chair of Governors at all schools in the Borough Scrutiny Manager to survey all schools in May 2014 to find out which are using methodological, systematic, evidenced-based approaches to reviewing and identifying grant allocation for	Nil

			Pupil Premium funded programmes and educational interventions to narrow the attainment gap, including published guidance and toolkits	
3	That schools use guidance and an evaluation framework template as practical tools for the assessment of Pupil Premium and other educational projects, including a framework for evidence based quantitative and qualitative assessment against the project objectives, assessment of overall objectives, assessment of unplanned outputs and outcomes and external review.	That Cabinet approve this recommendation and that the guidance and examples of best practise contained within the report be sent to all schools	Scrutiny Manager to send the report to the headteacher and Chair of Governors at all schools in the Borough Scrutiny Manager to survey all schools in May 2014 to find out which are using methodological, systematic, evidenced-based approaches to reviewing and identifying grant allocation for Pupil Premium funded programmes and educational interventions to narrow the attainment gap, including published guidance and toolkits	Nil
4	That schools involve all school governors in identification, challenge and evaluation of Pupil Premium programmes, including consideration of a Pupil Premium report at their main governing body, as well as their curriculum and finance committees (and any other relevant committees), at least twice a year: <ul style="list-style-type: none"> to review the identification of pupil premium projects and methodology against the educational attainment needs of FSM or other identified groups of 	That Cabinet approve this recommendation and that the guidance and examples of best practise contained within the report be sent to all schools	Scrutiny Manager to send the report to all the headteacher and Chair of Governors at each school Scrutiny Manager to survey all schools in May 2014 to find out how school governors are being involved in Pupil Premium programmes.	Nil

	<p>challenged pupils before the beginning of the academic year and</p> <ul style="list-style-type: none"> to review the evaluation and effectiveness of pupil premium projects and the overall Pupil Premium programme during and/or at the end of the academic year. 			
5	<p>That the Council include training for school governors on their role in overseeing Pupil Premium and other educational projects and programmes to raise attainment, including the key stages for strategic overview, project identification and budget allocation, mid-term review, external review and project evaluation and assessment, as part of its catalogue of services for school's purchased provision.</p>	<p>That Cabinet approve this recommendation</p>	<p>Assistant Director for School Standards to coordinate inclusion as part of the termly review of governor training</p>	<p>Nil</p>

The Pupil Premium

Report of the Pupil Premium Scrutiny Task Group

Final Report

September 2013



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Foreword

The Pupil Premium grant is aimed at boosting the attainment of the most deprived and challenged pupils to narrow the gap between them and their peers. It is allocated to schools on the basis of the number of pupils who have been registered for free school meals at any point in the last six years, children who have been looked after continuously for more than six months, and children of service personnel. From £430 per pupil it has risen to £600 last year to £900 for this year's academic year. It is anticipated that funding may rise still yet further in 2013-2014 to around £1400. This is a significant increase and it is ever more vital that schools are using the grant for the highest impact.

Above all, the Pupil Premium is about changing lives through changing the educational outcomes of some of the most challenged groups of pupils and to make sure that it is doing that we need to challenge and test how we are using the grant against the evidence of its impact compared with other approaches. In particular, schools themselves have to challenge the way they are spending the grant and evaluating impact to inform future practice.

There is a wealth of research and guidance available on different approaches and we have been able to see some of the local practice in Hammersmith and Fulham first hand, much of which is making a real difference. Some of the ways in which the grant is being used locally is being published consecutively in our report *The Pupil Premium Case Studies: How Schools are Using the Pupil Premium in Hammersmith and Fulham*. Our key message is that we would like to see a more systematic and evidenced based approach to the evaluation, identification and planning of educational programmes funded through the Pupil Premium, to make sure that the activities funded are making the highest impact.

We have heard from a wide range of expert witnesses during the Inquiry and received written and oral evidence from Head Teachers and school governors in Hammersmith and Fulham and this has helped to inform this report and our recommendations to schools. We have involved young people through the Borough Youth Forum, who have contributed oral and written evidence and undertaken some surveys of local schools and young people which we have considered. We have heard from Mr Chris Wood – Her Majesties Inspector Advisor, Ofsted, who was able to provide some insight into the approach Ofsted are now taking to the Pupil Premium spending now that it is part of the Ofsted inspection framework. We have undertaken some documentary research on different approaches, including the work of Professor John Hattie from the University of Auckland, New Zealand who has published ambitious international studies on attainment impact and provides some provocative challenge to complacency.

It is up to schools how they spend the Pupil Premium grant and we have noted some good practice locally, but we also want to play our part in driving improvement and sharing ideas, which is consistent with the local authority's role in supporting school improvement, because maximising pupils' educational outcomes and narrowing the gap is not just a matter of government policy and grant allocation; education changes lives.



Councillor Charlie Dewhirst
– Chairman of the Pupil Premium Scrutiny Inquiry

1. Introduction

The Pupil Premium is additional funding provided to schools so that they can support their disadvantaged pupils and close the attainment gap between them and their peers. In 2012-2013 the Pupil Premium grant was £600 for each child receiving Free School Meals (FSM), Children Looked After (CLA) or with parents in the armed forces. This year, the Pupil Premium is rising to £1.875 billion, with schools attracting £900 per disadvantaged child.

A Scrutiny Task Group was established by the Overview and Scrutiny Board which has considered guidance, comparative approaches and how Hammersmith and Fulham schools are using the Pupil Premium to narrow the gap.

The Members of the Scrutiny Task Group were:

- Councillor Charlie Dewhurst (Chairman)
- Councillor Caroline Needham (Vice Chairman)
- Councillor Tom Crofts.

The Inquiry has interviewed a range of key stakeholders involved, considered written evidence and visited schools to find out how the Pupil Premium is being used in Hammersmith and Fulham and nationally.

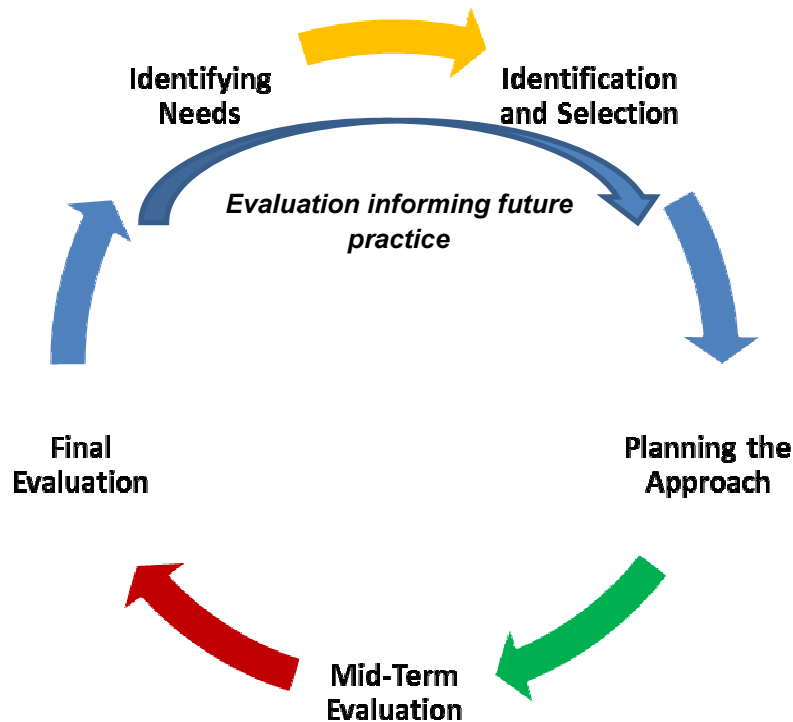
The Scrutiny Inquiry has considered the use of the Pupil Premium grant in Hammersmith and Fulham, alongside national guidance and oral evidence from a range of local and national stakeholders, including local schools and school governors, Ofsted, the Education Endowment Foundation and the Local Authority and drawn this up into an overview of how programmes might be approached.

The scrutiny report takes the view that there is no one-size-fits-all and no “right” or “wrong” way to approach Pupil Premium programmes, but rather tries to adopt a constructive and useful framework by which schools may consider the way in which they are approaching their own programmes and useful suggestions and proposals. Central to our proposals is the importance of a systematic inclusive evidenced based approach to using Pupil Premium money to maximise the impact on pupils’ attainment and in so doing, change lives. Although schools are free to spend the Pupil Premium grant in whichever way they choose, the increased level of Pupil Premium grant, the statutory requirement to publish Pupil Premium policies and expenditure on school websites and the inclusion of the Pupil Premium within the new Ofsted regime means that there is an increasing focus on how schools are using the Pupil Premium grant to achieve the greatest impact on pupils’ educational attainment.

Key Stages

The approach taken in this report is to propose key stages: identification, planning, delivering and evaluating Pupil Premium programmes and to identify some key areas for consideration by Head Teachers, school governors, teachers and administrators. It also considers the role of school governors in providing leadership, policy oversight and direction, budget and resource setting, policy and performance review, involvement in project review and evaluation and overall evaluation.

Key stages for the development, delivery and evaluation identified in this report are:



1. **Evidenced Based Needs analysis** - Identification of challenged / disadvantaged pupils, inc FSM pupils, at each Key Stage
2. **Gap analysis** - Identification of educational attainment gaps for each group of pupils
3. **Planning the Approach** – Identification of options and approaches to boost attainment for each identified attainment gap for each group identified
4. Evaluation, scoring and **prioritisation of options** based on evidence
5. **Selection** and budget allocation of options
6. **Scoping** of projects around the selected options, within the budgets allocated
7. **Planning and design** of the projects with specific aims and objectives, performance measures, resource identification, timescales and risks for each project
8. **Staff** - Designation of a project manager and project staff and other resources
9. **Delivery** of the project
10. **Mid-term evaluation** of the project
11. **Final evaluation** to inform future practice.

Know Thy Impact

We believe that it is important that Pupil Premium funding is planned and focused on educational interventions that are proven to provide the highest impact for the most challenged pupils to narrow the educational attainment gap. To do this schools need to take a systematic approach to evaluating what works and what does not work as well to inform and challenge practice, rather than funding programmes which merely replicate practice each year or which are based upon assumptions on impact.

According to the survey carried out by Ofsted in 2012, only 10% of school leaders said that the Pupil Premium grant had significantly changed the way that they supported pupils from disadvantaged backgrounds and the funding was commonly used to maintain or enhance existing provision rather than to put in new initiatives¹.

2. Identifying Needs

To get the most out of the Pupil Premium, it is important to consider the evidence based needs of the most challenged groups of pupils. Schools should consider who those pupils are and the barriers to learning and achievement, and specifically identify their needs to bridge the achievement gap.

Initially, the target group of pupils may be pupils in receipt of Free School Meals (FSM) and Children Looked After (CLA), as this is the measure used by the Government to allocate funding, but it may be worth considering if these are the only definition of needs that the school wishes to use. FSM may or may not be the best way of measuring challenge and need within a school. Moreover, a narrow definition of need may preclude projects which can boost attainment through inclusion or challenging underlying barriers to learning. We suggest that the key thing is that spending is focused in a considered and deliberate way to raise attainment for the most challenged pupils.

Having identified the attainment gaps of different pupils, further analysis can help to identify what the educational attainment gaps for each group of pupils are. This can be used to identify, evidence and prioritise the options for Pupil Premium grant allocation. We suggest that it is important to periodically test assumptions and knowledge about needs to make sure the assessments are based upon evidence of impact assessment. Attainment data for different groups of children in each school can be accessed and benchmarked via the RAISEonline website the Dashboard and the Fischer Family Trust.

3. Identification and Selection

Identification of what interventions to fund through the Pupil Premium starts with evaluation of impact of different approaches. It is when teachers and school leaders

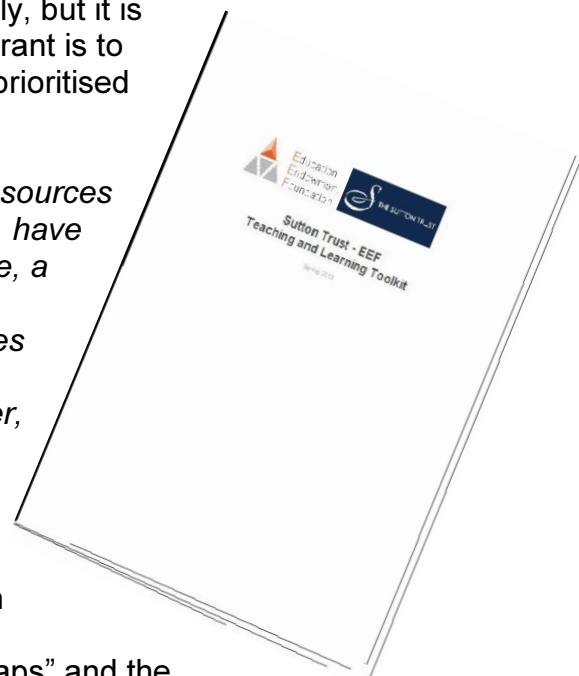
¹ The Pupil Premium: How schools are using the Pupil Premium funding to raise achievement for disadvantaged pupils, Ofsted, September 2012

start a project with the mind frame that they are evaluators of their impact that the students gain the most benefit.

Identifying the right projects in which to invest Pupil Premium money is critical to getting the highest measurable impact from the grant. The types of projects funded by the Pupil Premium grant in schools varies enormously, but it is important to remember the designated purpose of the grant is to narrow the attainment gap and that projects should be prioritised for funding for that purpose.

“there is a danger that schools may spend the resources on well-intentioned programmes that, in practice, have not been proven to raise attainment. For example, a recent survey of teachers found that 15 per cent would prioritise the money on reducing class sizes and 8 per cent would spend it on additional teaching assistants (Sutton Trust 2012). However, trials of both these programmes show they have little impact on pupil attainment.”

(Higgins et al 2012a)²



Identifying and prioritising educational interventions can involve a consideration and analysis of who the most disadvantaged groups are, their specific educational “gaps” and the identification of options. The next stage can be identifying the specific educational attainment needs of targeted pupils, (e.g. FSM pupils), through an analysis of where those pupils’ attainment is behind the average or areas where those pupils do not have equal access to specific or general educational resources or experiences. One approach is to look at comparative data for the attainment of targeted pupils compared with the average by subject area.

Having identified the needs, it is good practice to examine different learning programmes and approaches proven to have impact on the specific attainment needs identified. This will help to identify options for Pupil Premium projects and activities and enable school leaders to select the best options based upon an evidenced based assessment of effectiveness and value for money.

The Teaching and Learning Toolkit

During the Inquiry, Robbie Coleman, Research and Communications Manager at the Education Endowment Foundation (EEF), was interviewed. The EEF, in association with The Sutton Trust, have produced a Teaching and Learning Toolkit, which can be used by schools to inform best practice nationally on the use of Pupil Premium and is available free on their website³.

The EEF recommends that schools consider local and national best practice to evaluate the effectiveness of their use of Pupil Premium, considering internal data,

² Clifton, J., and Cook, W. (September 2012), *A long division: Closing the attainment gap in England's secondary schools*

³ <http://educationendowmentfoundation.org.uk/toolkit>

context and challenges, external data (the Teaching and Learning Toolkit is one way of benchmarking this) and qualitatively assessing its effectiveness in the context of the school. Attainment data alongside qualitative teacher evaluation should be used. The EEF is developing tools for evaluation of the Pupil Premium.

“Where schools spent the Pupil Premium funding successfully to improve achievement, they ...drew on research evidence (such as the Sutton Trust toolkit) and evidence from their own and others’ experience to allocate the funding to the activities that were most likely to have an impact on improving achievement”⁴

Consideration should be given to the relative success of programmes, projects and approaches in the school in previous academic years and consider their impact against meeting the identified educational needs. Having a good system of project evaluation can be very helpful in identifying what works and what might be approached differently.

We suggest that there should be consultation on potential Pupil Premium projects and needs with stakeholders, including staff, parents, governors and with pupils also enabled to contribute ideas. In our evidence from the Borough Youth Forum we have heard examples from Burlington Danes Academy, where pupils were enabled to bid for funding and of surveys of governors at Larmenier & Sacred Heart school.

Meta-Analysis

National and international studies are useful sources to identify the highest impact approaches and to test local practice. A lot of these studies are based upon meta-analysis which can provide statistically significant analysis of the effectiveness of different approaches. Meta-analysis is a method of combining the findings of similar studies to provide a combined quantitative synthesis. The advantages of meta-analysis are that it estimates from a range of studies and should therefore produce more widely applicable results. In education research this can be valuable, as the results from small studies may not on their own be statistically significant. For example, the results of different but comparable interventions to improve low attaining students’ learning in mathematics can be combined so as to identify clearer conclusions about which interventions work and what factors are associated with more effective approaches.

Supersynthesis

Supersynthesis is an attempt to look at meta-analysis results across different kinds of studies with a common population, so as to provide more general or comparative inferences. This approach is limited by the problems of effective comparability between different kinds of programmes and can therefore be more controversial. Some studies have attempted to synthesise the results from a number of existing meta-analyses. Some of these studies include quite broad and distinct educational

⁴ The Pupil Premium: How schools are spending the funding successfully to maximise achievement, Ofsted, February 2013

areas by directly combining results from identified meta-analyses (e.g. Hattie, 1992; Sipe & Curlette, 1997).

John Hattie has synthesized more than 800 meta-analyses and come up with some interesting findings. First of all, he concluded that most things in education 'work' as the average effect size is about 0.4. He then uses this to provide a benchmark for what works above this point. There are, of course, some reservations about this, as small effects may be valuable if they are either cheap or easy to obtain, or tackle an otherwise intractable problem and large effect sizes may be less important if they are unrealistic or if they cannot be replicated easily in classrooms. Despite its limitations, we believe meta-analysis can provide important research based evidence to support identification of different approaches to maximise attainment. We suggest that this kind of research based evidence should be used to review different approaches, although treated with some caution and approaches reviewed in the local classroom contexts.

Checklist:

- ✓ **Who are the key groups of pupils** who are identified as challenged / disadvantaged, including specifically, FSM pupils?
- ✓ **What are the educational attainment gaps** for these identified groups of pupils at different key stages? (i.e. what specific areas of educational attainment are these groups of pupils performing less well than the average for that key stage in the school?)
- ✓ **What different specific options have been identified** to boost attainment in these areas for each group of pupils identified? What is the evidence for highest impact?
- ✓ **To what extent are these specific options measurable?** To what extent can they give rise to projects that can be designed with outputs and outcomes that can be effectively measured?
- ✓ **What is the impact?** What specific impact criteria have been identified to compare and prioritise each of these options? (e.g the **potential gain** – the maximum approximate advantage over the course of a school year that an 'average' student might expect if this strategy was adopted), and specific defined educational attainment indicators such as tested evaluation or assessment).
- ✓ **What is the unit cost of each of the options?** eg how much will the project cost in respect of staff time and resources, in comparison to as if the project was not being delivered (including by exception and where appropriate, any significant direct savings).
- ✓ **What are the opportunity costs?** eg externalised financial and non-financial costs of the project, such as the loss of exposure to a mainstream classroom for a pupil receiving intensive tuition during class time.
- ✓ **What is the overall cost benefit assessment?** Weighing the costs against the benefits, how do you score and prioritise the projects? (e.g scored out of ten).

4. Planning the Approach

When the options for Pupil Premium projects have been identified, evaluated and selected and the budget allocated, the selected projects can be scoped around the selected options. This could include a brief description of what the project is, what it will be called, the aims and objectives of the project, a description of the main activities involved and what learning outcomes for the project are anticipated. Scoping should enable a more tangible reference for what the project is and what it aims to achieve and is an opportunity to discuss the project design with key staff involved in delivery of the project. Educational projects vary enormously in their size and scope, from one-off funding for a particular individual to a whole programme for a significantly sized group of pupils, but in principle, all projects should include some methodologically planned approach, albeit commensurate to the size and scope of the project or projects at hand.

Planning educational projects and interventions, whatever their scope, can be critical to focusing resources to make a measurable impact. We suggest that all Pupil Premium projects, along with other educational interventions, should include a minimum consideration of their aims and objectives, how the project will be delivered and what measurable indicators and outcomes there may be to see if it was effective. There are various approaches and methodologies used for project planning educational projects. In this report we are not assuming any particular methodology or framework, but are highlighting some particular planning stages which could be considered in planning. The level and detail of project planning will of course depend on the nature of the projects, but we suggest they should always include consideration of key elements. The purpose of planning is to make sure that the aims of the projects are understood, that all of the necessary resources are co-ordinated and to provide a design framework that can be measured and evaluated through to the end of the project.

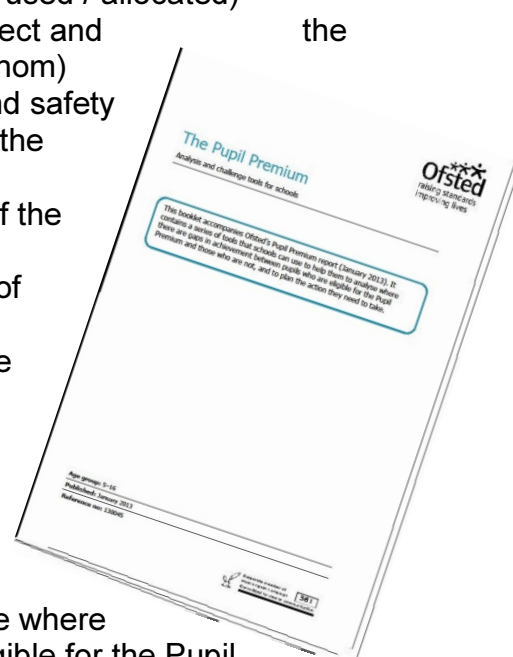
As a minimum, we suggest that Pupil Premium project plans include the following key elements:

1. Design of the projects with specific aims and objectives, measurable performance measures, resource identification, timescales and risks for each project
2. Designation of project manager and project staff and other resources
3. Description of the delivery of the project and/or key milestones
4. Evaluation to measure impact and inform future practice.

For larger scale projects and programmes more in depth planning may be useful. We suggest, by way of an example, that planning may include the following key points:

1. **Introduction or background** to the project, why has it been commissioned and who commissioned it?
2. **Project manager(s)** and project staff
3. **Reporting arrangements** – identification of the reporting arrangements for staff, project managers, line managers, Head Teacher, school governors and any external stakeholders
4. **Aims and Objectives** of the project. (specific definition of what the aims and objectives are)

5. **When and where** (during what time period will the project take place and where will it take place?)
6. **Planned specific outcomes** of the project (eg to raise the attainment of the target group to a specified level). **Evaluation** of these should measure impact and inform future practice
7. **Stakeholders** (who the project is aimed at and who is involved)
8. **Equalities Impact Assessment** (an assessment and identification of the equality of opportunities issues and implications)
9. **Budget and Resources** (the budget and resources that are allocated to the project and brief explanation of how these are to be used / allocated)
10. **Communications** (how and what details of the project and project outcomes are to be communicated and to whom)
11. **Health and Safety** (a consideration of the health and safety issues and any possible risks that may arise during the project)
12. **Risks** (an identification of the risks to the success of the project and how these may be mitigated)
13. **Timetable** (the timetable of each of the key stages of the project, start and finish)
14. **Schedule** – a detailed schedule of each stage of the project (if appropriate)
15. **Evaluation** to measure impact and inform future practice



[The Pupil Premium - Analysis and challenge tools for schools](#), published by Ofsted in January 2013 contains a series of tools that schools can use to help them to analyse where there are gaps in achievement between pupils who are eligible for the Pupil Premium and those who are not, and to plan the action they need to take.

Recommendation One: Analysis and Challenge Tools for Schools

That schools use the guidance on project identification and scoping for educational projects as a practical tool for the assessment and identification of the most high impact educational projects, including guidance on the scoping of the projects to help facilitate well honed, tangible projects and programmes, that are designed to be measured and assessed and which are focused upon the identified needs of identified groups of pupils.

In conjunction to the guidance and templates available to help identify and evaluate educational interventions, we suggest that schools also use standardised templates designed for the project planning of interventions. We believe that this could, in many cases, help to make sure that activities are planned around their specific educational objectives and help to structure the projects in a consistent and methodical way and in a way which helps develop measurable effectiveness, which can be useful to inform future practice.

Recommendation Two: Planning the Approach

That schools use an appropriately designed project plan template as a practical tool to project-plan Pupil Premium and other educational interventions, including a framework for evidence based quantitative and qualitative assessment against the project objectives, assessment of overall objectives, assessment of unplanned outputs and outcomes and external review.

It is important that the staff delivering the Pupil Premium project understand and own the project and project plan. If possible, they need to be directly involved in scoping and planning the project. Whatever the project is, no matter what the scope or how long it is, it is important that the objectives of interventions are kept in focus and that there is enough flexibility to review and if necessary, adapt, in order to meet the objectives. With longer term projects we would suggest a specific planned review period to review the project and evaluate how far it is delivering on the objectives. Evaluation of impact should be used to inform future practice to make sure the highest impact interventions are being funded and assumptions about this tested.

Checklist:

- ✓ Design of the projects with specific aims and objectives, performance measures, resource identification, timescales and risks
- ✓ Designation of project manager and project staff and other resources
- ✓ Description of the delivery of the project and indicators
- ✓ Evaluation of impact to inform future practice to make sure the highest impact interventions are being funded.

5. Examples from Practice

We suggest that, after there has been a consideration of the needs of disadvantaged pupils to narrow the attainment gap, there should be a consideration of the options to meet that need, for example, by identifying at least three different projects or approaches for each identified need. Examples from practice can help to inform a review of the options. The different ways in which the Pupil Premium grant is spent vary considerably. The *Toolkit of Strategies to Improve Learning – Summary for Schools Spending the Pupil Premium* and [The Teaching and Learning Toolkit](#) published by the Education Endowment Foundation and the Sutton Trust (May 2013) provide examples of ways in which schools are spending the grant, which can be used to consider different approaches. See:

<http://educationendowmentfoundation.org.uk/toolkit>

Ofsted also cite examples in the publication [The Pupil Premium: How schools are spending the funding successfully to maximise achievement](#). In the autumn 2012 Ofsted inspectors visited 68 primary and secondary schools to see how effectively they were spending the Pupil Premium funding to maximise achievement. The report draws together some of the effective practice that inspectors saw, accompanied by a set of documents to help schools to analyse gaps in achievement and plan their actions effectively.

Pupil Premium in Hammersmith and Fulham

The Pupil Premium Scrutiny Inquiry has also examined examples of local practice in Hammersmith and Fulham schools and these case studies have been published in a related report: *The Pupil Premium: How Schools are Using the Pupil Premium in Hammersmith and Fulham*. For a copy of this report, please visit www.lbhf.gov.uk/scrutiny

Use of the Pupil Premium in Hammersmith and Fulham varies widely, with a broad mixture of academic and non-academic actions funded. The impact of some things may be more difficult to measure but are still considered worthwhile by the schools running them. During the Inquiry we interviewed Sylvia Howieson – Head Teacher of Langford Primary School. She spoke to us about some of the activities they are funding through the Pupil Premium grant. At Langford Primary School they focused Pupil Premium funding on three key areas: attainment, interest/experiences/nurturing talent and parental engagement/well being.

Attainment programmes included intervention groups of pupils made up of between 1-2 sub levels of progress within these groups, one-to-one tuition, English as a Foreign Language (EAL) groups, and phonics. Interest/Experiences/Nurturing Talent funded programmes included 'Let Me Cook', where pupils gained confidence and improved their speaking and listening skills within this club activity, parental engagement/well-being, a theatre trip for KS1 pupils (more than 50% of KS1 pupils had never been to the theatre before), drumming lessons for years 1 and 3, ballet – (pupils performed at the 'Langford's Got Talent' event), guitar lessons (2 out of 4 pupils continued with their guitar lessons beyond term 1) and a Gym Club. Parental Engagement/Well Being funded activities included family activities, massage therapy and nurture groups to pupils who require support with their relationships with others or following trauma (eg bereavement/ divorce).



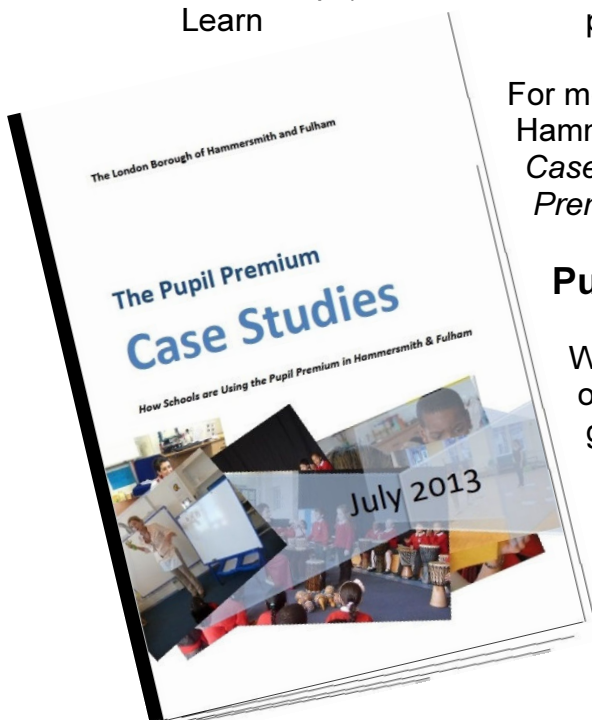
At Larmenier & Sacred Heart Catholic Primary School the Pupil Premium budget was allocated in the following ways:

- additional teaching staff specifically to support Pupil Premium programmes for pupils' learning in core subjects and for social communication support (e.g. intervention groups)
- a cookery group which focuses on providing pupils with opportunities to apply their literacy and maths skills in practical, real life contexts
- a Design and Technology project group in Upper KS2 to engage pupils identified as benefiting from additional support to develop their self-esteem and emotional well-being
- staff Continuing Professional Development (CPD) focusing on maximising pupil progress through high quality learning and teaching, quality training for all teachers using Ofsted inspectors and consultants and CPD opportunities for teachers through involvement in the Hammersmith Teaching Alliance

- Information Communication Technology (ICT), the purchase of 30 iPads to support pupil learning within lessons
- an Outdoor Room, a dedicated space for group activities such as cookery, D&T and craft activities
- Extra-Curricular Enrichment Opportunities, including funding access to after-school clubs and opportunities for arts participation.

In 2012-13 the Burlington Danes Academy used the Pupil Premium to fund the following programmes:

- **Curriculum and Staffing** – years 7 and 8 nurture programme, an additional group for core and tutoring, reducing class sizes in years 7 -11, an additional Literacy teacher, a Literacy lead teacher and a Pupil Premium lead on the School Leadership Team, support staff for attendance and welfare, parent classes, The Sanctuary for vulnerable students every lunchtime, English as a Foreign Language (EAL) teaching.
- **Additional resources/Teaching Time** - resources to support learning, including hardware and software, intervention through the colour-coded groups in KS4 (eg resources for revision and immersion sessions directly linked to final examinations), additional English tuition, additional maths tuition, additional science tuition, curriculum enrichment (Gifted and Talented) eg Into University, 'debatemate', First Story, Life Classes, curriculum enrichment (other) eg marking stickers, textbooks, subsidised music peripatetic lessons, GCSE booster sessions holiday learning and associated materials.
- **Mentoring and Support** - early morning and lunchtime literacy mentoring and reading buddies/reading booster, peer mentoring literacy scheme, assertive mentoring for years 11 and 13, Breakfast Club, Homework Club, free healthy breakfast in exam season, Summer School for year 6, Jamie's Farm trips for years 7 and 9, Parent(s) Meetings with underachieving students in KS3.
- **Finance and Training** - financial support provided to allow students on FSM to access extra-curricular provision (e.g. history battlefields trip, Barcelona, theatre trips), incentives and rewards, Twilight Training for staff, Learning to Learn programmes.



For more details of Pupil Premium programmes in Hammersmith and Fulham see *The Pupil Premium Case Studies: How Schools are Using the Pupil Premium in Hammersmith and Fulham*.

Pupil Premium Reports

We suggest that schools should identify evidence of impact for each approach before allocating the grant and for each area, evaluate the best project / approach based on comparative evidence.

One way to do this is for the Head Teachers to prepare a brief report which shows how the

areas of attainment need were identified, how the different possible projects / approaches for each were identified and how the best project / approach was evaluated against evidence and chosen.

This report may be for consideration, comment and review by the Head Teacher, a staff meeting, a School Governor meeting, and any other relevant meeting. Such a report may be published on the school website to help publicise how the Pupil Premium programmes have been identified and how the Pupil Premium budget has been allocated accordingly.

Visible Learning

During the Inquiry, Debra Masters was interviewed regarding the work carried out by Professor John Hattie from University of Melbourne, Australia. Debra Masters has a background in primary and secondary teaching and has worked extensively with John Hattie. Ms Masters and the Visible Learning Plus team offer workshops in UK in partnership with Osiris Educational, working with schools and local authorities including the Hackney Learning Trust; the programme is called Visible Learning Plus. Visible Learning Plus is a professional development programme for teachers that explores how evidence can be used to create innovation in the learning environment. They also offer a number of tools including an online matrix and a feedback survey.

Professor Hattie's book *Visible Learning for Teachers* explains how to apply the principles of Visible Learning to any classroom anywhere in the world. It provides concise and user-friendly summaries of the most successful interventions and offers practical step-by-step guidance to the successful implementation of visible learning and visible teaching in the classroom. This book links the biggest ever research project on teaching strategies to practical classroom implementation and contains step-by-step guidance including lesson preparation, interpreting learning and feedback during the lesson and post lesson follow up.

6. Evaluation and Impact

Evaluation of Pupil Premium programmes and projects are essential to understanding what works and what is less successful in raising attainment and making sure that the Pupil Premium budget is allocated effectively. It is when teachers and school leaders *start* a project with the mind frame that they are evaluators of their impact that the students gain the most benefit. Evaluation of impact should inform practice. We suggest that projects should be evaluated at least at the beginning, middle and end of the project; that is an evaluation of the project itself, what it aims to achieve, how the project is being delivered against its objectives and at the end, an evaluation of how well the project achieved its objectives.

"I would be asking up front – what is the starting position of this student, what are the anticipated success criteria (relative to this starting point), and then evaluate the process of moving from the starting to the end point – and then asking the two key questions: a. What evidence is provided to demonstrate impact of the program/teachers on the students gain, and b. What is the school doing in light of this evidence? This feedback loop WHILE the

program is working is the key – the response to intervention model, the degree of implementation model, the teacher as evaluator”

Professor John Hattie

The need for proper evaluation is something that is worth considering when designing a project; making sure that the project is not only framed around the identified needs of the pupils, but designed with tangible outputs and outcomes that can, as far as possible, be objectively measured. It is not always possible to measure very worthwhile enterprise, but we suggest that the extent to which it is possible to design a project with outputs and outcomes that can be measured is an important consideration in whether it is a worthwhile use of the Pupil Premium grant.

There are different methodologies for project evaluation and schools use different evaluation frameworks. As a minimum, we suggest that an evaluation should include consideration of the original aims and objectives of the project, the extent to which the project has achieved its defined output targets, an impact assessment, including any other impacts (positive and negative) and an evaluation of any outcomes so far.

Mid-term Evaluation

The mid-term project review is an opportunity to consider how the project is running. This will include an assessment of progress against key milestones, a general overview of progress and, if possible and appropriate, an interim measure of the pupil's attainment progress.

A mid-term evaluation will help to assess how well the project is running and the progress so far and help to identify if any changes are required to be made in the approach. Whether the progress so far is on target, above target or below expectations, it is a good opportunity to reflect upon the reasons why. It is also a good opportunity to reassess the risks to the project and ways in which these could be mitigated before completion.

Final Evaluation

Evaluation is an important aspect of any intervention, no matter what the nature or scope or length of an activity. At the end of the project or activity it is important to make sure that there is a planned review and evaluation, involving those involved in managing the project and any other relevant persons involved in the management and governance of the project. Where feasible and appropriate, this activity could also involve the pupils or parents.

We suggest that there should be evaluation for each activity and each project where there is an overall programme of activities, as well as an overall evaluation of the programme. Evaluation needs to consider to what extent the project has achieved its planned objectives, as well as any other positive or negative outcomes and indicators. This should include reference back to the specific planned objectives, as well as an overall assessment.

It is important that evaluation is as objective as possible, as this will make it clearer what the project has achieved and make the evaluation more useful, particularly in informing future projects and activities. If possible, some kind of external review process may be useful and at the very least, evaluation should include someone who was not directly involved. It is important to note that there are a whole host of reasons why a project may not achieve what it set out to achieve and it may be counterproductive to see evaluation as a judgment on those involved in running a project. The most important thing is that there has been a clear attempt to set ambitious yet realistic objectives to plan the use of resources around these and that there is an objective assessment of how well this has worked.



It is important that evaluation is based, as far as possible, on objective criteria, rather than relying on value judgements. This comes back to how well-honed the project targets were at the beginning. Ideally, any project will have sufficiently ambitious objectives that the project will not achieve all of the objectives set at the beginning.

Recommendation Three: Assessment

That schools use guidance and an evaluation framework template as practical tools for the assessment of Pupil Premium and other educational projects, including a framework for evidence based quantitative and qualitative assessment against the project objectives, assessment of overall objectives, assessment of unplanned outputs and outcomes and external review.

[*The Pupil Premium - Analysis and challenge tools for schools*](#), published by Ofsted in January 2013 contains tools that schools can use to help evaluate projects.

Checklist:

- ✓ Planned objectives and indicators to evaluate against
- ✓ Evaluation of delivery against objectives and indicators
- ✓ Final evaluation of effectiveness to inform future practice

7. Governance

We believe that school governing bodies should be directly involved in Pupil Premium funding and the challenge and evaluation of Pupil Premium funded programmes. School governors are key to school leadership and accountability for driving up performance of the most challenged pupils to narrow the attainment gap.

School governors play a central role in:

- driving school improvement,
- driving up attainment of underachieving, deprived and challenged pupils
- effective budget allocation, including the Pupil Premium grant
- contributing to school policy development and review
- monitoring of educational outcomes
- evaluation of educational programmes and specific projects, including Pupil Premium projects
- providing constructive challenge and accountability.

We believe that it is important that school governors are able to take a strategic overview of the Pupil Premium programme and to take an active role in the identification of the most effective Pupil Premium projects to raise attainment for the most challenged or deprived pupils. This includes a review of the evaluation and effectiveness of the Pupil Premium projects during and at the end of the academic year, to be able to steer the use of the Pupil Premium resources towards the most effective educational interventions and to take an evidenced based approach to deciding what works and what is less effective.

The most practical way of doing this, as a minimum, is for the Head Teacher to present a report to the whole school governing body at least twice a year on the Pupil Premium, in addition to detailed consideration by the relevant finance and curriculum sub-committees. A report before the beginning of the academic year could focus on the identification of the most challenged or deprived pupils towards whom the projects should be focused, the identification of the educational needs and the most effective educational intervention projects and methodologies. A report during the academic year could provide an interim update to governors on the evaluation of progress and effectiveness of the programmes mid-year and a report at the end of the academic year could provide a review of the evaluation of the effectiveness of the programmes and inform future practice.

Although these are matters which may often be usefully referred for detailed consideration to committees of the school governing body, such as a sub-committee dealing with finance and a sub-committee dealing with attainment, we believe that it is important that the whole school governing body also takes an overview of the allocation of the Pupil Premium grant and the effectiveness of the use of the grant.

Recommendation Four: Governance

That schools involve all school governors in identification, challenge and evaluation of Pupil Premium programmes, including consideration of a Pupil Premium report at their main governing body, as well as their curriculum and finance committees (and any other relevant committees), at least twice a year:

- to review the identification of pupil premium projects and methodology against the educational attainment needs of FSM or other identified groups of challenged pupils before the beginning of the academic year and
- to review the evaluation and effectiveness of pupil premium projects and the overall Pupil Premium programme during and/or at the end of the academic year.

How inspectors evaluate schools' use of the Pupil Premium

"Members of the governing body are involved in making decisions on how to use the funding. Clear reports from the headteacher mean governors have an accurate understanding of the difference that the school's actions are making to pupils who attract Pupil Premium funding".

Chris Wood, Her Majesty's Inspector, Ofsted

To help reinforce school governors in their roles on the strategic direction, review, evaluation and constructive challenge, we propose that training for governors be included in the Council's offer to schools training programmes provision.

Recommendation Five: Pupil Premium Training for School Governors

That the Council include training for school governors on their role in overseeing Pupil Premium and other educational projects and programmes to raise attainment, including the key stages for strategic overview, project identification and budget allocation, mid-term review, external review and project evaluation and assessment, as part of its catalogue of services for school's purchased provision.

Checklist:

- ✓ report to the main school governing body for Pupil Premium project identification and grant allocation
- ✓ report to main school governing body on the evaluation of Pupil Premium programmes to help inform future practice
- ✓ training delivered to school governors on Pupil Premium identification and evaluation

8. Conclusion

Ofsted have published reports on their findings of how schools are using the Pupil Premium to raise attainment for disadvantaged pupils, highlighting some key strengths and weaknesses. *The Pupil Premium: How schools are using the Pupil Premium funding to raise achievement for disadvantaged pupils*, published in September 2012 was based upon a survey of 262 school leaders. The follow up report, published in February 2013, was based upon Ofsted inspections into 68 primary and secondary schools in the autumn 2012. We have referenced some of the key findings in this report.

We have considered the overview of Pupil Premium programmes from the identification of needs, project identification and grant allocation, and evaluation and referenced key source documents and put forward recommendations to inform practice throughout this process.

In their key findings, Ofsted commented that *"Where schools spent the Pupil Premium funding successfully to improve achievement, they ...drew on research evidence (such as the Sutton Trust toolkit) and evidence from their own and others' experience to allocate the funding to the activities that were most likely to have an impact on improving achievement"*. We have proposed that schools use the

guidance on project identification and scoping for educational projects to schools as a practical tool for the assessment and identification of the most high impact educational projects (Recommendation 1).

Ofsted commented that “*Where schools were less successful in spending the funding, they ...had a lack of clarity about the intended impact of the spending*” and “*did not have a good performance management system for teaching assistants and other support staff*”. We have proposed that schools use an appropriately designed project plan to help plan and performance manage resources and effectiveness (Recommendation 2).

Ofsted said that “*School leaders, including governing bodies, should evaluate their Pupil Premium spending, avoid spending it on activities that have little impact on achievement for their disadvantaged pupils, and spend it in ways known to be most effective*”. We have proposed that schools use the guidance and an evaluation framework to heed the assessment of Pupil Premium projects (Recommendation 3).

In their report, Ofsted said that “*Where schools were less successful in spending the funding, they ...did not have governors involved in making decisions about the Pupil Premium, or challenging the way in which it was allocated*”. We have proposed that all school governors have the opportunity to be involved and consider a pupil premium report at their main governing body, as well as their curriculum and finance sub-committees (and any other relevant subcommittees), at least twice annually (Recommendation 4).

We have also proposed that the Council include training for school governors on their role in overseeing Pupil Premium in order to help re-enforce their role in providing strategic leadership and oversight (Recommendation 5).

During our research we have surveyed local school websites for their statements on how they are using the Pupil Premium grant. From September 2012 it has been a statutory requirement for schools to publish online:

- the amount of Pupil Premium received in the current year
- details of how it is intended the allocation will be spent
- details of how the previous year’s allocation was spent
- the effect of this expenditure on the educational attainment of the disadvantaged pupils who attract it.

We noticed that whilst most schools now publish this information online, there are still some schools that appear not to do so. In addition to our main recommendations, we suggest that schools make sure that they publish how they are spending the Pupil Premium and review their statements to make sure that they include all of the above.

In conjunction with this report, we have also published more detailed findings of current practice in The Pupil Premium Case Studies: How Schools are Using the Pupil Premium in Hammersmith and Fulham. We hope that these reports provide a useful reflection on current practice.

Recommendations

Recommendation One: Analysis and Challenge Tools for Schools

That schools use the guidance on project identification and scoping for educational projects as a practical tool for the assessment and identification of the most high impact educational projects, including guidance on the scoping of the projects to help facilitate well honed, tangible projects and programmes, that are designed to be measured and assessed and which are focused upon the identified needs of identified groups of pupils.

Recommendation Two: Planning the Approach

That schools use an appropriately designed project plan template as a practical tool to project-plan Pupil Premium and other educational interventions, including a framework for evidence based quantitative and qualitative assessment against the project objectives, assessment of overall objectives, assessment of unplanned outputs and outcomes and external review.

Recommendation Three: Assessment

That schools use guidance and an evaluation framework template as practical tools for the assessment of Pupil Premium and other educational projects, including a framework for evidence based quantitative and qualitative assessment against the project objectives, assessment of overall objectives, assessment of unplanned outputs and outcomes and external review.

Recommendation Four: Governance

That schools involve all school governors in identification, challenge and evaluation of Pupil Premium programmes, including consideration of a Pupil Premium report at their main governing body, as well as their curriculum and finance committees (and any other relevant committees), at least twice a year:

- to review the identification of pupil premium projects and methodology against the educational attainment needs of FSM or other identified groups of challenged pupils before the beginning of the academic year and
- to review the evaluation and effectiveness of pupil premium projects and the overall Pupil Premium programme during and/or at the end of the academic year.

Recommendation Five: Pupil Premium Training for School Governors

That the Council include training for school governors on their role in overseeing Pupil Premium and other educational projects and programmes to raise attainment, including the key stages for strategic overview, project identification and budget allocation, mid-term review, external review and project evaluation and assessment, as part of its catalogue of services for school's purchased provision.

Witnesses

The Scrutiny Inquiry has received oral and written evidence from the following witnesses:

Bernadette Alexander – Bi –Borough Head of Looked after Children, the London Borough of Hammersmith and Fulham

Councillor Helen Binmore – Cabinet Member for Children’s Services, the London Borough of Hammersmith and Fulham

Ms Helen Cross - Bi-Borough 14-19 Adviser, the London Borough of Hammersmith and Fulham

Mr Robbie Coleman – Research and Communications Manager at the Education Endowment Foundation

Professor John Hattie - Professor of Education, University of Auckland, New Zealand

Mr Ian Heggs – Tri-Borough Director for Schools Commissioning, the London Borough of Hammersmith and Fulham

Sylvia Howieson - Headteacher of Langford School, Hammersmith and Fulham

Councillor Donald Johnson – Chairman of the Education and Children’s Services Select Committee, the London Borough of Hammersmith and Fulham

Debra Masters – Director, Visible Learning Plus, Cognition Education Ltd, Auckland New Zealand

Mr Tony Porter – Interim Bi-Borough Head of Commissioning, School Standards, the London Borough of Hammersmith and Fulham

Mr Andy Rennison – Assistant Director of Schools' Funding and Capital Programme, the London Borough of Hammersmith and Fulham

Mr Ian Turner – Project Manager, the London Borough of Hammersmith and Fulham

Professor Dylan Wiliam – Emeritas Professor of Education Assessment, the Institute of Education, University of London

Mr Chris Wood – Her Majesties Inspector Advisor, Challenge and Analysis, Ofsted

The Chairs Forum – a committee of the Chairmen of school governing bodies in Hammersmith and Fulham

Borough Youth Forum - a forum of young people from Hammersmith and Fulham, appointed to represent young people

Acknowledgements

Thank you to all of the schools in Hammersmith and Fulham who have contributed evidence to the Scrutiny Inquiry and Case Studies and especially those that have allowed us to come and see some of their Pupil Premium funded programmes in action. Thank you to all of the expert witnesses who have given their time to contribute their valued expertise. A special thank you to the representatives of The Hammersmith and Fulham Borough Youth Forum for their evidence and their independent research on young people's perspectives.

Useful Resources for schools

Internet resources:

- Elaine, M. and Catherine, H. (2011). *Pupil Premium: A simple Guide for LAC*, October, 2011, Manchester City Council, www.manchester.gov.uk.
- Consultation on School Funding 2011-12: Introducing a Pupil Premium*, Department for Education, www.education.gov.uk.
- Governor Dashboard (2012) – Self Valley Primary School*, National Governors' Association and Wellcome Trust, May, 2013, www.fft.org.uk.
- Steve, H., Dimitra, K., and Robert, C. (2011). *Toolkit of Strategies to Improve Learning – Summary for Schools, Spending the Pupil Premium*, CEM Centre, Durham University, The Sutton Trust, May, 2011, <http://www.suttontrust.com/research/teaching-and-learning-toolkit/>
- Steve, H., Dimitra, K., and Robert, C. (2012). *The Teaching and Learning Toolkit – Technical Appendices*, CEM Centre, Durham university, The Sutton Trust – EEF, July, 2012, <http://educationendowmentfoundation.org.uk/toolkit/>
- The Pupil Premium: How schools are using the Pupil Premium funding to raise achievement for disadvantaged pupils*, Ofsted, September, 2012, www.ofsted.gov.uk/resources/120197.
- The Pupil Premium: Analysis and challenge tools for schools*, Ofsted, January, 2013, www.ofsted.gov.uk/resources/130045.
- The Pupil Premium : How schools are spending the funding successfully to maximise achievement*, Ofsted, 2013, www.ofsted.gov.uk/resources/130016.
- Teaching and Learning Toolkit*, The Sutton Trust – EEF, Spring, 2013, <http://educationendowmentfoundation.org.uk/toolkit/>.

Publications:

- Bass, J. (2012), *When Can You Trust the Experts?: How to Tell Good Science from Bad in Education*, Daniel T. Willingham, 14 August, 2012)
- Clifton, J., and Cook, W. (September 2012), *A long division: Closing the attainment gap in England's secondary schools*
- Hattie, J. (December 2011), *Visible Learning for Teachers: Maximising Impact on Learning* Routledge (13th December 2011)
- Hirsch, E. D. (2006), *The Knowledge Deficit – Closing the Shocking Education Gap for American Children*
- Stanovich P. J. and Stanovich K. E. (2012), *Using Research and Reason in Education*, CreateSpace Independent Publishing Platform, 13 December, 2012

Michael Carr
Governance and Scrutiny
The London Borough of Hammersmith and Fulham

September 2013

www.lbhf.gov.uk/scrutiny

The London Borough of Hammersmith and Fulham

The Pupil Premium Case Studies

How Schools are Using the Pupil Premium in Hammersmith & Fulham

DRAFT



July 2013

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Introduction

In 2013 a Scrutiny Inquiry was undertaken on the Pupil Premium to consider how schools in Hammersmith and Fulham were using the Pupil Premium grant to narrow the attainment gap between the more socially and economically deprived pupils and their peers. The Scrutiny Inquiry was commissioned by the Education and Children's Services Select Committee and the Overview and Scrutiny Board at Hammersmith and Fulham Council.

During the Scrutiny Inquiry, all schools in Hammersmith and Fulham were invited to contribute evidence on how they were using the Pupil Premium and the governance, evaluation and communications processes in place. Desk research was undertaken and Members of the Scrutiny Inquiry also conducted site visits of some schools to see some of the Pupil Premium funded programmes in action.

This document presents the findings of some of the schools surveyed to provide some case studies of how the Pupil Premium grant is being used, managed and communicated in Hammersmith and Fulham, which may serve as a useful reflection for schools, Head Teachers, School Governors, the Local Authority and any other interested parties, which may be used in conjunction with national guidance published by the Sutton Trust, the Education Endowment Foundation, Ofsted and others, to consider the different approaches that are being used funded through the Pupil Premium grant.

The sample of schools are profiled here are a combination of primary and secondary schools and academies and not selected through a judgement of what is working well or less well and the Scrutiny Inquiry has not sought to make such a judgement, but rather to provide a sample of different practices in local schools. We believe that it is important that schools are making considered judgements about how they will decide to spend their grant, based upon a consideration of different approaches and based upon the evidence of what works most effectively. We hope that these case studies, along with the Pupil Premium Scrutiny Inquiry report and national reports and guidance, can be useful for schools and school governors in that consideration.

Councillor Charlie Dewhurst
Chairman of the Pupil Premium Scrutiny Inquiry

Larmenier and Sacred Heart Catholic School



Head Teacher: Sister Hanna Maria Dwyer

School Website: www.larshrc.lbhf.sch.uk

Respondent: Jennifer McGinty (Deputy Head)

Introduction

Larmenier & Sacred Heart Catholic Primary School is a state school for boys and girls aged from 3 to 11.

How Has the School Used the Pupil Premium?

For the academic year 2011-12 Larmenier & Sacred Heart was allocated a Pupil Premium budget of £26,840. After undertaking a review of the school's existing provision available to individuals and groups of pupils, the Senior Leadership Team and Governors allocated the funding to supplement the education of pupils across the school in the following ways:

- providing teacher-led weekly support groups in English and maths
- running a teacher-led weekly social communication group
- providing school counselling support for individual pupils
- offering funded after-school programmes
- providing specialised arts participation programmes related to music.

In 2012-2013 the Pupil Premium budget was: £44,400. This was allocated in the following ways:

- Additional teaching staff (0.5 FTE), (£23,000), specifically to support Pupil Premium programmes for pupils' learning in core subjects and for social communication support (e.g. intervention groups). New Pupil Premium initiatives included a cookery group which focuses on providing pupils with opportunities to apply their literacy and maths skills in practical, real life contexts and a design and Technology project group in Upper KS2 to engage pupils identified as benefiting from additional support to develop their self esteem and emotional well-being.
- Staff Continuing Professional Development (CPD), (£6,000), focusing on maximising pupil progress through high quality learning and teaching, quality training for all teachers using Ofsted inspectors and consultants and CPD opportunities for teachers through involvement in the Hammersmith Teaching Alliance.
- Information Communication Technology (ICT), (£10,000). The purchase of 30 iPads to support pupil learning within lessons.
- The resourcing of an Outdoor Room, (£2,000), a dedicated space for group activities) to enable cookery, D&T and craft activities to take place.

- Extra-Curricular Enrichment Opportunities, (£1,500), funding access to after-school clubs and opportunities for arts participation.

Q. Overall, how is the Pupil Premium changing the way you do things?

“It is enabling the school to increase the range of ways that it meets the needs of individual pupils”. Jennifer McGinty (Deputy Head)

Identification and Selection

Larmerier and Sacred Heart uses research from the Sutton Trust to help identify approaches to raising attainment through the Pupil Premium grant, for example, the use of teachers for additional support as evidence that they have greater impact on pupil progress.

The school was also part of the Hammersmith and Fulham’s Pupil Premium Working Party in 2012, which enabled staff to share good practice and discuss research findings with colleagues from other primary schools.

Evaluation and Impact

At Larmerier and Sacred Heart Primary School, the impact of teacher intervention in the core subjects is measured each half term (a baseline is taken at the start) and progress of Pupil Premium groups is monitored each term and recorded on the school tracking system. Outcomes from social communication activities and feedback from teachers/pupils provide further evidence for evaluation.

This year 75 pupils have directly benefited from targeted support or enrichment opportunities through the Pupil Premium Grant. This figure is greater than the number of pupils entitled to FSM as additional pupils have also benefited from the small group support alongside their peers. In total the school has spent 84% of the Pupil Premium budget this academic year (£22,454).

The enrichment activities relating to the arts and after school clubs have enabled pupils to take part in team work activities and have provided meaningful opportunities for pupils to develop their self-confidence and give them a sense of personal achievement.

The teacher-led support groups in mathematics and English, in Years 3 to 6, have provided pupils with the opportunity to focus on aspects of the subjects which require further teaching or consolidation. Pupil Premium funding has enabled the school to release an experienced KS2 teacher to lead these groups for two days this academic year.

Progress Measures at End of KS1 & KS2

End of year Teacher Assessment data for Year 2 indicates that overall FSM pupils’ progress in reading is broadly in line with non-FSM pupils. Overall in Year 2 there is

a gap between FSM and non-FSM pupils' progress in writing and maths:

Year 2 Teacher Assessment Progress Measures (Average Point Score) 2011-12

Year 2 Teacher Assessment Progress Measures (Average Point Score) 2011-12

	<i>Progress in Reading</i>	<i>Progress in Writing</i>	<i>Progress in Maths</i>
FSM	4.5	3.3	3.6
Non-FSM	4.6	4.4	4.5

However, when the pupils entitled to FSM are considered individually the majority are meeting or exceeding the expected progress at the end of KS1.

The Year 6 cohort 2011-12 had the highest number of FSM, Special Educational Needs (SEN) and English as an Additional Language (EAL) pupils in the school. End of KS2 Teacher Assessment results indicate that APS progress outcomes for FSM pupils in reading and maths are broadly in line with non-FSM pupils and Non-FSM pupils made greater progress in writing.

Year 6 Teacher Assessment Progress Measures (APS) 2011-12

	Progress in Reading	Progress in Writing	Progress in Maths
FSM	4.7	5.7	3.4
Non-FSM	4.7	4.8	3.8

All pupils (FSM & non-FSM) exceeded the expected progress of 12 APS in reading, writing and maths from KS1 to the end of KS2. However, there was a gap of 2.4 APS between attainment in maths with non-FSM pupils out performing pupils eligible for FSM.

End of KS1 to end of KS2 Progress Measures (APS) 2011-12

	Progress in Reading	Progress in Writing	Progress in Maths
FSM	14.7	14.7	12.4
Non-FSM	14.6	14.5	14.8

Through this planned approach the school aims to broaden the life chances of pupils within the school, improve literacy and numeracy levels, raise pupils' self esteem and confidence, and increase pupil access to music and Information Communication Technology (ICT).

Governance

At Larmenier and Sacred Heart Primary School the School rationale and approach to the Pupil Premium is discussed with the Governing Body and updates provided at termly Governors' meetings. Outcomes are presented to the Governing Body and the Pupil Premium statement is approved by Governors before being published on the school website.

Parents and Community

At Larmenier and Sacred Heart Primary School Parents are informed in writing about the criteria for FSM eligibility. Information is provided on the school website about school approach and outcomes.

The school's Pupil Premium web page:
www.larshrc.lbhf.sch.uk/content/page/pupil-premium

Wormholt Park Primary School

Head Teacher: Julia James

School Website: www.wormholtpark.lbhf.sch.uk

Introduction

Wormholt Park School is a community primary school with one nursery class situated in north Hammersmith. In 2012-2013 their Pupil Premium grant was £133,200.

The school is a larger than average primary school and the proportion of pupils eligible for the Pupil Premium is above the national average. The majority of pupils are from ethnic groups other than White British and many have English as an additional language. The largest groups within the school are Black African, White British and Black Caribbean

The proportions of pupils with special educational needs supported at school action, at school action plus, and through a statement of special educational needs are all well above national averages.

The Head Teacher has been in post for one year and several members of the leadership team are in their first year in the role. In 2012, the school exceeded the government's floor standards, which set the minimum expectations for pupil's attainment and progress in English and mathematics.

How Has the School Used the Pupil Premium?

At Wormholt Park Primary School the Pupil Premium grant was used in the following ways:

- Funding for a Primary Learning Mentor providing family support, checking attendance and punctuality.
- Two additional staff working with children from Reception to Year 6 with a focus on literacy skills, to boost attainment for targeted pupils
- employment of an EAL/SEN (special educational needs) specialist
- for children who have English as an Additional Language (EAL)
- Home learning club for targeted pupils
- Small group support for children not making expected progress in every year group
- An additional teacher for booster classes in Year 6 (secondary school transition year)
- Setting aside a sum of money to help children attend events that families might not be otherwise able to afford – for example, for a grant towards the cost of residential journeys for FSM children, or attending the 'Dino-Snores' sleepover at the National History Museum.

Identification and Selection

Wormholt Park Primary School the following groups were identified for support:

- Pupils entitled to FSM and children who are 'Looked After'
- Those from other vulnerable groups who are underachieving
- Children in the EYFS, KS1 and KS2 who may need a little extra help – with small group work or 1:1 teaching – to help them get back on track
- Support for those families who may find life a little bit tricky from time to time and need a bit of extra support
- Funding special events for some of our children which enhance their educational experience or give them and their families a bit of respite

Evaluation and Impact

The school uses school level data to review every pupil group and each individual child. It also uses local authority and official government data to help make sure that pupils with FSM and other groups at risk of underachievement, are doing well. Official national data shows that at Wormholt Park, 63.5% of all pupils were known to be eligible for FSM (claiming any time within the last six years); in 2012, children with FSM frequently outperformed other groups of children (RAISEonline summary report NTG p90) and it is above the national average for the percentage of children achieving a level 4+ in both English and Maths at KS2.

"Pupils who are eligible for the pupil premium funding make good progress and their standards are in line with all pupils in the school. The money is spent on providing additional staff so that these pupils can receive additional intensive support in developing their reading and writing skills".

Wormholt Park Primary School Ofsted Report, Ofsted, May 2013.

The school's Pupil Premium web page:

<https://wormholt-lbhf.frogprimary.com/index.phtml?d=386631>



Kenmont Primary School

Head Teacher: Julie Howarth

School Website: www.kenmont-primary.org

Introduction

Kenmont Primary School is an average-sized primary school with a diverse community and ethnic mix. It has three main community languages: English, Portuguese and Somali. The proportion of pupils for whom English is an additional language is almost three times the national average.



The proportion of pupils known to be eligible for the Pupil Premium is higher than average. The proportion of disabled pupils and those with special educational needs, including those supported at school action, school action plus and with a statement of special educational needs, is above average. A high proportion of pupils join and leave the school throughout the year, which means it has less stability than average.

How Has the School Used the Pupil Premium?

Kenmont Primary School the Pupil Premium is used to fund small in Ks2 for Maths and English, small groups for phonics in KS1 and intervention programmes In 2012-2013, the Pupil Premium grant was used in the following ways: Year 6, 5, 4 and 3 are split for Maths and English so that there are only 15 pupils in each class: each with a qualified teacher (Started Spring 2012 extended Autumn 2012).

The use of additional teaching assistants trained in the teaching of phonics in Year 1 and 2 enable the class to be taught in small groups (Started Autumn 2012).

Intervention programmes (Read Write Inc every afternoon run by 3 teaching assistants started Spring 2012 and Language for Thinking started Summer 2012).

Q. Overall, how is the Pupil Premium changing the way you do things?

Comments:

It has enabled the school to employ high quality teaching staff who have altered the teaching strategies used for a class of fifteen by increased personalisation of learning; more immediate feedback to pupils and more time for pupils to feedback to staff.

Identification and Selection

Q. On what basis do you make your decisions about using the Pupil Premium?

Comments:

John Hattie – Visible Learning his meta-analysis identified the most effective strategies to raise achievement.

Evaluation and Impact

Q. How are you evaluating the effectiveness of the actions you have taken and what outcomes have you recorded?

Comments:

- Measure pupil progress half termly
- Outcomes Leavers 2012 SATs were significant plus (Raiseonline)
- SATs data for other year groups in line with other pupils

“The gap between the achievement of pupils known to be eligible for the pupil premium and the rest of the pupils is narrow and is closing rapidly”;

Kenmont Primary School Ofsted Report, Ofsted, September 2012.

Governance

Q. How are the school governors holding school leaders to account for their decisions about the pupil premium?

Comments:

- Monitor data
- Evaluate feedback from lesson observations, book looks, planning scrutinies
- Question staff and talk with pupils
- Question financial implication and sustainability

Parents and Community

Q. How are you communicating with parents about the Pupil Premium?

Comments:

Newsletters about staff changes and letters to individual parents

The Bridge Academy



Head Teacher: Seamus Oates

School Website: www.bridge.lbhf.sch.uk

Introduction

The Bridge AP Academy is a secondary Alternative Provision Academy that provides full time education and support for up to 180 learners who are not accessing mainstream schools. It has an inclusive philosophy and believes passionately in giving every learner many chances to succeed. It is part of the Triborough Alternative Provision (TBAP) Multi Academy Trust, which was established in 2012 as part of the Tri-borough partnership between Westminster City Council, Hammersmith and Fulham Council and The Royal Borough of Kensington and Chelsea.

The Bridge Academy is based on three sites. It provides for students who have been permanently excluded from mainstream schools, those on 'managed moves' to prevent exclusion, and those out of school. All students have special educational needs and/or disabilities, with a significantly above-average number having a of their special educational needs. The special needs and/or disabilities frequently involve social, emotional and behavioural needs. Most students are educated at the main Bridge Academy site. Up to 20 are educated at The Childerly, where intensive support is provided for students as part of the secondary schools' partnership to reduce fixed-term exclusions. Education is also provided at the Cobbs Hall for up to 15 students who require specialised and intensive one-to-one tuition. In addition, a number of students access the 'notschool.net' programme which uses online learning guides and home-based learning.

Most students receive free school meals. Six out of ten learners are boys. The ethnic background of learners is mixed and reflects that of the local community. There are a well-above average number of students looked after by the local authority. There is a fluctuating population with referrals coming throughout the year.

Fulham Cross Girls' School and Fulham College Boys' School

Executive Principal: Bernie Peploe

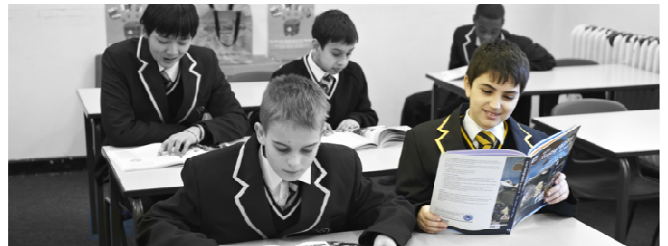
School Website: www.fulhamcollege.net

Fulham College Boys: www.fulhamcollegeboys.net

Fulham Cross Girls School: www.fulhamcross.net

Introduction

Fulham Cross Girls' School and Fulham College Boys' School are federated. Both schools are below average in size. Fulham College Boys' School has been a specialist science and mathematics college



since September 2006. The proportion of students eligible for free school meals is high, and most speak English as an additional language. The mobility of students is well above average. The proportion of students who have special educational needs and/or disabilities is also above average.

Fulham Cross Girls' School received a pupil premium of £150,793.00 for the school year Sept 2011 to Sept 2012 and Fulham College Boys' School received a pupil premium of £132,249.

How Has the School Used the Pupil Premium?

- After school classes for targeted students in core and foundation subjects
- Reward scheme for attendance at intervention classes
- Saturday school
- Half term and Easter revision sessions
- External facilitators to deliver revision skills sessions
- Purchasing of resources and revision materials for students
- Reward trips and activities
- Employment of Learning Mentors (Fulham College Boys' School)
- Employment of Personal Coaches (Fulham Enterprise Studio)
- Employment of Progress Tutors (Fulham Cross Girls' School)

Most of these initiatives were in place prior to the introduction of the pupil premium but were supported by Standards Fund grants. The Pupil Premium has enabled the school to continue to develop and maintain best practice.



Q. Overall, how is the Pupil Premium changing the way you do things?

Comments:

The Fulham College Schools routinely use a variety of data to identify underperformance and this is analysed to tailor provision to meet individual needs. The Pupil Premium was not 'new money' but has enabled the schools to continue with successful programmes that had previously been funded by the Standards Fund. The greater flexibility of an un-ring-fenced grant is helpful in driving innovative practice and allowing schools to determine the best strategies for the students in their care.

Identification and Selection

Q. On what basis do you make your decisions about using the Pupil Premium?

Comments:

The Fulham College Schools keep up to date with current research, including that undertaken by the Sutton Trust, and take this into account when planning provision.

The schools routinely identify students eligible for the pupil premium and track their progress across the curriculum as well as their personal development. Tracking and data collection systems enable accurate identification of students that are underperforming. Detailed analysis of need determines the appropriate intervention/provision to ensure all students make maximum progress.

Evaluation and Impact

Q. How are you evaluating the effectiveness of the actions you have taken and what outcomes have you recorded?

Comments:

The school uses an in-house tracking system as well as SIMs Assessment Manager. The schools robust self-evaluation processes require all interventions to be evaluated and reported at regular meetings. There is a bidding process in place this year to encourage more innovative practice with intervention strategies. The progress that students eligible for the pupil premium make, as evidenced by both internal systems and Raise on Line, show that these students make excellent progress when compared to the national average.

Governance

Q. How are the school governors holding school leaders to account for their decisions about the pupil premium?

Comments:

The Governing Body (GB) agrees the annual budget for all schools and the pupil premium is defined within this. The GB receives regular updates on student progress via regular Executive Principal reports. The GB receives a full data report annually where different student groups and their relative progress are disaggregated; FSM and LAC pupils are always highlighted. The GB receives the Pupil Premium report prior to its publication on the website.

Parents and Community

Q. How are you communicating with parents about the Pupil Premium?

Comments:

All students receive a letter annually explaining the Pupil Premium and why it is important for parents to register if their children are entitled to FSM. The Pupil Premium report is posted on each school's website.

The school's Pupil Premium web page:

Fulham College Boys School:

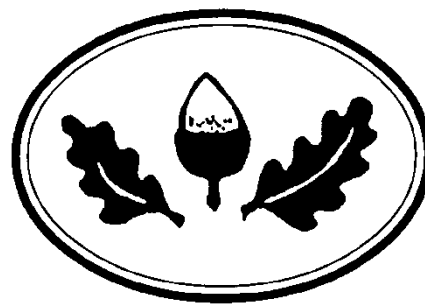
www.fulhamcollegeboys.net/pupil-premium-reporting

Old Oak Primary School

Head Teacher: Madeline Parker

School Website: www.oldoakprimary.co.uk

Respondent: Madeleine Parker - Head Teacher



Introduction

This large primary school serves a culturally diverse community. Most pupils are from minority ethnic backgrounds, with a quarter being of Black African heritage. Two thirds are from homes where English is spoken as an additional language. More than half of the pupils are known to be eligible for free school meals. A higher than average proportion of pupils join or leave the school other than at the usual times. The proportion of pupils with special educational needs and/or disabilities is well above average. Their needs are mostly associated with learning difficulties related to literacy and to their behaviour and emotional development. Children in the Early Years Foundation Stage are taught in a Nursery and two Reception classes, the second of which takes in children each January. There are two mixed-age classes in Key Stage 2.

How Has the School Used the Pupil Premium?

In 2012-2013 the Pupil Premium grant was used to fund the following programmes:

- Learning mentor (previous Excellence in Cities money). To target children with social and emotional barriers to their learning. To raise levels of attendance.
- Counsellor (new use of money). Intensive specialist support.
- Early Years Educator (budget planning decision). Quality of provision in Reception class.
- Specialist teachers (new use of money). Targeted support for identified children at risk of underachievement.
- Extra curricular provision. Subsidising after school clubs, school trips and other activities to enable equal access for all children.

“There are currently eight children at the school who work with the School Counsellor and they have two 45 minute sessions a week. The purpose of this programme is to better understand the underlying problems facing a child and then work with parents (where possible) to resolve the issues. I was told that the programme has been a great success and that it had led to huge improvements in some children's work, behaviour and attendance”.

Councillor Charlie Dewhirst – Chairman of the Pupil Premium Scrutiny Task Group

Q. Overall, how is the Pupil Premium changing the way you do things?

Comments

More detailed analysis of provision against outcomes.

Identification and Selection

Q. On what basis do you make your decisions about using the Pupil Premium?

Comments

Analyzing barriers to children's learning and provision to help reduce these. To ensure more equal access and opportunities to all identified pupils.

Evaluation

Q. How are you evaluating the effectiveness of the actions you have taken and what outcomes have you recorded?

Comments

Through tracking pupil progress.

Governance

Q. How are the school governors holding school leaders to account for their decisions about the pupil premium?

Comments

Standing agenda item at Finance Committee and Governing Body Meeting.
Reporting on progress measured by outcomes.

Parents and Community

Q. How are you communicating with parents about the Pupil Premium?

Comments

On the school website.

The school's Pupil Premium web page:

www.oldoakprimary.co.uk/public/Content_Management/main/images/OceanUpload50216_1362479607014.doc

Burlington Danes Academy

Head Teacher: Sally Coates

School Website: www.burlingtondanes.org



Introduction

The Burlington Danes Academy opened in September 2006 with the sponsorship of Absolute Return for Kids (ARK). Built on the values of the Church of England, it specialises in mathematics and arts and has been awarded Sportsmark status. It occupies a large site with three main buildings, one of which is Grade 2 listed.

Burlington Danes is smaller than most secondary schools, and has a higher proportion of boys than girls, especially in Years 8 and 10. Many of the students come from areas experiencing economic and social challenges. Nearly half are eligible for free school meals. Students come from a wide range of ethnic backgrounds: 44% are of Black British, African and Caribbean heritage, 14% are from White British backgrounds and around 40% are from other ethnic groups. About 40% of students speak English as an additional language and around 7% are at an early stage of learning English. An above-average proportion of students have special educational needs, mainly learning difficulties or emotional and behavioural difficulties.

How Has the School Used the Pupil Premium?

In 2012-13 Burlington Danes Academy received £347,000 through the Pupil Premium. In 2012-2013, Pupil Premium funded programmes were:

Curriculum and Staffing

- *Y7 & Y8 nurture programme*
- *Additional group in timetable blocks for core and tutoring,*
- *reducing class sizes Y7 -11*
- *Additional Literacy teacher*
- *Literacy lead on SLT; Pupil Premium lead on SLT*
- *Staff providing support related to attendance and welfare*
- *Parent Classes*
- *The Sanctuary for vulnerable students every lunchtime*
- *EAL teaching*

Additional resources/Teaching Time

- *Resources to support learning, including hardware and software*
- *Intervention through the colour-coded groups in KS4: eg resources for revision and immersion sessions directly linked to final examinations*
- *Additional English Tuition*
- *Additional Maths Tuition*
- *Additional Science Tuition*

- Curriculum enrichment (Gifted and Talented) eg Into University, 'debatemate', First Story, Life Classes
- Curriculum enrichment (other) eg marking stickers, textbooks
- Subsidised music peripatetic lessons
- GCSE Booster Sessions/Weekend Learning/Holiday Learning and associated materials

Mentoring and Support

- Early morning and lunchtime literacy mentoring and reading buddies/reading booster
- Peer Mentoring Literacy Scheme
- Assertive Mentoring Y11 & Y13
- MFL Breakfast Club
- Homework Club
- Free healthy breakfast in exam season
- Summer school Y6
- Jamie's Farm trips Y7 & Y9
- Parent(s) Meetings with underachieving students in KS3 with Principal

Finance and Training

- Financial support provided to allow students on FSM to access extra-curricular provision (e.g. history battlefields trip, Barcelona, theatre trips).
- Incentives & Rewards
- Twilight Training for staff
- Learning to Learn programmes

Q. Overall, how is the Pupil Premium changing the way you do things?

Comments

It has renewed our focus: the academy has done a good job in narrowing the gap but it has made us reflect on how we can support these students further.

Identification and Selection

Q. On what basis do you make your decisions about using the Pupil Premium?

Comments

We are confident that we will spend well over half a million pounds on specific interventions of which most are directly targeted at students on FSM or CLA. 576 students out of the total roll of 1028 students are on FSM+6, ie c53 % (compared to the national average of c16%), so more than half the cohort.

Evaluating Effectiveness

Burlington Danes Academy evaluates the effectiveness of its Pupil Premium programmes mainly through headline results and RAISE analysis.

Effect of pupil premium on educational attainment

	L5B+ in English in 2012	Maths Level 6c in 2012	5+ A*-C (including English and maths) in 2012
All Y9 students at end of year	81%	70%	
Of the 83 FSM students in Year 9	78%	78%	
All Students			65.58%
Students on free school meals or who were children in care			65.3%
of all CLA students			66.6%

	2009	2010	2011	2012
BDA FSM % 5 A* - C including English and Maths	54	61	73	65
National FSM % 5 A* - C including English and Maths	26	31	34	
All BDA students % 5 A* - C including English and Maths	50	67	75	66
BDA FSM % 5 A* - C	65	82	88	78
National FSM % 5 A* - C	48	58	64	
BDA FSM % English A* - C	58	69	76	68
National FSM % English A* - C	46	50	50	
BDA FSM % Maths A* - C	71	73	84	87
National FSM % Maths A* - C	42	46	42	

Governance

Q. How are the school governors holding school leaders to account for their decisions about the pupil premium?

Comments

We report half Termly to the governors and once per term on educational attainment.

Parents and Community

Q. How are you communicating with parents about the Pupil Premium?

Comments

Via the school website and parental interview of all students under target.

The school's Pupil Premium web page:

www.burlingtondanes.org/Pupil-Premium



St Stephen's CE Primary School

Head Teacher: Michael Schumm

School Website: www.ststephensce.lbhf.sch.uk

Introduction

St Stephen's is an average-sized primary school. St Stephen's School is rated as outstanding by Ofsted and has a strong ethos of enabling children to excel. The largest groups of pupils are of White British, Black Caribbean and Black African heritages and the proportion of pupils who are from minority ethnic heritages is almost three times that found nationally. The proportion of pupils known to be eligible for free school meals is almost twice the national average. Over one third of the pupils, an above average proportion, speak English as an additional language. The proportion of pupils who have special educational needs and/or disabilities is below average, the largest group being those with moderate learning difficulties. The school has gained the Healthy Schools award and Artsmark. The school has a nursery where all of the children attend full time.

On 11th February 2013, Councillor Caroline Needham – Vice Chairman of the Pupil Premium Scrutiny Inquiry, visited the school to see some of the Pupil Premium activities first hand and this profile is based upon her observations and discussions during her visit.

How Has the School Used the Pupil Premium?

Identification and Selection

Activities funded partly through the Pupil Premium include 100 children learning a musical instrument (25 clubs are organised at lunch time and after school), Drama, sport and gymnastics. Spanish and ICT for gifted and talented children are taught by visiting teachers.

An annual whole school Arts Week project features work around a well known painting and Pupil Premium resources enable the work to be supported by paying dance/drama/writing professionals to work alongside parents and teachers to enhance the student experience.

The Pupil Premium has been applied to target the development of speech and language within the school. The additional available budget has enabled the purchase of expertise to support pupils and their teachers to concentrate on developing pupils across the ability range to communicate more effectively.

The school has purchased additional expertise in speech therapy to enable early and more effective support for children in need of expert support. A specialist Special

Education Needs Co-ordinator works in the school 2 days a week. A higher level Teaching assistant works 4 days a week with statemented children.

A specialist Drama teacher works with classes across the school on a programme named 'Dramatic Dreams' which stretches children's imagination, improves communication and expands vocabulary.

"Whilst visiting the school I observed small groups of children acting out the ever popular witches scene from Macbeth. The pupils relished in the chance to deliver the scene around the cauldron. Their developing confidence in using Shakespeare's work as a route to understanding and appreciating English was particularly evident with one of the children for whom English was not her first language".

Caroline Needham – Vice Chairman of the Pupil Premium Scrutiny Inquiry

Langford Primary School

Head Teacher: Sylvia Howieson

Contact: Hannah Wink-Bryant

School Website: www.langford.lbhf.sch.uk



Introduction

Langford Primary School is larger than the average-sized primary school. The proportion of pupils for whom the school receives the Pupil Premium is well above average. The proportion of girls in the school is well below average and the proportion of pupils from minority ethnic backgrounds is well above average, as is the proportion of pupils whose first language is not English.

Pupils come from a wide range of ethnic groups, but the largest group is White British pupils, and those from Black African heritage form the next sizeable ethnic group. The proportion of disabled pupils and those who have special educational needs who are supported at school action is below average and the proportion supported at school action plus or with a statement of special educational needs is well above average. The school has a breakfast club and runs a full extended service provision.

The school has been in a hard federation with a local secondary school since February 2012 under the leadership of a single governing body and an executive Head Teacher, although it maintains its own budget. A new Chair of Governors was appointed in September 2012 and there have been some changes to teaching staff since the beginning of the academic year, including the appointment of the head of school.

Langford Primary School was inspected by Ofsted in March 2013 and again in June 2013 and currently does not meet the government's current floor standard, which sets the minimum expectation for pupils' attainment and progress.

Langford Primary School received £95,000 for the Pupil Premium 2012-13 and half of the pupils are eligible for Free School Meals (130 pupils).

On Tuesday 5th February 2013 Councillor Charlie Dewhirst, Chairman of the Pupil Premium Scrutiny Inquiry, visited the school to find out about how it is using the Pupil Premium grant.

How Has the School Used the Pupil Premium?

Spending was prioritised on Whole staff CPD (an independent assessment scheme designed exclusively for the education sector in the UK to ensure that schools and

colleges have effective systems in place to identify and fulfill the development needs of all staff) – Read, Write, including a phonics programme, SEN, EAL, vulnerable families, Gifted and Talented provision (talent spotting).

Allocation of the Pupil Premium spending focused upon three key areas:

- attainment (£70,000)
- interest/experiences/nurturing talent (£15,000)
- parental engagement/well being (£10,000).

Attainment

Intervention groups - Most pupils made between 1-2 sub levels of progress within these groups. The least progress was made by our SA+ /statemented pupils.

121 tuition - Every child made between 1-2 sub levels of progress in writing and maths.

EAL groups - Every child made 1 sub level of progress per term of intervention. A few pupils made 2 sub levels.

I can – (Strategy to improve communication skills in the EYFS) – this needs to be fully evaluated at the end of the academic year. CLL baseline and CLL July 13 figure comparisons.

RW including CPD and resources (phonics). Every pupil who entered the programme made progress. Most pupils made better than expected progress. Previous phonic test result was 23%, predicted 58% in Year 1. In Year 2 the predicted rate is 86%.

“After a quick tour of the school I sat in on two intervention groups. The first was a group of eight children and then a smaller group of two. Both involved FSM, SEN and EAL children with the larger group working on their English vocabulary and the smaller group improving grammar. The smaller group also work with the same teacher on their maths. These groups were not exclusively available to FSM, SEN or EAL children but the majority were in one of those categories”.

Councillor Charlie Dewhirst – Chairman of the Pupil Premium Scrutiny Task Group

Interest/Experiences/Nurturing Talent

Let me cook- Pupils gained confidence and improved their speaking and listening skills within this club activity. Qualitative surveys to be done.

Parental engagement/well being (£10,000)

Theatre trip for KS1- more than 50% of KS1 pupils had never been to the theatre before.

Drumming – yr 1 and 3- These 6 week workshops increased the pupil’s musical



ability as well as train the class teachers in how to teach drumming. Good CPD for existing teachers.

Ballet – 100% attendance. Pupils performed at the ‘Langford’s Got Talent’ event.

Guitar- 2 out of 4 pupils continued with their guitar lessons beyond term 1. Their progress has been good. Their enthusiasm for music has deepened greatly. Teachers note increased confidence.

Gym club- no competition has been entered. This has been difficult to evaluate other than pupils engagement in gymnastics lessons has improved.

Parental Engagement/Well Being

Family activities - It is difficult to measure the impact of this intervention, and evaluation is done mainly by collating parental comments at the end of the academic year. The school has noted that increased parental willingness to support the school as a significant impact of this intervention, which is thought to improved relationships, resulting in increased parental support with a child’s learning at home. (See positive parental comments on Ofsted Parent view with regards to child wellbeing and communications between home/school).

Massage therapy- *As above.*

Nurture groups- This is mainly used to support FSM pupils who require support with their relationships with others or following trauma (bereavement/ divorce). This helps to reduce referrals and supports early intervention.

Q. Overall, how is the Pupil Premium changing the way you do things?

Comments:

More structured and focussed on FSM pupils. Trying to narrow the gap has never been more important. We have a high FSM no of pupils and we are in a high level of deprivation, these pupils need the spend to improve their life chances so it is imperative that it gets spent on the right provision.

“I met with Lynda Hall who runs the drumming classes and gym club. The drumming classes in particular have been of benefit to children with SEN. I also had a meeting with Owen Cutts, who runs the guitar classes. These are solely for Pupil Premium children and have unearthed musical talent that otherwise may not have been identified. Finally I was taken to see the after school ballet classes where Pupil Premium money has been to not only pay for the teacher but also for the leotards and shoes for those who cannot afford to buy them”.

Councillor Charlie Dewhirst – Chairman of the Pupil Premium Scrutiny Task Group



Identification and Selection

Q. On what basis do you make your decisions about using the Pupil Premium?

Comments:

We did look at the Sutton trust and know that quality first teaching and feedback are the most important ways to increase attainment but as a result of having mixed aged range classes previously the difference in ability of our pupils is so vast that a lot of our provision is being spent on small group interventions which releases the CTs to work with pupils at a similar level.

Evaluation and Impact

Q. How are you evaluating the effectiveness of the actions you have taken and what outcomes have you recorded?

Comments:

Pre and post questionnaires and using our new tracking and assessment.

SIMS software which allows us to break down into FSM and non FSM and compare progress. So a mixture and qualitative and quantitative ways, some things you can't measure easily like participation in class. Measuring impact is new at Langford and the process is only in its infancy.

"I met with the Sarah Francis, the teacher responsible for phonics at Langford. Her story was very impressive and she says that the difference made by the daily phonics sessions was evident after just one term. These daily sessions, which take place for 20 minutes of the start of each day, are not confined to children receiving the Pupil Premium".

Councillor Charlie Dewhirst – Chairman of the Pupil Premium Scrutiny Task Group

Governance

Q. How are the school governors holding school leaders to account for their decisions about the pupil premium?

Comments:

Governors will be given a copy of this at the next Gobs meeting as it has only just been developed.

"I had a one-to-one meeting with Hannah Wink-Bryant, who is the school's parent governor with particular responsibility for SEN. We discussed the use of the Pupil Premium at Langford and how that was communicated to the governors at the school. She said that the communication between the head and the governors was excellent and they fully understood what the money was being spent on. Hannah said that it is vital that parent governors in particular are aware of the Pupil Premium as it is important for them to pass on the information to other parent".

Councillor Charlie Dewhirst – Chairman of the Pupil Premium Scrutiny Task Group

Parents and Community

Q. How are you communicating with parents about the Pupil Premium?

Comments:

On the website. However, I will take the lead from the Gobs on how they'd like us to advertise it.

The school's Pupil Premium web page:

www.langford.lbhf.sch.uk/index.php?option=com_content&view=article&id=108&Itemid=107

Hammersmith Academy



Head Teacher: Gary Kynaston

School Website: www.hammersmithacademy.org

Introduction

Hammersmith Academy opened in September 2011. It currently offers places for students in Years 7 and 8, and Years 12 and 13. The academy is sponsored by The Information Technologists' Company and The Mercers' Company. The Hammersmith Academy is smaller than the average-sized secondary school. It has specialisms in digital media and information and communication technology.



The proportion of students known to be eligible for the pupil premium is above the national average. The proportion of students who are disabled or have special educational needs and are supported through school action is above the national average. The proportion supported through school action plus or with a statement of special educational needs is broadly in line with the national average. The academy has a greater proportion of boys than girls. Over half of the students speak English as an additional language. The academy does not use any alternative provision.

As the academy does not have any students in Key Stage 4, it is not yet in a position to meet the government's current floor standard, which sets the minimum levels expected for students' attainment and progress.

In 2011-2012 there were a total of 120 pupils on roll and 36 were eligible for the Pupil Premium grant. In that year the school received **£17,568**.

How Has the School Used the Pupil Premium?

“At Hammersmith Academy, we use the Pupil Premium in an integrated way to ensure that entitled students receive additional support, use of facilities and residential opportunities. Examples, include academic mentors, external life skills support, reading support through Lexia, additional workshops and tuition e.g. literacy”.

***Hammersmith Academy Pupil Premium - Statutory Information 2012/13,
published by Hammersmith Academy 2013.***

Evaluating Effectiveness

The academy tracks the progress of all students, including FSM and CLA students and measures success as evidence that shows that this group are making better progress than in the past. “We aim for them to make equal or better progress than their peers in other groups and check against groups nationally. This will support our work and choices in a broader context”.

“Students entitled to receive pupil premium funding currently make less progress than others in the academy. Leaders have used the funding to finance a range of initiatives, including literacy support, the provision of laptops and the appointment of additional teaching assistants. These initiatives have helped to improve outcomes for these students, but have not yet narrowed the gap between them and others in the academy”.

“As a result of high quality teaching, good leadership and effective support, gaps in attainment between different groups of students are being narrowed. This is due to the academy’s strong drive in promoting equality of opportunity, fostering good relations and tackling discrimination”.

Ofsted Inspection Report, Ofsted, published 4th March 2013

The school’s Pupil Premium web page:

www.hammersmithacademy.org/staticc/staffing.html

The London Oratory School

Head Teacher: David McFadden

School Website: www.london-oratory.org



Introduction

The London Oratory School is a voluntary-aided Roman Catholic comprehensive school for boys aged 7-18 and girls aged 16-18. The school takes in pupils from over 400 parishes and primary schools across 40 local authorities. There are 1358 pupils on roll, of whom 340 are in the sixth form. Each year 20 seven-year-old boys are admitted to the Junior House for a specialist music course. The proportion of minority ethnic pupils is much higher than in most schools with over 50 first languages represented.

Most pupils enter the school with knowledge and understanding that are well above the levels expected nationally for their age. The proportion of pupils with identified learning difficulties and disabilities is less than in most schools. The school shares its religious and cultural identity with the Oratory Church and its close connection with the church helps ensure its strong links with the Catholic community.

In 2012-2013 there were 1335 pupils on roll and the total number of pupils eligible for the Pupil Premium was 76 from the First to Fifth Forms

How Has the School Used the Pupil Premium?

- One-to-one and small group learning mentor support
- Personal tuition in numeracy and literacy
- Small group supported study to aid learning in a variety of subject areas
- Organisation and Study skills sessions
- Small group reading, spelling and numeracy support
- Personalised curriculum choices
- Homework centre after school (Monday to Friday)
- Financial support for equipment, residential trips and music tuition
- Smaller class sizes at Key Stage 3 and 4 for those needing most support and also in specialised subjects throughout all Key Stages
- Access to School Counsellor services
- Pupil Mentor study programme at KS3
- Extended Form Periods for Form Teachers to help pupils access the above strategies and provide one-to-one support.

Q. Overall, how is the Pupil Premium changing the way you do things?

Comments:

Not significantly as already offering most of what is offered however have managed to significantly expand.

- Smaller class sizes at Key Stage 3 and 4 for those needing most support and also in specialised subjects throughout all Key Stages
- Access to School Counsellor services

Identification and Selection

Q. On what basis do you make your decisions about using the Pupil Premium?

Comments:

Support is tailored to the individual needs of the pupil.

Evaluating Effectiveness

The London Oratory School measures the impact of Pupil Premium interventions by tracking the progress of pupils through term reports based on progress; participation; homework completion; effort and attitude; conduct.

The school measures the impact of the interventions by tracking the progress of Pupil Premium pupils on a termly basis. It measures the success of pupils at the end of Key Stage 4 relative to their target grades and against threshold measures such as 5+ A*-C, 5+ A*-C including English and Mathematics, EBacc and expected progress in English, Mathematics and Science and monitors and supports pupils accessing pastoral support and discusses their progress and needs regularly.

Governance

School governors hold school leaders to account for their decisions about the pupil premium through an annual review of School provision and performance.

Parents and Community

Q. How are you communicating with parents about the Pupil Premium?

Comments:

Only through website and co-curricular provision

The school's Pupil Premium web page:

www.london-oratory.org/tlos/htdocs/content.asp?cat=2&sub=236

Acknowledgements


Thank you to all of the schools who have contributed to these case studies and provided evidence to the Scrutiny Inquiry and especially those that have allowed us to come and see some of their Pupil Premium funded programmes in action. A special thank you to Sylvia Howieson, Head Teacher of Langford Primary School, who provided oral and written evidence to the Inquiry.

Governance and Scrutiny
The London Borough of Hammersmith and Fulham

September 2013

www.lbhf.gov.uk/scrutiny

Agenda Item 7

	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>9 DECEMBER 2013</p>
<p>AWARD OF CONTRACT FOR THE PROVISION OF THE FRAMEWORKI, SOCIAL CARE CASE MANAGEMENT SYSTEM AND FINANCE IT SYSTEM FOR CHILDREN'S SERVICES</p>	
<p>Report of the Cabinet Member for Children's Services – Councillor Helen Binmore</p>	
<p>Open report</p> <p>A separate report on the exempt Cabinet agenda provides exempt information about the financial costs and benefits of this project.</p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Andrew Christie, Executive Director for Children's Services</p>	
<p>Report Author: Veronica Barella, Tri-borough Strategic Relationship Manager, Children's</p>	<p>Contact Details: 020 8753 2927</p>

1. EXECUTIVE SUMMARY

- 1.1. Frameworki is the primary social care records system used by Hammersmith & Fulham Council. The current contract between Hammersmith and Fulham Bridge Partnership (HFBP) and Corelogic for the provision of Frameworki to the Council is due to expire on 31st March 2014.
- 1.2. Tri-borough Adult Social Care (ASC for RBKC, WCC and H&F) have procured Frameworki from Corelogic's pan-London framework agreement. With the contract for H&F Children's Services due to expire, this has given the opportunity for the Council to re-procure, through HFBP, the same service model as H&F's Adult Social Care directly from Corelogic, thereby supporting the Tri-borough service delivery model.

- 1.3. This project is an IT enabler for further savings which may arise from consolidation of processes and staff support across the Tri-borough IT support teams. These savings are not identified in this paper as they will be addressed by a separate Children's IT Support Consolidation project.
- 1.4. On 2nd September 2013 Cabinet agreed the H&F ASC award to Corelogic. The savings identified for the Adult Social Care (ASC) move to the Corelogic framework are contingent on Children's Services moving off the HFBP platform by April 2014.
- 1.5. This project will offset a substantial increase in costs to the Council and will provide a platform for a future single social care system for Tri-borough Children's services; it is a key enabler for cross borough working as part of the Social Care re-organisation.

2. RECOMMENDATIONS

- 2.1. That approval be given for Hammersmith and Fulham Bridge Partnership (HFBP) to enter into a contract with the third party supplier, Corelogic, commencing March 2014 for the provision of Frameworki Electronic Social Care Case Management and Finance System, and that this contract co-terminate with Tri-borough Adult Social Care's arrangement for the same in January 2017 (the contract has a clause enabling annual extensions).
- 2.2. That approval be given for one-off costs of up to £107,616 to complete the procurement and implementation.
- 2.3. That a contribution of up to £107,616 from the Efficiency Projects reserve (Invest to Save), towards the year one, one-off project costs, be approved, with all other one off and on-going costs being met from within existing budgets.
- 2.4. That work to define the future support model proceed in parallel with this IT project.
- 2.5. To note that the Children's IT Support consolidation project is likely to deliver further savings but the level is currently unknown and not reported here.

3. REASONS FOR DECISION

- 3.1. The Council needs to renew provision of a social care case management and finance IT system under a framework agreement for H&F Children's Services. Renewed provision under the new framework will realise savings.

- 3.2. This project is an IT enabler for further savings which may arise from consolidation of processes and staff support across the Tri-borough IT support teams.

4. BACKGROUND

- 4.1. Frameworki is the primary social care records system used within H&F Children's Social Care. Frameworki is provided by third-party supplier Corelogic. The business-critical system manages service user information and is the key system in recording statutory assessments, the recording and payment of service providers and service users, and a key information tool in the safeguarding of residents.
- 4.2. Tri-borough Children's Services requires support, maintenance and management of infrastructure for Frameworki. This support includes essential day-to-day support and maintenance of the system and is critical to effective, efficient and timely delivery of children's and families social care. Currently, support for Frameworki is contracted to the Council's IT partner HFBP.
- 4.3. The current contract between HFBP and Corelogic is due to expire on 31 March 2014, but allows for further extensions if required.
- 4.4. Westminster (WCC) Children's currently have their own Frameworki system; Royal Borough of Kensington and Chelsea (RBKC) use an in-house bespoke system, KCICS.
- 4.5. The department has commissioned HFBP, under the terms of the Council's contract with HFBP, to provide a Solution Proposal for the design and migration of H&F's Children's Frameworki system to a hosted Corelogic platform, similar to that already achieved for adult social care. Children's will be migrated on the basis that required interfaces into the Agresso system will be delivered through the Managed Services Programme.

5. PROPOSAL AND ISSUES

- 5.1. Without continued provision of Frameworki, business functions critical to delivering children's social care will be unable to continue without emergency and costly contingency plans being implemented. This would lead to a higher risk to the completion of statutory assessments, the provision of services to vulnerable residents, and potential reputational damage to the Council.

6. OPTIONS AND ANALYSIS

- 6.1. Tri-borough Children's services have undertaken an internal exercise to select a single social care system. Given the different processes currently in operation in

the three boroughs a converged system would need to reflect the agreed practices. A key functionality currently being developed within Frameworki is Family-based reporting. The department will either seek to implement the new generation of the current system or go out to tender for an alternative. Consideration is also being given as to the suitability of extending the system to education case management and the production of integrated Education, Health and Care plans as required under the Children and Families Bill, expected to come into effect in 2014. In the meantime, the department has concluded that a significant advantage could be gained by re-procurement of Frameworki, thereby aligning systems and support resources with WCC.

- 6.2. Future savings should follow from being able to consolidate practitioner processes across Tri-borough.

7. CONSULTATION

- 7.1. The following have been consulted – H&F Contract Management Office, H&F Business Board, Children’s Services Contracts & Commissioning Board, Children’s Family Services, Children’s Finance, HFBP, H&F Risk Management.

8. FINANCIAL AND RESOURCES IMPLICATIONS

- 8.1. The Solution Proposal prepared by HFBP includes indicative costs and indicates savings over a five year period.
- 8.2. These savings will be made through the reduction of the HFBP infrastructure cost by renewing the provision of Frameworki under the same terms as offered under Corelogic’s pan-London framework agreement and utilising the Corelogic hosted solution
- 8.3. One off project costs of £107,616 are required in the first year of the project to initiate and complete transition. Efficiency Projects (Invest to Save) funds of £107,616 are required to meet one off project costs and contract transition.
- 8.4. Additional future savings are likely from the Children’s Application Support consolidation project.

9. TIMESCALES

- 9.1 The recommended option will take 3 months, and will proceed according to the following timescale:

Planning and design completed; project start	December 2013
Setup infrastructure on Corelogic platform	January 2014
Redevelop interfaces for Agresso	February 2014
Cutover and final go-live	March 2014

10. OUTPUTS, SERVICE LEVELS AND PROVISION

- 10.1. The Tri-borough Children's IT support team will provide application and business support for Frameworki to their respective service areas. The team is resourced through Tri-borough staff and provides Frameworki and other IT Application support across all three boroughs.
- 10.2. The new contract award will include contractually guaranteed levels of service with a service credit model in place for system faults. Service credits will be managed by HFBP. However, the details of this will be agreed with Children's IT, HFBP and H&F as part of the project implementation.

11. DEPENDENCIES

- 11.1. The support which HFBP currently provide will be absorbed into the work of the final Tri-borough Children's IT support team without an associated increase in cost. The reorganisation of this team is subject to a separate project and will be addressed in parallel to the implementation of this IT project.
- 11.2. Detailed on-going staff and application support costs will be finalised following the completion of the Children's IT re-organisation.
- 11.3. The Managed Services Programme will deliver the interfaces for Frameworki to the new hosted Corelogic solution.

12. EQUALITY IMPLICATIONS

- 12.1. There are no service equalities implications as the approval does not impact the service provided to service users.
- 12.2. Implications completed by: Carly Fry, Opportunities Manager (FCS), Telephone: 020 8753 3430.

13. LEGAL IMPLICATIONS

- 13.1. The Council's IT requirements are provided by HFBP under a service contract dated 1 November 2006 (the "IT Service Contract"). Under the IT Service Contract, HFBP contracts directly with software suppliers for the provision of IT software to the Council.
- 13.2. HFBP will enter into the new contract with Corelogic for the provision of Frameworki.
- 13.3. It should be noted that, whilst both Westminster and RBKC procured Frameworki under a pan-London framework agreement, HFBP, as a non-public body, is not entitled to access the same framework agreement. HFBP has therefore negotiated to contract with Corelogic on the same terms and conditions as are available under the framework but not actually under the framework. The new Corelogic contract for Adult Social Care has been negotiated under these terms.
- 13.4. Implications completed by: Cath Irvine, Senior Solicitor (Contracts), Telephone: 020 8753 2774.

14. RISKS

- 14.1. The re-procurement of Frameworki with Corelogic is beneficial to the Council and provides a single platform that can then be used in the future for WCC and RBKC Children's social care systems to migrate to. HFBP, as the agent for H&F Council on IT matters together with the Children's social care Department, will be responsible for the effective project risk management and business continuity and disaster recovery arrangements that will be required for what is considered a critical Council system.
- 14.2. Implications completed by: Michael Sloniowski, Bi-Borough Risk Manager Telephone: 020 8753 2587.

15. COMMENTS OF THE DIRECTOR FOR PROCUREMENT AND IT STRATEGY

- 15.1. The terms of the Council's contract with H&F Bridge Partnership enable HFBP to enter into ICT-related contracts on the Council's behalf. This report aims to align children's and families social care ICT and finance systems and infrastructure with that already achieved for Tri-borough adult social care and should, through aligning systems across Tri-borough Children's Services, deliver future efficiency improvements for children, families and all three Councils. The Director for Procurement and IT Strategy supports the report's recommendations.
- 15.2. Implications. Completed by: John Francis, Principal Consultant, H&F Corporate Procurement. Telephone No: 0208 753 2582.

16. COMMENTS OF THE HEAD OF HUMAN RESOURCES

- 16.1 Separate projects are referred to above, in paragraphs 2.5 and 8.4, which will run in parallel with this proposed procurement, to determine the staffing requirements of future IT support. In determining staffing implications the Council will follow legislation and good practice, including TUPE should it be deemed to apply.
- 16.2 Completed by: Debbie Morris, Bi-borough Director of Human Resources.
Telephone No: 020 7361 2136.

17. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE




- 17.1. The change in service design to support the contract will reduce the support provision provided directly by HFBP. Contractually there is an obligation to transfer the affected HFBP staff to the Council. The current HFBP "As Is" support staff costs and the HFBP "To Be" model has not yet been agreed, this will be dealt with under a separate re-organisation project which will be implemented in early 2014.
- 17.2. The total cost of implementation is £107,616. Of this, £107,616 can be met from the Efficiency Projects Reserve
- 17.3. Implications completed by: Dave McNamara, Tri-borough Director for Finance and Resources, Children's. Telephone No: 020 8753 3404.

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

Contact officer(s): Veronica Barella ext. 2927

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
	None.		
CONTACT OFFICER: Veronica Barella		NAME: Veronica Barella EXT. 2927	

Executive Decision Report

Decision maker(s) at each authority and date of Cabinet meeting, Cabinet Member meeting or (in the case of individual Cabinet Member decisions) the earliest date the decision will be taken	Cabinet 9 December 2013 Report by: Cabinet Member for Community Care, Cllr Marcus Ginn	
	Cllr Mary Weale Cabinet Member for Adult Social Care, Public Health and Environmental Health Date of decision: Not before 22 November 2013 Forward Plan reference: 04126/14/A/A	
	Cllr Rachael Robathan, Cabinet Member for Adults and Public Health Date of meeting or formal issue: 20 November 2013 Executive Decision Ref 557	
Report title (decision subject)	PUBLIC HEALTH PROCUREMENT PLAN AND CONTRACT AWARD OR EXTENSION REPORT	
Reporting officer	Dr Peter Brambleby, Interim Director of Public Health	
Key decision	Yes	
Access to information classification	A separate report on the exempt Cabinet agenda provides further exempt information.	

1. EXECUTIVE SUMMARY

- 1.1. This report outlines the current position and future proposals for the 158 public health service contracts. These contracts formed part of the transfer of services from the former Inner West London Primary Care Trust to the local authorities on 1 April 2013 and the majority of which expire on the 31st March 2014.
- 1.2. This paper sets out a 3 year procurement plan for recommissioning these services. Some contracts will expire before they can be recommissioned; to manage this period, this paper also seeks authority to directly award some contracts as an interim measure.
- 1.3. The majority of directly awarded contracts are proposed to be for a period until 31 March 2016 (with a 3 month notice to terminate at any time at the Councils' sole discretion). However it has recently come to light that there are no formal contracts in place with one of our NHS Providers. For those contracts supplied by this provider the proposal is to regularise the situation and place contracts from 6 January 2014 to expire on 31 March 16 with a 3 month notice to terminate at any time at the Councils' sole discretion.
- 1.4. The contracts in question have been summarised in the table below and you can find detail in Appendices A (contract awards or extensions) and B (contract award).

Borough	LBHF	RBKC	WCC	Total
No of contracts	31 plus share of 14	43 plus share of 14	44 plus share of 14	132
Annual Value of Contracts in Appendix A £'000	£1,931	£1,560	£2,987	£7,200
Annual Value of Contracts in Appendix B £'000	£2,201	£2,001	£2,375	£6,577
Share of 14 Triborough Contracts £'000	£216	£217	£289	£722
Total Contracts Value £'000	£4,348	£3,778	£5,651	£13,777
Total Grant Income Allocation £'000	£20,269	£20,636	£30,385	£71,290

- 1.5. The difference in values between the contract for award or extension value and the grant income is the value of the contracts that have been subject to

procurement since 1 April 2103, or their procurement is underway. More detail is available in paragraph 4.7 below.

2. RECOMMENDATIONS

For the London Borough of Hammersmith and Fulham

- 2.1. To waive the tendering requirements of the Procurement code in order to award the contracts as set out in Appendix A.
- 2.2. To award the contracts as set out in Appendix A on local authority terms and conditions from 1 April 2014 to expire on 31 March 2016.
- 2.3. If current suppliers refuse to accept these terms, to extend the contracts on current terms and conditions and give a higher priority to the reprocurement of these services.
- 2.4. To waive the tendering requirements of the Procurement code in order to award the contracts as set out in Appendix B.
- 2.5. To award the contracts as set out in Appendix B from 6 January 2014 to expire on 31 March 2016.
- 2.6. To agree to the mapping and reshaping of these services based on Council priorities and enable the development of the marketplace to improve competition for providing these services, as defined in the procurement timeline.
- 2.7. To note the recommendations for RBKC and WCC.

For the Royal Borough of Kensington and Chelsea

- 2.8. To waive the tendering requirements of the Procurement code in order to award the contracts as set out in Appendix A.
- 2.9. To award the contracts as set out in Appendix A on local authority terms and conditions from 1 April 2014 to expire on 31 March 2016.
- 2.10. If current suppliers refuse to accept these terms, to extend the contracts on current terms and conditions and give a higher priority to the reprocurement of these services.
- 2.11. To waive the tendering requirements of the Procurement code in order to award the contracts as set out in Appendix B.
- 2.12. To award the contracts as set out in Appendix B from 6 January 2014 to expire on 31 March 2016.

- 2.13. To agree to the mapping and reshaping of these services based on council priorities and enable the development of the marketplace to improve competition for providing these services.
- 2.14. To note the recommendations for LBHF and WCC.

For Westminster City Council

- 2.15. To waive the tendering requirements of the Procurement code in order to award the contracts as set out in Appendix A.
- 2.16. To award the contracts as set out in Appendix A on local authority terms and conditions from 1 April 2014 to expire on 31 March 2016.
- 2.17. If current suppliers refuse to accept these terms, to extend the contracts on current terms and conditions and give a higher priority to the reprocurement of these services.
- 2.18. To waive the tendering requirements of the Procurement code in order to award the contracts as set out in Appendix B.
- 2.19. To award the contracts as set out in Appendix B from 6 January 2014 to expire on 31 March 2016.
- 2.20. To agree to the mapping and reshaping of these services based on council priorities and enable the development of the marketplace to improve competition for providing these services, as defined in the procurement timeline.
- 2.21. To note the recommendations for LBHF and RBKC

3. REASONS FOR DECISION

- 3.1. The current contracts' portfolio was inherited from the former PCT. This means that the portfolio reflects NHS spending priorities; with limited strategic commissioning and minimal integration with other Council functions.
- 3.2. Directly awarding new contracts to some of the incumbent suppliers, as an interim measure, enables the mapping and reshaping of these services based on council priorities, and at a pace that ensures financial security through the process. It also moves the contracts onto Local Authority terms and conditions and provides an opportunity to improve the contract documentation.
- 3.3. This reshaping will include understanding where public health services overlap with other services being commissioned elsewhere across Triborough Councils. It also presents an opportunity to develop the marketplace to improve competition for these services. Failure to do this work properly could result in recommissioning services that may no longer be needed or be ineffective, resulting in wasted money, so we wish to do this at an appropriate pace.

4. BACKGROUND

- 4.1. The Triborough Councils of the London Borough of Hammersmith & Fulham, Royal Borough of Kensington & Chelsea and Westminster City Council are now responsible for commissioning a range of public health services including sexual health services, school nursing, NHS health checks and substance misuse services.
- 4.2. As part of the transfer of Public Health the three Tri-Borough councils inherited circa 150 contracts from the former Inner West London Primary Care Trust. These contracts were normally let for 12 months. Around 90 contracts were due to expire on 31 March 2013.
- 4.3. Mike More, Chief Executive, Westminster City Council, wrote to Daniel Elkeles, Accountable Officer Designate, CWHH CCGs, on 14 February 2013 to advise that members had confirmed their agreement to the NHS extending current contracts for a further 12 months until 31 March 2014 to ensure continuity of service.
- 4.4. Contract extensions, draft transfer schemes and supporting function handover documentation for the contracts were prepared by the PCT staff. These were signed off by Daniel Elkeles with the NHS North West London Cluster Contract Novation Team on 11 March 2013. None of this documentation included baseline financial information.
- 4.5. Subsequent to this the Department of Health has synthesised that the NHS Standard Contract format is for the NHS internal market and cannot be used for contracts with councils. This means that the three boroughs do not have a formal contract in place with an NHS Provider.
- 4.6. Services provided through the NHS provider were first reported as a risk in part B of the Cabinet report 'Public Health: 2013-14' presented in February/March 2013. A key risk to the Triborough Councils associated with these services is listed below
 - The risk of not having contracts with the provider.We are addressing this risk through the recommendations within this paper.
- 4.7. The Public Health service has transferred successfully into the three boroughs. In addition to the development of the proposed PH commissioning and procurement timetable, procurement activity has either been undertaken or is underway on the following services:
 - GUM (genito-urinary medicine) – underway

- Stop Smoking Services – contract award decision
- Local Enhanced Services - underway
- Reduce Reoffending in Men – contract awarded
- Reduce Reoffending in Women – contract awarded
- Community Champions and Health Trainers - underway
- Substance Misuse Group Work - underway
- Substance Misuse Primary Care - underway
- Dietetics contract – underway

5. PROPOSAL AND ISSUES

- 5.1. It is a priority for us to establish contracts with the NHS Provider; to make arrangements for the remaining contracts that expire on 31 March 2014; and re-commission as soon as appropriate thereafter in accordance with the PH Commissioning & Procurement Plan.
- 5.2. As much of the spend was within the NHS internal market, there was a less rigorous approach to contract management than boroughs require to demonstrate value for money.
- 5.3. Through the Health and Wellbeing Board we will try to co-ordinate our intentions with the CCGs to ensure we do not adversely affect this NHS Provider's financial footing resulting in destabilisation or unplanned cessation of services. Not only could this have a detrimental effect on residents, it could also be of reputational risk to the Council.
- 5.4. Contract monitoring of all contracts will be substantially improved from now onwards through tighter specifications and greater emphasis on quality assurance. We are in the process of recruiting a member of Commissioning staff with a remit to visit providers and conduct quality assurance inspections.
- 5.5. New contracts are proposed for the NHS Provider contracts instead of extending the current arrangements so as to formalise the contract documentation and move the suppliers on to Local Authority Terms and Conditions.

6. OPTIONS AND ANALYSIS

- 6.1. The Triborough Cabinet Members for Adults and Public Health have agreed an approach to prioritise a number of procurement projects over the entire Public Health portfolio. They have agreed an overall PH Commissioning and

Procurement Timetable for the period 13/14 through to 15/16, subject to a 6 monthly review. The timetable is set out in Appendix C.

6.2. We do not want to recommission new services in a silo. We are looking to map and reshape services based on overall Council priorities. This will include understanding where public health services overlap with other services being commissioned elsewhere in the council. If we fail to do this properly we could end up wasting money. We wish to do this at an appropriate pace.

6.3. All procurement activity has been considered against the principles agreed with Cabinet Members:

- **Legal Risk** – where contracts, such as Local Enhanced Services need to be brought into line with local authority documentation. Local Enhanced Services are individually low spend but important contracts with frontline healthcare businesses, such as GPs and Pharmacies, to provide services emergency contraception, stop smoking and NHS Health Checks.
- **Reputational risk** – this is where a needed service might be discontinued in an unplanned way, and responsibility ascribed to the council rather than the NHS.
- **Financial risk** – primarily this will be where there is significant poor performance on the part of the provider. However, this could also cover under-performing or over-performing services/contracts
- **Cost effectiveness and evidence base.** For example this could be where the current performance of the provider is adequate in relation to the service model, but where the service model is not delivering the best value for money or is not in-line with current and emerging evidence and best practice. It also covers the areas where high value contracts are expiring and there is the opportunity to review and redesign services to maximise outcomes and value for money.
- **Exploiting opportunity.** This will cover areas where it is believed that we can make efficiencies or improve a service either by:
 - Moving from individual contracts in each borough to a single tri-borough contract; or
 - Identifying potential overlap or duplication with another local authority services which may benefit from joint-commissioning
 - Exploiting the synergy with Clinical Commissioning Groups (CCGs) so that they invest in areas of relevance to us, such as prevention and early years. For example, a 1% shift in CCG spending towards prevention would be worth approx. £20m.

6.4. Further prioritisation took place considering three constraints

- **Commissioning capacity.** This approach has considered the resources of the strategic procurement team and public health commissioners. The prioritisation ensures these resources are focussed on those areas that represent the most risk, or the greatest opportunity, across Triborough.

- **Marketplace development.** For some of the clinical contracts commissioned, for example, sexually transmitted infections testing and treatment, there is little competition in the marketplace apart from acute hospital providers. We plan to develop this marketplace in the medium term.
- **Performance.** As mentioned in paragraph 3.2 above, we will focus on improving performance where there are areas of concern. We will co-ordinate and plan our intentions with CCGs in relation to reprocurement or decommissioning services.

- 6.5. The direct award of contracts with the NHS Provider due to expire on 31 March 2014, lets us focus on reviews by service, rather than look at establishing new contracts only.
- 6.6. The flexibility this provides will establish whether commissioned service contracts are reviewed, redesigned and re-procured or de-commissioned. Whilst considering the need to redesign services, address poor supplier performance where it exists and establish improved specifications and more robust contract management, there needs to be a balance between re-commissioning with an eye on delivering savings but ending up with services we don't need or want.
- 6.7. There is a significant risk that accelerating this work would deliver suboptimal outcomes or poor value for money. The market is weak in some areas and will require development if we are to ensure that value for money is maximised through competitive procurement. A structured, risk-based procurement timetable should be pursued as it is most likely to deliver the biggest improvement to local public health services and value for money.

7. CONSULTATION

- 7.1. It is planned that each service review, redesign and procurement will fully engage with residents.
- 7.2. Cllrs Ginn (LBHF), Weale (RBKC) and Robathan (WCC), as Cabinet Members with Public Health responsibilities, fully discussed and agreed the Commissioning and Procurement Timetable in September 2013.

8. EQUALITY IMPLICATIONS

- 8.1. The services are currently provided and equality implications have been considered. A full EIA will be completed as part of new proposals for service provision.

9. LEGAL IMPLICATIONS

- 9.1. Health Services are Part B services for the purposes of the Public Contracts Regulations 2006 (Regulations). Currently Part B services are subject only to a few provisions of the Regulations – namely, obligations relating to technical specifications and post contract award information.
- 9.2. Due to the value of the contracts, the Council will need to ensure that it complies with the requirements for Part B services as set out in the Regulations, in the event that the recommendations are agreed. Further the Council should still comply with the general EU principles such as non-discrimination, transparency, proportionality and mutual recognition.
- 9.3. As a general rule, the Council should undertake a degree of advertising even for Part B services, in particular, where the contracts have a connection with the functioning of the EU internal market.
- 9.4. It is noted that for the reasons set out in the report there is considered to be justification for the waiver of the Councils contract standing orders to award the proposed contracts.
- 9.5. It is essential that the necessary contract documentation is completed in the event the recommendations are agreed so that the Councils are fully protected.
- 9.6. Implications verified/completed by: Rhian Davies, Corporate Lawyer, Westminster City Council and Tasnim Shawkat, Bi-Borough Director of Legal.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The budget for each borough will be held within the respective borough. The provider will be paid by the three boroughs separately. The budget holder for the project is Peter Brambleby, Interim Director Public Health.
- 10.2. The budget is formed of monies from the Public Health Grant and is apportioned as follows:

Borough	LBHF	RBKC	WCC	Total
No of contracts	31 plus share of 14	43 plus share of 14	44 plus share of 14	132
Annual Value of Contracts in Appendix A £'000	£1,931	£1,560	£2,987	£7,200
Annual Value of Contracts in Appendix B £'000	£2,201	£2,001	£2,375	£6,577


Share of 14 Triborough Contracts £'000	£216	£217	£289	£722
Total Contracts Value £'000	£4,348	£3,778	£5,651	£13,777
Total Grant Income Allocation £'000	£20,269	£20,636	£30,385	£71,290



- 10.3. The share of Triborough contracts is attributed by the percentages agreed in the finance protocol within the s113 agreement between the boroughs.
- 10.4. The Public Health Service is wholly funded through the Department of Health grant, there is no net financial impact to Triborough budgets.
- 10.5. Monthly contract monitoring is carried out within the service and supported by tri-borough finance officers to ensure compliance with tri-borough financial regulations.
- 10.6. Implications verified/completed by: Anna D'Alessandro, Deputy Director Corporate Finance, Westminster City Council

11. PROCUREMENT IMPLICATIONS

- 11.1. Procurement advice has been provided by Westminster City Council's Strategic and Commercial Procurement Team. In line with agreed protocols for Public Health services, Westminster procurement processes have been followed. The report has been agreed by officers of the Tri-Borough Contracts Approval Board, where colleagues at Hammersmith and Fulham and Kensington and Chelsea provided input and advice in its formulation.

11.2. Approvals

Delegate for approval	Date report sent	Confirmed
WCC Legal	18/10/13	R Davies,  R Davies verification 221013.msg 22/10/13
Bi Borough Legal	18/10/13	K Chan, 22/10/13

		 K Chan Legal Verification 221013.r
Public Health Finance, after consultation with Bi-borough colleagues (H Jolapara)	21/10/13	A D'Alessandro, 21/10/13  A D'Alessandro verification 211013.r
LBHF Cabinet Member	22/10/13	Cllr M Ginn
RBKC Cabinet Member	22/10/13	Cllr M Weale
WCC Executive Member	22/10/13	Cllr R Robathan
Triborough Contracts Approval Board	21/10/13	A Oliver, 21/10/13
LBHF Cabinet – Forward Plan	21/10/13	For H&FBB on 30 Oct 13 Cabinet 9 Dec 13
RBKC Cabinet- Forward Plan	22/10/13	Not before 22 November 2013 and ref 04126/14/A/A
WCC – Forward Plan	22/10/13	20 November 2013 and Executive Decision Ref 557

Dr Peter Brambleby
Interim Director of Public Health

Local Government Act 1972 (as amended) – Background papers used in the preparation of this report - None

Contact officer(s): Lynne Horn, Interim Business Change Manager, Triborough Public Health Service lhorn@westminster.gov.uk 07715 170640

APPENDIX A - Separate Spreadsheet with Details of Contracts for Extension

APPENDIX B - Separate Spreadsheet with Details of Contracts for Award

APPENDIX C - Separate Spreadsheet with the Public Health Commissioning & Procurement Timetable

PH ID	PRIMARY CATEGORY	TITLE	DESCRIPTION	PROVIDER	SOURCING PROJECT	CONTRACT START DATE	PROPOSED CONTRACT END DATE	ANNUAL VALUE	TOTAL CONTRACT VALUE	DATE SERVICE REVIEW COMMENCES	BOROUGH
23	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Advice and Advocacy for People Living with HIV contract	Hammersmith & Fulham CAB	HIV SERVICES	01/04/2014	31/03/2016	£23,924	£47,848	Jan 2014	Hammersmith & Fulham
29	Sexual Health – advice, prevention and promotion	Sexual Health Promotion and HIV Prevention :BME Communities	BME Sexual Health Promotion and HIV Prevention	Naz Project London	HIV SERVICES	01/04/2014	31/03/2016	£29,127	£58,254	Jan 2014	Hammersmith & Fulham
37	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Children and Families Support for People Living with HIV	Body and Soul	HIV SERVICES	01/04/2014	31/03/2016	£27,634	£55,268	Jan 2014	Hammersmith & Fulham
	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Counselling Support for People Living with HIV	West London Centre for Counselling	HIV SERVICES	01/04/2014	31/03/2016	£25,201	£50,402	Jan 2014	Hammersmith & Fulham
56	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Counselling, Emotional and Community Support for People Living with HIV contract	Terrence Higgins Trust	HIV SERVICES	01/04/2014	31/03/2016	£55,386	£110,772	Jan 2014	Hammersmith & Fulham
60	Violence Prevention	Domestic Violence Advocacy Service	Domestic Violence Advocacy service	Advance	DOMESTIC VIOLENCE	01/04/2014	31/03/2016	£60,633	£121,266	Oct 2013	Hammersmith & Fulham
61	Sexual Health – advice, prevention and promotion	Sexual Health Promotion and HIV Prevention: Men who have sex with Men	Health Promotion and HIV Prevention for Men who have sex with men	The Mayor and Burgesses of The London Borough of Hounslow (West London Gay Men's Project)	HIV SERVICES	01/04/2014	31/03/2016	£100,028	£200,056	Jan 2014	Hammersmith & Fulham
71	Other Health Improvement & Disease Reduction activities	Health Trainer Service	Health Trainer Service HF	My Time Active	HEALTH TRAINERS STAKEHOLDER	01/04/2014	31/03/2016	£380,000	£760,000	Oct 2013	Hammersmith & Fulham
82	Sexual Health – advice, prevention and promotion	Sexual Health Providers Forum	Inner North West London Sexual Health Providers Forum	Kensington & Chelsea Community Enterprises	ENGAGEMENT- SEXUAL HEALTH	01/04/2014	31/03/2016	£2,073	£4,146	Oct 2013	Hammersmith & Fulham
83	Sexual Health – advice, prevention and promotion	Pan London HIV Prevention Programme	Pan London HIV Prevention Programme	Various Providers	HIV SERVICES	01/04/2014	31/03/2016	£42,141	£84,282	Jan 2014	Hammersmith & Fulham
##	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Peer Support for Women Living with HIV	Positively UK	HIV SERVICES	01/04/2014	31/03/2016	£25,419	£50,838	Jan 2014	Hammersmith & Fulham
##	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Positive Self Management for People Living with HIV	Living Well CIC	HIV SERVICES	01/04/2014	31/03/2016	£42,963	£85,926	Jan 2014	Hammersmith & Fulham
##	Sexual Health – advice, prevention and promotion	Sexual Health Promotion and HIV Prevention: Young People from African Communities	Safer Sex Programme and Condom Distribution for Young People from African Communities	Youth Projects International	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£52,131	£104,262	Oct 2013	Hammersmith & Fulham
##	Sexual Health – advice, prevention and promotion	Relationships and Sex Education for Children and Young People with Learning Disabilities	Sex and Relationships Education for Children and Young People with Learning Disabilities	Image In Action	LEARNING DIFFICULTIES- SEXUAL HEALTH	01/04/2014	31/03/2016	£36,476	£72,952	Apr 2015	Hammersmith & Fulham
##	Sexual Health – advice, prevention and promotion	Teenage Pregnancy Services	Supports sexual health work, activities and staffing in the Localities Teams	LBHF	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£236,600	£473,200	Oct 2013	Hammersmith & Fulham
##	Sexual Health – advice, prevention and promotion	HIV Prevention and Testing	Targeted HIV Prevention and Testing	Opportunities for All	HIV SERVICES	01/04/2014	31/03/2016	£138,431	£276,862	Jan 2014	Hammersmith & Fulham
##	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Targeted Support for People Living with and Affected by HIV	The Cara Trust	HIV SERVICES	01/04/2014	31/03/2016	£19,551	£39,102	Jan 2014	Hammersmith & Fulham
##	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Targeted Support for People Living with HIV	The River House Trust	HIV SERVICES	01/04/2014	31/03/2016	£198,531	£397,062	Jan 2014	Hammersmith & Fulham
##	Violence Prevention	Domestic Violence Prevention	Training for healthcare workers on identification, risk assessment and referral pathways	Standing Together Against Domestic Violence	DOMESTIC VIOLENCE	01/04/2014	31/03/2016	£65,000	£130,000	Oct 2013	Hammersmith & Fulham
##	Sexual Health – advice, prevention and promotion	Sexual Health Promotion and HIV Prevention: Young People	Sexual health text messaging service providing sex and relationships support and advice to young people.	Living Well CIC	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£47,462	£94,924	Oct 2013	Hammersmith & Fulham
##	Obesity - children	Healthy Eating & Physical Activity for Under 5's	public health childrens obesity prevention	My Time Active	DIETETICS	01/04/2014	31/03/2016	£215,000	£430,000	Oct 2013	Hammersmith & Fulham
##	Sexual Health Services - Chlamydia Screening Programme: Chlamydia Screening Office Co-ordination	Sexual Health – STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Metrosexual Health	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£52,412	£104,824	Oct 2013	Hammersmith & Fulham

##	Sexual Health Services - Chlamydia Screening Programme; Text results service and licensing	Sexual Health - STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Mikkom	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£1,934	£3,868	Oct 2013	Hammersmith & Fulham
##	Sexual Health Services - Chlamydia Screening Programme; 'Check-Kit' website design and maintenance	Sexual Health - STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Ministry	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£2,000	£4,000	Oct 2013	Hammersmith & Fulham
##	Sexual Health Services - Chlamydia Screening Programme; Postcode cleaning and checking service	Sexual Health - STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Postcode Anywhere	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£2,500	£5,000	Oct 2013	Hammersmith & Fulham
##	Sexual Health Services - Chlamydia Screening Programme; Pathology Costs	Sexual Health - STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	The Doctors Laboratory	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£10,000	£20,000	Oct 2013	Hammersmith & Fulham
##	Sexual Health Services - Chlamydia Screening Programme; Pathology Costs	Sexual Health - STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Imperial College Healthcare	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£12,000	£24,000	Oct 2013	Hammersmith & Fulham
##	Children 5 - 19 Public Health programmes	Healthy Schools	Healthy Schools	HEALTHY SCHOOLS PARTNERSHIP	HEALTHY SCHOOLS PARTNERSHIP	01/04/2014	31/03/2016	£26,190	£52,380	Jul 2014	Hammersmith & Fulham
##	Sexual Health - advice, prevention and promotion	Sexual Health Promotion and HIV Prevention: Young People	textm8	Living Well CIC	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£48,970	£97,940	Oct 2013	Kensington & Chelsea
##	Other Health Improvement & Disease Reduction activities	Active Age: Health and Wellbeing for Older People	A range of weekly physical activities and health talks in community venues across the borough to benefit older people's health and wellbeing.	Open Age	3RD SECTOR	01/04/2014	31/03/2016	£18,216	£36,432	Oct 2013	Kensington & Chelsea
##	Sexual Health - advice, prevention and promotion	Sexual Health Promotion and HIV Prevention :BME Communities	BME Sexual Health Promotion and HIV Prevention contract	Naz Project London	HIV SERVICES	01/04/2014	31/03/2016	£12,076	£24,152	Jan 2014	Kensington & Chelsea
##	Other Health Improvement & Disease Reduction activities	KCSC: Third Sector capacity development for Health outcomes	KCSC: Third Sector capacity development for Health outcomes	Kensington & Chelsea Social Council	3RD SECTOR	01/04/2014	31/03/2016	£ 90,179	£180,358	Oct 2013	Kensington & Chelsea
4	Sexual Health - advice, prevention and promotion	Sexual Health Promotion and HIV Prevention : Condom Distribution	Community Condom Distribution Scheme	Central and North West London NHS Foundation Trust	CONDOM DISTRIBUTION	01/04/2014	31/03/2016	£19,000	£38,000	Oct 2013	Kensington & Chelsea
8	Other Health Improvement & Disease Reduction activities	KC Foundation: Small Grants for health improvement	Core funding for local philanthropy foundation	KC Foundation	3RD SECTOR	01/04/2014	31/03/2016	£10,000	£20,000	Oct 2013	Kensington & Chelsea
30	Other Health Improvement & Disease Reduction activities	The Forum: Development of BME organisations for health outcomes	Core funding of MRCF activities - supporting local BME organisations	Migrant and Refugee Communities Forum	3RD SECTOR	01/04/2014	31/03/2016	£15,509	£31,018	Oct 2013	Kensington & Chelsea
32	Mental health promotion and protection	ASSIST: Support and life skills for people with Autism	Teaching practical skills and self-efficacy, supports individuals to build social networks and engage in community life, and helps them achieve vocational and professional growth.	National Autistic Society	3RD SECTOR	01/04/2014	31/03/2016	£ 10,500	£21,000	Oct 2013	Kensington & Chelsea
41	Other Health Improvement & Disease Reduction activities	Health Trainer Service	Health Trainers KC	Westway Development Trust	HEALTH TRAINERS	01/04/2014	31/03/2016	£195,000	£390,000	Oct 2013	Kensington & Chelsea
	Sexual Health - advice, prevention and promotion	HIV Care and Support Services	HIV Adult Services and High Cost Placements	Royal Borough of Kensington & Chelsea	HIV SERVICES	01/04/2014	31/03/2016	£90,000	£180,000	Jan 2014	Kensington & Chelsea
								£1,930,747	£3,861,494		Hammersmith & Fulham Total

57	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	HIV Testing, Community Support	Terrence Higgins Trust	HIV SERVICES	01/04/2014	31/03/2016	£78,583	£157,166	Jan 2014	Kensington & Chelsea
58	Sexual Health – advice, prevention and promotion	SWISH: Support for Sex Workers and those who work with them	SWISH (Sex Workers into Sexual Health)	Terrence Higgins Trust	SEX WORKERS- SEXUAL HEALTH	01/04/2014	31/03/2016	£49,638	£99,276	Apr 2015	Kensington & Chelsea
77	Sexual Health – advice, prevention and promotion	Sexual Health Providers Forum	Inner North West London Sexual Health Providers Forum	Kensington & Chelsea Community Enterprises CIC	STAKEHOLDER ENGAGEMENT- SEXUAL HEALTH	01/04/2014	31/03/2016	£2,100	£4,200	Oct 2013	Kensington & Chelsea
84	Wider determinants and PH Workforce development	Legal outreach programme for substance misusers	legal surgery one afternoon a week to provide legal advice, assistance and in some cases representation for substance misusers.	Release	3RD SECTOR	01/04/2014	31/03/2016	£16,200	£32,400	Oct 2013	Kensington & Chelsea
87	Sexual Health – advice, prevention and promotion	Pan London HIV Prevention Programme	Pan London HIV Prevention Programme	VARIOUS-	HIV SERVICES	01/04/2014	31/03/2016	£40,076	£80,152	Jan 2014	Kensington & Chelsea
96	Other Health Improvement & Disease Reduction activities	Healthworks: Health Improvement Partnership in BME Communities	Partnership of 10 community orgs to provide the skills, knowledge, information and experience people need to effect change in health	Dalgarno Neighbourhood Trust	3RD SECTOR	01/04/2014	31/03/2016	£190,000	£380,000	Oct 2013	Kensington & Chelsea
##	Sexual Health – advice, prevention and promotion	Why Listen to Me? Sexual Health Peer Education	Peer educators in less traditional settings, such as schools, children's homes and youth clubs, sessions focused on sexual health and wellbeing.	Rugby Portobello Trust	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£19,427	£38,854	Oct 2013	Kensington & Chelsea
##	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Peer Support for Women Living with HIV	Positively UK	HIV SERVICES	01/04/2014	31/03/2016	£10,315	£20,630	Jan 2014	Kensington & Chelsea
##	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Positive Self Management for People Living with HIV	Living Well CIC	HIV SERVICES	01/04/2014	31/03/2016	£30,149	£60,298	Jan 2014	Kensington & Chelsea
##	Other Health Improvement	Home Visiting Scheme:	Practical and emotional help to	Family Friends	3RD SECTOR	01/04/2014	31/03/2016	£33,000	£66,000	Oct 2013	Kensington & Chelsea
##	Other Health Improvement & Disease Reduction activities	Inspire: Health improvement for Arabic and Somali women	Provides Arabic and Somali women with the support, skills and services necessary to enable them to take more control of their own physical and mental well being.	Midaye Somali Development Partnership	3RD SECTOR	01/04/2014	31/03/2016	£65,704	£131,408	Oct 2013	Kensington & Chelsea
##	Other Health Improvement & Disease Reduction activities	Healthwise: Health improvement for older people	Provides health promotion initiatives, self-help, peer support and improving access to services for older people.	Age Concern	3RD SECTOR	01/04/2014	31/03/2016	£26,847	£53,694	Oct 2013	Kensington & Chelsea
##	Other Health Improvement & Disease Reduction activities	MPSS: Health and Wellbeing for older people	Provides health promotion activities for older people	Open Age	3RD SECTOR	01/04/2014	31/03/2016	£10,565	£21,130	Oct 2013	Kensington & Chelsea
##	Other Health Improvement & Disease Reduction activities	New Horizons: Active programme for older people	Provision of a centre and programme of activities for older people.	Open Age	3RD SECTOR	01/04/2014	31/03/2016	£95,000	£190,000	Oct 2013	Kensington & Chelsea
##	Sexual Health – advice, prevention and promotion	Sexual Health Promotion and HIV Prevention: Young People	Relationships and Sex Education for Schools	Brook	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£44,945	£89,890	Oct 2013	Kensington & Chelsea
##	Sexual Health – advice, prevention and promotion	Ritestart: Sexual Health themed development programme for young people	RiteStart Sexual Health Programme	Living Well CIC	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£74,121	£148,242	Oct 2013	Kensington & Chelsea
##	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Targeted Support for People Living with HIV	The River House Trust	HIV SERVICES	01/04/2014	31/03/2016	£15,095	£30,190	Jan 2014	Kensington & Chelsea
##	Other Health Improvement & Disease Reduction activities	Link Up: Health, wellbeing and reduced isolation for older people	The Link-Up project aims to encourage better health, independence and socialisation of those people 50+ living in conditions of To create a sustainable social	Open Age	3RD SECTOR	01/04/2014	31/03/2016	£38,500	£77,000	Oct 2013	Kensington & Chelsea
##	Mental health promotion and protection	Plot to Plate: Vegetable growing business for people with mental health issues	enterprise around growing and selling produce and catering services for young people with learning disabilities..	Saint Mary Abbot's Rehabilitation and Training	3RD SECTOR	01/04/2014	31/03/2016	£10,000	£20,000	Oct 2013	Kensington & Chelsea

##	Other Health Improvement & Disease Reduction activities	North Kensington: Health projects for young people and families	To increase the access to health related services for 250 of the most vulnerable young people in order to encourage within them healthier lifestyles	Worrington Green Detached Youth Service	3RD SECTOR	01/04/2014	31/03/2016	£48,000	£96,000	Oct 2013	Kensington & Chelsea	
##	Nutrition initiatives	Chelsea Markets: Health Improvement for disadvantaged communities	To reduce health inequalities and improve health and wellbeing of underprivileged communities particularly in and around the World's End and Guinness Trust Estates by making it easier for them to access affordable fresh fruit and vegetables and improve their knowledge and skills around healthy eating.	Chelsea Theatre	3RD SECTOR	01/04/2014	31/03/2016	£24,040	£48,080	Oct 2013	Kensington & Chelsea	
##	Local initiatives to reduce excess deaths from seasonal mortality	Keep warm in winter	Programme to train staff to support older people and families in fuel poverty	SE-2	FUEL POVERTY	01/04/2014	31/03/2016	£19,514	£39,028	Oct 2013	Kensington & Chelsea	
##	Sexual Health Services - Chlamydia Screening Programme; Chlamydia Screening Office Co-ordination	Sexual Health – STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Metrosexual Health	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£52,412	£104,824	Oct 2013	Kensington & Chelsea	
##	Sexual Health Services - Chlamydia Screening Programme; Text results service and licensing	Sexual Health – STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Mikkom	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£1,934	£3,868	Oct 2013	Kensington & Chelsea	
##	Sexual Health Services - Chlamydia Screening Programme; 'Check-Kit' website design and maintenance	Sexual Health – STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Ministry	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£2,000	£4,000	Oct 2013	Kensington & Chelsea	
##	Sexual Health Services - Chlamydia Screening Programme; Postcode cleaning and checking service	Sexual Health – STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Postcode Anywhere	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£2,500	£5,000	Oct 2013	Kensington & Chelsea	
##	Sexual Health Services - Chlamydia Screening Programme; Pathology Costs	Sexual Health – STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	The Doctors Laboratory	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£10,000	£20,000	Oct 2013	Kensington & Chelsea	
##	Sexual Health Services - Chlamydia Screening Programme; Pathology Costs	Sexual Health – STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Imperial College Healthcare	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£12,000	£24,000	Oct 2013	Kensington & Chelsea	
##	Children 5 – 19 Public Health programmes	Healthy Schools	Healthy Schools	HEALTHY SCHOOLS PARTNERSHIP	HEALTHY SCHOOLS PARTNERSHIP	01/04/2014	31/03/2016	£27,810	£55,620	Jul 2014	Kensington & Chelsea	
##	Sexual Health – advice, prevention and promotion	HIV Prevention:BME Communities	coordination of African HIV prevention outreach project	Opportunities for All	HIV SERVICES	01/04/2014	31/03/2016	£45,000	£90,000	Jan 2014	Triborough	
##	Sexual Health – advice, prevention and promotion	HIV Prevention:BME Communities	outreach for African HIV prevention	African Aids for Orphans Education	HIV SERVICES	01/04/2014	31/03/2016	£10,000	£20,000	Jan 2014	Triborough	
##	Sexual Health – advice, prevention and promotion	HIV Prevention:BME Communities	outreach for African HIV prevention	African Health and Education	HIV SERVICES	01/04/2014	31/03/2016	£10,000	£20,000	Jan 2014	Triborough	
##	Sexual Health – advice, prevention and promotion	HIV Prevention:BME Communities	outreach for African HIV prevention	Africare	HIV SERVICES	01/04/2014	31/03/2016	£10,000	£20,000	Jan 2014	Triborough	
##	Sexual Health – advice, prevention and promotion	HIV Prevention:BME Communities	outreach for African HIV prevention	OPAM	HIV SERVICES	01/04/2014	31/03/2016	£10,000	£20,000	Jan 2014	Triborough	
##	Sexual Health – advice, prevention and promotion	HIV Prevention:BME Communities	outreach for African HIV prevention	Opportunities for All	HIV SERVICES	01/04/2014	31/03/2016	£10,000	£20,000	Jan 2014	Triborough	
									£1,559,925	£3,119,850		Kensington & Chelsea Total

5	Sexual Health – advice, prevention and promotion	HIV Prevention:BME Communities	outreach for African HIV prevention	Opportunities for All	HIV SERVICES	01/04/2014	31/03/2016	£10,000	£20,000	Jan 2014	Triborough
7	Sexual Health – advice, prevention and promotion	HIV Prevention:BME Communities	outreach for African HIV prevention	Pamodzi	HIV SERVICES	01/04/2014	31/03/2016	£10,000	£20,000	Jan 2014	Triborough
22	Sexual Health – advice, prevention and promotion	HIV Prevention:BME Communities	outreach for African HIV prevention	Way Forward	HIV SERVICES	01/04/2014	31/03/2016	£10,000	£20,000	Jan 2014	Triborough
27	Sexual Health – advice, prevention and promotion	HIV Prevention:BME Communities	outreach for African HIV prevention	YPI	HIV SERVICES	01/04/2014	31/03/2016	£10,000	£20,000	Jan 2014	Triborough
28	Sexual Health – advice, prevention and promotion	Public health HIV service user group	facilitator for trib-orough HIV service user group	individual consultant - Godwyns Onwuchekwa	STAKEHOLDER ENGAGEMENT- SEXUAL HEALTH	01/04/2014	31/03/2016	£7,500	£15,000	Oct 2013	Triborough
31	Other Health Improvement & Disease Reduction activities	Community Champions	Local residents working with the NHS, councils and charities to do research, gather insight, communicate health messages and signpost residents to services	Various Providers	COMMUNITY CHAMPIONS	01/04/2014	31/03/2016	£550,000	£1,100,000	Oct 2013	Triborough
35	Sexual Health – advice, prevention and promotion	HIV Prevention	outreach for African HIV prevention - Faith Project	Africare	HIV SERVICES	01/04/2014	31/03/2016	£0	£0	Jan 2014	Triborough
36	Mental health promotion and protection	Suicide prevention	social marketing campaign to prevent suicide in young men	CALM	MENTAL HEALTH	01/04/2014	31/03/2016	£30,000	£60,000	Oct 2014	Triborough
40	Obesity - children	Healthy Eating & Physical Activity for Under 5's	public health childrens obesity prevention	My Time Active	DIETETICS	01/04/2014	31/03/2016	£19,000	£38,000	Oct 2013	Westminster
42	Violence Prevention	Domestic Violence Prevention Schools Project	A programme of domestic violence training to teachers and other school staff within Westminster's schools.	Action for Children	DOMESTIC VIOLENCE	01/04/2014	31/03/2016	£45,000	£90,000	Oct 2013	Westminster
	Physical activity – adults	Physical Activity - Older people	A range of physical activities for over 50s encouraging and supporting social interaction, improving health, reducing loneliness, isolation and depression.	Open Age	3RD SECTOR	01/04/2014	31/03/2016	£36,800	£73,600	Oct 2013	Westminster
62	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Advice and Advocacy for People Living with HIV	Camden CAB	HIV SERVICES	01/04/2014	31/03/2016	£76,650	£153,300	Jan 2014	Westminster
##	Other Health Improvement & Disease Reduction activities	Health Trainer Service	Behaviour Change support service staffed by local residents with an emphasis on obesity/physical activity. Delivery arm.	Rain Trust	HEALTH TRAINERS	01/04/2014	31/03/2016	£118,000	£236,000	Oct 2013	Westminster
##	Other Health Improvement & Disease Reduction activities	Health Trainer Service	Behaviour Change support service staffed by local residents with an emphasis on obesity/physical activity. Governance/Training/Development	Living Well CIC	HEALTH TRAINERS	01/04/2014	31/03/2016	£60,000	£120,000	Oct 2013	Westminster
##	Sexual Health – advice, prevention and promotion	Sexual Health Promotion and HIV Prevention :BME Communities	BME Sexual Health Promotion and HIV Prevention contract	Naz Project London	HIV SERVICES	01/04/2014	31/03/2016	£27,657	£55,314	Jan 2014	Westminster
##	Other Health Improvement & Disease Reduction activities	Access to Health for Marginalised Communities	Casework with Refugees & Asylum Seekers	Migrants Resource Centre	3RD SECTOR	01/04/2014	31/03/2016	£48,500	£97,000	Oct 2013	Westminster
##	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Children and Families Support for People Living with HIV	Body and Soul	HIV SERVICES	01/04/2014	31/03/2016	£27,300	£54,600	Jan 2014	Westminster
##	Other Health Improvement & Disease Reduction activities	Cardiovascular disease prevention service	Community based nurse led comprehensive cardiovascular risk management programme for patients who have had a cardiovascular event and those at high risk of developing cardiovascular disease.	Imperial College Healthcare NHS Trust Central and North West London NHS Foundation Trust	CARDIO-VASCULAR DISEASE PREVENTION	01/04/2014	31/03/2016	£1,200,000	£2,400,000	Jul 2014	Westminster
##	Sexual Health – advice, prevention and promotion	Sexual Health Promotion and HIV Prevention : Condom Distribution	Community Condom Distribution Scheme	London NHS Foundation Trust	CONDOM DISTRIBUTION	01/04/2014	31/03/2016	£37,000	£74,000	Oct 2013	Westminster
##	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Counselling, Emotional and Peer Support for People Living with HIV	Terrence Higgins Trust	HIV SERVICES	01/04/2014	31/03/2016	£60,407	£120,814	Jan 2014	Westminster

##	Other Health Improvement & Disease Reduction activities	Health and Wellbeing Advice for most unhealthy Wards	Improved accessibility of advice on a range of issues for residents in North Westminster, largely those in Queen's Park, Harrow Road and Church Street wards.	A2 Dominion	3RD SECTOR	01/04/2014	31/03/2016	£47,500	£95,000	Oct 2013	Westminster
##	Sexual Health – STI testing and treatment	Sexual Health and HIV Testing Services	Includes the Queen's Park Sexual Health Service (Provider - Metrosexual Health) and the South Westminster Sexual Health service (Bessborough Street Integrated Pilot) (Providers - CheiWest and CLCH)	Various providers	COMMUNITY SEXUAL & REPRODUCTIVE HEALTH	01/04/2014	31/03/2016	£273,000	£546,000	Apr 2014	Westminster
##	Sexual Health – advice, prevention and promotion	Sexual Health Providers Forum	Inner North West London Sexual Health Providers Forum	Kensington & Chelsea Community Enterprises	STAKEHOLDER ENGAGEMENT- SEXUAL HEALTH	01/04/2014	31/03/2016	£2,073	£4,146	Oct 2013	Westminster
##	Other Health Improvement & Disease Reduction activities	Health Information and Outreach in Libraries	Libraries work around health - in-house events/displays, outreach, partnership working.	Westminster City Council	LIBRARIES OUTREACH	01/04/2014	31/03/2016	£50,000	£100,000	Apr 2014	Westminster
##	Sexual Health – advice, prevention and promotion	Pan London HIV Prevention Programme	Pan London HIV Prevention Programme	Various Providers	HIV SERVICES	01/04/2014	31/03/2016	£47,702	£95,404	Jan 2014	Westminster
##	Sexual Health – advice, prevention and promotion	Relationships and Sex Education for Young People with Learning Disabilities	Personal and Sexual Relationships Education for People with Learning Disabilities	fpa	LEARNING DIFFICULTIES- SEXUAL HEALTH	01/04/2014	31/03/2016	£49,640	£99,280	Apr 2015	Westminster
##	Sexual Health – advice, prevention and promotion	HIV Care and Support Services	Positive Self Management for People Living with HIV	Living Well CIC	HIV SERVICES	01/04/2014	31/03/2016	£147,788	£295,576	Jan 2014	Westminster
##	Sexual Health – advice, prevention and promotion	Sexual Health Promotion and HIV Prevention : Young People	Safer Sex Programme and Condom Distribution for Homeless Young People	Brook	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£5,463	£10,926	Oct 2013	Westminster
##	Sexual Health – advice, prevention and promotion	Sexual Health Promotion and HIV Prevention : Young People	Safer Sex Programme and Condom Distribution for Young People from African Communities	Youth Projects International	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£25,824	£51,648	Oct 2013	Westminster
##	Other Health Improvement & Disease Reduction activities	Chinese Healthy Living Service	Services for local Chinese people including tai chi, walking groups, mental health	Chinese National Healthy Living Centre	3RD SECTOR	01/04/2014	31/03/2016	£57,600	£115,200	Oct 2013	Westminster
##	Sexual Health – advice, prevention and promotion	Sexual Health Promotion and HIV Prevention : Sex Workers (CLASH)	Sexual Health Promotion for Sex Workers	Central and North West London NHS Foundation Trust	SEX WORKERS- SEXUAL HEALTH	01/04/2014	31/03/2016	£98,447	£196,894	Apr 2015	Westminster
##	Sexual Health – advice, prevention and promotion	Sexual Health Promotion and HIV Prevention : Sex Workers	SWISH (Sex Workers into Sexual Health Contract)	Terrence Higgins Trust	SEX WORKERS- SEXUAL HEALTH	01/04/2014	31/03/2016	£52,701	£105,402	Apr 2015	Westminster
##	Wider determinants and PH Workforce development	Keeping Well at home	Targeted initiatives for people with long term conditions living in poor	Westminster City Council	WELL AT HOME	01/04/2014	31/03/2016	£26,000	£52,000	Oct 2013	Westminster
##	Children 5 – 19 Public Health programmes	Access to Health Services for Homeless Families	Access to Health Services for Homeless Families	Action for Children delivered through Bayswater Family Centre	HEALTH FOR HOMELESS FAMILIES	01/04/2014	31/03/2016	£33,361	£66,722	Oct 2013	Westminster
##	Violence Prevention	Domestic Violence Prevention in a Family Setting	A programme to prepare mothers for issues raised by children, to enable them to better understand their behaviours as a result of exposure to domestic violence.	Portman Early Childhood Centre	DOMESTIC VIOLENCE	01/04/2014	31/03/2016	£24,000	£48,000	Oct 2013	Westminster
SH 23	Sexual Health – advice, prevention and promotion	Relationships and Sex Education for Young People	Sexual Health and Relationship Education	Brook	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£44,360	£88,720	Oct 2013	Westminster
SH 23	Other Health Improvement & Disease Reduction activities	North Westminster Health Network	Access to Health Services, Community intelligence, Information sharing and partnership brokerage	Paddington Development Trust	3RD SECTOR	01/04/2014	31/03/2016	£38,000	£76,000	Oct 2013	Westminster
SH 23	Other Health Improvement & Disease Reduction activities	South Westminster Action Network	Access to Health Services, Community intelligence, Information sharing and partnership brokerage	Abbey Community Centre	3RD SECTOR	01/04/2014	31/03/2016	£38,000	£76,000	Oct 2013	Westminster
##	Other Health Improvement & Disease Reduction activities	Beethoven Health Hub	Healthy lifestyle services in Queens Park - drop-in to weigh in, food co-op, u12s classes, adult classes	A2 Dominion	3RD SECTOR	01/04/2014	31/03/2016	£52,000	£104,000	Oct 2013	Westminster

Sexual Health Services - Chlamydia Screening Programme; Chlamydia Screening Office Co-ordination	Sexual Health - STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Metrosexual Health	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£52,412	£104,824	Oct 2013	Westminster
Sexual Health Services - Chlamydia Screening Programme; Text results service and licensing	Sexual Health - STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Mikkom	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£1,934	£3,868	Oct 2013	Westminster
SH 23 4/3 Sexual Health Services - Chlamydia Screening Programme; 'Check-Kit' website design and maintenance	Sexual Health - STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Ministry	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£2,000	£4,000	Oct 2013	Westminster
SH 23 5/3 Sexual Health Services - Chlamydia Screening Programme; Postcode cleaning and checking service	Sexual Health - STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Postcode Anywhere	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£2,500	£5,000	Oct 2013	Westminster
SH 23 3/3 Sexual Health Services - Chlamydia Screening Programme; Pathology Costs	Sexual Health - STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	The Doctors Laboratory	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£10,000	£20,000	Oct 2013	Westminster
SH 23 4/4 Sexual Health Services - Chlamydia Screening Programme; Pathology Costs	Sexual Health - STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	Imperial College Healthcare	YOUNG PEOPLE- SEXUAL HEALTH	01/04/2014	31/03/2016	£12,000	£24,000	Oct 2013	Westminster
SH 23 5/4 Children 5 - 19 Public Health programmes	Healthy Schools	Healthy Schools	HEALTHY SCHOOLS PARTNERSHIP	HEALTHY SCHOOLS PARTNERSHIP	01/04/2014	31/03/2016	£36,000	£72,000	Jul 2014	Westminster
SH 23 3/4							£2,986,619	£5,973,238		Westminster Total
SH 23 4/5							£7,199,791	£14,399,582		Grand Total

PH ID	PRIMARY CATEGORY	TITLE	DESCRIPTION	PROVIDER	SOURCING PROJECT	CONTRACT START DATE	PROPOSED CONTRACT END DATE	ANNUAL VALUE	TOTAL CONTRACT VALUE	DATE SERVICE REVIEW COMMENCE	BOROUGH
51	Sexual Health – Contraception	Westside Community Sexual and Reproductive Health Service	Community Sexual and Reproductive Health Service	CLCH	COMMUNITY SEXUAL & REPRODUCTIVE HEALTH	06/01/2014	31/03/2016	£558,874	£1,257,467	Apr 2014	Hammersmith & Fulham
##	Sexual Health Services - Chlamydia Screening Programme; Chlamydia Screening Office Patient Management	Sexual Health – STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme	CLCH	YOUNG PEOPLE- SEXUAL HEALTH	06/01/2014	31/03/2016	£90,277	£203,123	Oct 2013	Hammersmith & Fulham
52	Children 5 – 19 Public Health programmes	School Nursing	School Nursing	CLCH	SCHOOL NURSING	06/01/2014	31/03/2016	£1,551,898	£3,491,771	Jul 2014	Hammersmith & Fulham
##								£2,201,049	£4,952,360		Hammersmith & Fulham Total
##	Sexual Health – Contraception	Community Sexual and Reproductive Health Service	Community Sexual and Reproductive Health Service	CLCH	COMMUNITY SEXUAL & REPRODUCTIVE HEALTH	06/01/2014	31/03/2016	£719,611	£1,619,125	Apr 2014	Kensington & Chelsea
##	Obesity - children	Healthy Eating in Schools	Public Health Nutrition & Dietetics	CLCH	DIETETICS	06/01/2014	31/03/2016	£559,602	£1,259,105	Oct 2013	Kensington & Chelsea
50	Sexual Health Services - Chlamydia Screening Programme;	Sexual Health – STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme; Chlamydia Screening Office Patient Management	CLCH	YOUNG PEOPLE- SEXUAL HEALTH	06/01/2014	31/03/2016	£90,277	£203,123	Oct 2013	Kensington & Chelsea
##	Children 5 – 19 Public Health programmes	School Nursing	School Nursing	CLCH	SCHOOL NURSING	06/01/2014	31/03/2016	£631,252	£1,420,317	Jul 2014	Kensington & Chelsea
##								£2,000,742	£4,501,670		Kensington & Chelsea Total
##	Sexual Health – STI Testing & Treatment	Community Sexual and Reproductive Health Service	Westside Contraceptive Service	CLCH	COMMUNITY SEXUAL & REPRODUCTIVE HEALTH	06/01/2014	31/03/2016	£782,214	£1,759,982	Apr 2014	Westminster
##	Obesity - children	Obesity Kickstart for Children	Obesity Kickstart for Children	CLCH	DIETETICS	06/01/2014	31/03/2016	£208,820	£469,845	Oct 2013	Westminster
##	Children 5 – 19 Public Health programmes	School Nursing	School Nursing	CLCH	SCHOOL NURSING	06/01/2014	31/03/2016	£905,553	£2,037,494	Jul 2014	Westminster
SH 23 4/2	Sexual Health Services - Chlamydia Screening Programme;	Sexual Health – STI testing and treatment	Sexual Health Services - Chlamydia Screening Programme; Chlamydia Screening Office Patient Management	CLCH	YOUNG PEOPLE- SEXUAL HEALTH	06/01/2014	31/03/2016	£90,277	£203,123	Oct 2013	Westminster
SH 23 5/2	Other Health Improvement & Disease Reduction activities	Health Promotion Team, Westminster	The health improvement team works in partnership with local voluntary, community and statutory organisations to improve health and encourage healthier lifestyles for the people of Westminster		HIMP (HEALTH IMPROVEMENT TEAM)						
SH 23 3/2	Physical activity – adults	Exercise Referral	The exercise referral scheme is for Westminster residents who are inactive, have specific medical conditions or who are at risk of developing a long term condition. It supports them to be physically active	CLCH	WESTMINSTER EXERCISE REFERRAL	06/01/2014	31/03/2016	£272,842	£613,895	Jan 2015	Westminster
								£115,245	£259,301	Jan 2015	Westminster
								£2,374,951	£5,343,640		Westminster Total
								£6,576,742	£14,797,670		Grand Total

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>9 DECEMBER 2013</p>
<p>TRI-BOROUGH ADULT SOCIAL CARE PORTFOLIO DELIVERY RESOURCE PLAN</p>	
<p>Report of the Cabinet Member for Community Care - Cllr Marcus Ginn</p>	
<p>Open Report</p>	
<p>Classification: For Decision</p>	
<p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Liz Bruce, Executive Director, Tri-Borough Adult Social Care</p>	
<p>Report Author: Rachel Wigley, Tri-Borough Director of Finance, Adult Social Care</p>	<p>Contact Details: Tel: 020 8753 3121 E-mail: Rachel.Wigley@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The Tri-Borough Adult Social Care Portfolio plans are at the early stages of development and include a number of large transformational projects that are expected to deliver substantial efficiencies and improvements over the next five years in the way care services are accessed and delivered.
- 1.2. The report sets out the additional resource requirements and invest-to-save financial contribution needed from the London Borough of Hammersmith and Fulham to deliver the Tri-Borough Adult Social Care (ASC) Transformation and Efficiency Savings Portfolio of work. The portfolio is made up of eight large projects which are collectively expected to deliver savings of at least £3.2 million over two years and £5.7 million over five years across Adult Social Care in Hammersmith and Fulham.
- 1.3. Each of the Councils in Tri-Borough will be contributing to the resources needed to deliver the ASC Transformation and Efficiency portfolio. This work underpins the achievement of the strategic vision, objectives and outcomes set out in the 2014/15 Tri-Borough Adult Social Business Plan (overview presentation document is included in Appendix 4 of this report). It will also ensure all planned 2014/15 Adult Social Care medium term savings commitments are delivered.
- 1.4. The majority of the savings will be delivered through the following transformation work programmes:

- Tri-Borough Adult Social Care Operations Alignment – This will concentrate on improving assessment and care management services for customers by simplifying processes and systems. It will harness the benefits of Tri-Borough working by bringing together frontline social care services and teams across the three Boroughs.
- Tri-Borough Adult Social Care Commissioning Alignment – This programme will strengthen the existing Tri-Borough and Joint Health commissioning governance and organisation structures and operating processes. It will make sure these are in good shape to translate the changes that are identified in the other programmes into clear service specifications that can be procured and ensure the care provider market is ready and able to respond to this.
- Health and Social Care Whole Systems Integration – This will spearhead the design, contracting and delivery of joint health and social care services and make the best use of the combined resources available. It will focus on joining up health and social care services to provide better coordinated care for the most frail and vulnerable residents. It will also focus on those residents with severe long-term health conditions that are most at risk of ending up in hospital or in residential care to remain independent for longer.
- Homecare Service Procurement – This will establish a Tri-Borough homecare service framework. It will help to address the gap and inconsistencies in existing homecare services, provide more choice and help people with complex health and care needs to remain independent and live the life they chose.

1.5. Delivery of the 2014/15 ASC savings target will be supported through the following efficiency savings work programmes. These are focused on reducing demand for high cost packages of care through more effective use of reablement and assistive technology and achieving savings through more efficient contract management:

- Care packages and placements reviews
- Residential and nursing placements quality and safety review
- Residential care spot purchasing price review
- Large provider contracts review

1.6. An overview of each of the main programmes in the portfolio is included in Appendix 1. of the report.

2. RECOMMENDATIONS

2.1. That approval be given to the allocation of £622,000 for the delivery of the Transformation and Efficiency portfolio work programme and the release of resources from balances to fund this (£487,000 to be released from existing ASC balances and reserves, with only £135,000 needed from the Corporate Efficiency Project reserve).

2.2. That approval be given to the initial spend of £243,000 to deliver the first phase of work which includes developing the necessary business cases for the programmes set out in the ASC Portfolio work programme.

- 2.3. That authority be delegated to the Cabinet Member for Community Care to approve the release of funds to implement plans once Business Cases for each piece of work have been approved.
- 2.4. To note that regular updates will be submitted on progress.

3. REASONS FOR DECISION

- 3.1. The work that will be delivered through the Transformation and Efficiency portfolio is considered vital to improving care services to ensure these remain focused on customers and make it easier for people to get the right care when they need it.
- 3.2. It is expected to deliver the efficiencies needed to meet savings requirements in 2014/15 and over the next 5 years and to meet the expected increases in demand from an ageing and growing population.
- 3.3. The work programme includes a large project to join up Adult Social Care operational teams, processes and systems across the three Boroughs. This is expected to deliver substantial efficiencies and make it easier to integrate services with Health, where this makes sense for residents and the Council.
- 3.4. This is a large and complex transformation programme of work which will require a lot of input from Adult Social Care staff. A large proportion of the work will be done by existing staff. However, additional Corporate invest-to-save resources are required over the next two years to support the implementation of this ambitious portfolio of work and ensure it delivers the expected scale of efficiencies and pace of change to achieve this.

4. INTRODUCTION AND BACKGROUND

- 4.1. The ASC transformation and efficiency saving plans and the resources to deliver these have been developed and prioritised by the Tri-Borough Adult Social Care senior leadership team. These have been agreed in principle by the Lead Cabinet Members and senior officers at the various Borough Corporate Management Boards and through Budget Savings challenge meetings over the last few months.
- 4.2. Investment in this portfolio of work will ensure that savings targets are achieved in 2014/15 and the local system of care remains affordable and is able to cope with the expected increases in demand for services. It will also ensure that there are the resources to support our most vulnerable residents and each Borough continues to be able to safely meet its statutory care and wellbeing obligations.
- 4.3. This resource plan sets out the additional requirements to produce the necessary business cases needed to take this work forward and provides an estimate of the level of additional support that will be required to deliver this. It also includes the additional resources required to support the delivery of 2014/15 medium term efficiency savings.
- 4.4. These are large pieces of work that will need to be delivered over a number of years and some additional capacity will be needed so this can be done alongside day-to-

day work. The resource plan highlights only the essential additional resources that will be required over the next 24 month period to support delivery of the programmes in the portfolio. There are a number of programmes which do not require additional resources and will be delivered by existing ASC staff.

4.5. The additional resources are required in the following key areas:

- Tri-Borough Adult Social Care operations and customer journey alignment
- Health and social care integration
- Efficiency savings medium term plan delivery

5. PROPOSAL AND ISSUES

5.1. Initial estimates indicate that the Tri-Borough ASC Transformation and Efficiency Portfolios will deliver a total potential cost saving in current Tri-Borough Adult Social Care budgets of at least £7.8m (total Tri-Borough saving) over two years from an initial invest-to-save commitment of £1.6m (total Tri-Borough investment). This will deliver at least an additional £6.1m (Tri-Borough figure) above the existing budget savings for these projects in 2014/15 and will put Tri-Borough Adult Social Care in a good position to meet the expected financial challenges from the next round of Local Government spending reviews.

5.2. The benefits from better integrated commissioning with Health still need to be validated and are not expected to start to be realised until after 2015/16. But based on the initial analysis produced through the Community Budgets pilot, the current view is that the Health and Social Care Whole Systems Integration Programme could deliver a £7.6m saving across Tri-Borough Adult Social Care over 5 years. Achievement of the savings would be dependent on collaboration with GP Clinical Commissioning Groups and Health provider organisations. This figure combined with the expected savings from the Tri-Borough ASC Alignment and Efficiency programmes set out in this resource plan, would deliver an total estimated saving of £15.4m over 5 years. It is assumed that the work programmes that will be jointly delivered with Health will be funded from Health monies.

5.3. The Health and Social Care Whole Systems Integration Programme will focus on establishing a whole systems approach to the commissioning of integrated health and social care services. This will include joining up the way health and social care services are commissioned and provided so these deliver a better experience and outcomes for people who use care across Tri-Borough. The first phase of this programme will concentrate on integrating rapid response and short-term care services. Work will initially focus on the development of a joint Health and Social Care Tri-Borough community independence service specification. This will inform the integration of community health and social care provider services, where this makes sense and demonstrates clear benefits for patients and service users.

5.4. All initial cost savings and individual Borough return-on-investment estimates will need to be validated as part of the business case development and evaluation stage for each programme in the portfolio. If the business case does not demonstrate a sufficient return on the overall investment, the initiative will not be taken forward. The current assumption is that the savings and expected benefits will be equally shared across each of the three Boroughs or in proportion to their funding contribution

towards delivery of the work programme. This will ensure there is no cross subsidisation and benefits are distributed fairly across the three Boroughs and with Health.

5.5. The initial total Tri-Borough ASC £7.8m saving is expected to be mainly delivered through the implementation of a simplified Tri-Borough Adult Social Care customer journey and operating model to support this. This will include an extensive review of way services are currently delivered. It is expected to lead to the removal of bureaucratic processes and systems which do not add any value to the overall customer experience or the care and support that they receive. This will be achieved through the following:

- Greater alignment of care management and assessment processes and practice
- Streamlined organisation and management structures
- Improved data management and quality
- Consistent safeguarding and quality management controls across Adult Social Care
- An increased focus on early intervention and prevention services that will help people to get the care and support they want and need quickly

Tri-Borough Programme Benefits and Additional Investment Overview

5.6. The table in this section provides an overview of the estimated combined Tri-Borough ASC additional costs and savings assumptions for each of the main pieces of work. The costs are displayed in two views:

- Cost to deliver the initial phase of work which will include the production of business cases and options.
- Total additional invest-to-save costs which are the estimates to do the entire piece of work. These will be validated when business cases are produced.

Tri-Borough Portfolio Programme Description	Cost To Deliver The First Phase	Total Additional Invest-To-Save Costs	2014/15 Savings Estimate*	Total Estimated Savings 2015/16	Total Estimated Savings 2018/19
Tri-Borough Adult Social Care Alignment	£395k	£818k	-	£5.5m	£5.5m
Health and Social Care Whole Systems Integration (Health Funded)	£54k	£378k	-	-	£7.6m
Tri-Borough ASC and Joint Health Commissioning Alignment	-	-	-	£400k	£400k
Transformation Costs & Savings	£449k	£1.2m	-	£5.9m	£13.5m
Efficiency Programme - Continuing Care, Homecare Placements and Provider Contracts Review	£149k	£357k	£1.7m	£1.9m	£1.9m
Efficiency Investment & Savings	£149k	£357k	£1.7m	£1.9m	£1.9m
TOTAL INVESTMENT & SAVINGS	£597k	£1.6m	£1.7m	£7.8m	£15.4m

**Contribution towards 2014/15 Medium Term Budget Saving Plan commitments*

- 5.7. Tri-Borough Adult Social Care needs to deliver a medium term financial saving (MTFS) of £9.4m by the end of 2014/15 of which £4.8m is needed to meet the requirements in Hammersmith and Fulham. A review of current savings plans has identified a £1.7m delivery risk within the continuing care and placements review efficiency saving initiatives. This requires some additional case review and procurement resources (£357,000) to ensure the necessary work is completed in sufficient time to deliver the required savings.

Adult Social Care Resource Requirements Summary For Each Tri-Borough

- 5.8. The following table provides an overview of the additional invest-to-save funding contribution required from each Borough and the expected return on investment over a 5 year period. This includes £445,000 to address some specific operational process, management and IT issues in Westminster, which only Westminster will be funding.

Additional Portfolio Programme Investment and Savings Summary	Cost To Deliver The First Phase	Total Additional Invest-To-Save Costs	2014/15 Savings Estimate*	Total Estimated Savings 2015/16	Total Estimated Savings 2018/19
Hammersmith and Fulham	£243k	£622k	£1.0m	£3.2m	£5.7m
Kensington and Chelsea	£192k	£499k	£471k	£2.5m	£5.0m
Westminster	£163k	£876k	£150k	£2.1m	£4.7m
TOTAL INVESTMENT & SAVINGS	£597k	£2m	£1.7m	£7.8m	£15.4m

**Contribution towards 2014/15 Budget Saving Plans (MTFS) commitments*

Additional Hammersmith and Fulham ASC Resource Requirements Summary

- 5.9. The following table provides an overview of the additional invest-to-save funding contribution required to deliver the Hammersmith and Fulham component of the Tri-Borough ASC work programme and expected return on investment over a 5 year period. The funding source is also listed.

LBHF Additional Portfolio Programme Resource Description	Cost To Deliver The First Phase	Total Additional Invest-To-Save Costs	2014/15 Savings Estimate*	Total Estimated Savings 2015/16	Total Estimated Savings 2018/19
Tri-Borough Adult Social Care Alignment	£132k	£273k	-	£1.8m	£1.8m
Health and Social Care Whole Systems Integration (Health Funded)	£18k	£126k	-	-	£2.5m
Tri-Borough ASC and Joint Health Commissioning Alignment	-	-	-	£133k	£133k
Efficiency Programme - Continuing Care, Homecare Placements and Provider Contracts Review	£93k	£224k	£1.0m	£1.2m	£1.2m
TOTAL INVESTMENT & SAVINGS	£243k	£622k	£1.0m	£3.2m	£5.7m

**Contribution towards 2014/15 Budget Saving Plans (MTFS) commitments*

Year 1 Cost	£487k	Funding source: ASC balances and reserves
Year 2 Cost	£135k	Funding source: Corporate Efficiency Project resources

- 5.10. A detailed Borough level cost and savings overview is set out in Appendix 2 of this report and a full listing of all additional resource requirement assumptions is included in Appendix 3.

Portfolio Delivery Organisation and Aims

- 5.11. This resource plan proposes to adopt a similar change management structure to the one currently in operation in Tri-Borough Children's Services and is informed by corporate best practice portfolio management arrangements in operation across Tri-Borough.
- 5.12. It will include the establishment of a small central Tri-Borough ASC portfolio delivery office function which will oversee project monitoring, quality and risk management processes. This will include the production of reporting and management dashboards across the entire change programme portfolio. It will also have sufficient capacity to undertake a number of specific project delivery activities including preliminary business analysis and financial modelling for a range of projects. The establishment of a shared and centrally coordinated pool of change management staff within Tri-Borough ASC will remove the need for multiple project delivery and governance structures to manage projects and will improve resource management across the entire ASC project portfolio.
- 5.13. The ASC Portfolio will be governed through a Change Board, chaired by the Executive Director of ASC. Each programme lead will be expected to report on progress to the Board and decisions made on business cases and resources.
- 5.14. This plan aims to achieve the following:
- Ensure projects are appropriately resourced with clear lines of accountability so outcomes and outputs are consistently delivered to agreed quality, time and budget parameters
 - Senior Managers and Members have complete visibility on project management resource requirements and these are clearly defined and costed
 - Tri-Borough ASC and joint initiatives with Health get the most value from change management resources and greatest return on investment
 - Establish a central support function within Tri-Borough ASC with the necessary skills and capacity to support the delivery of Transformation and Efficiency Portfolio work programmes
 - Establish a consistent approach to project management that embeds Corporate best practice within Tri-Borough ASC
 - Eliminate duplication and have one set of project portfolio monitoring and reporting tools and processes in operation across Tri-Borough ASC
 - Develop and extend the skills and competencies within ASC teams to be able to perform a range of project management and delivery activities alongside core operational and service delivery functions

- Use the establishment of an ASC change delivery hub to provide individual learning and development and secondment opportunities as part of the broader ASC organisation development and talent management strategy

6. OPTIONS AND ANALYSIS

- 6.1. This report sets out the minimum additional resources which ASC has assessed as being required to deliver the portfolio plan. The plan has been developed with Corporate change management teams and assumes that the majority of work will be managed within existing teams and budgeted resources and done alongside business-as-usual activities.
- 6.2. The resource plan aims to address the limited capacity in the current Tri-Borough Adult Social Care and Corporate organisation to deliver large and complex change work programmes.
- 6.3. The following table describes the three options that have been considered in the development of this resource plan.

Ref:	Option	Impact Assessment and Conclusions
1.	Do not proceed with the Tri-Borough Adult Social Care Transformation and Efficiency Portfolio Plans	Transformational change is needed to deliver the scale of efficiencies required to meet the combined challenges of increased demand for care services from a reduced funding allocation. The option not to proceed with the implementation of transformation and efficiency plans is judged to be an unacceptable option.
2.	Deliver the Transformation and Efficiency Portfolio Plans from existing Adult Social Care and Corporate staffing resources	This resource plan has been developed with Corporate colleagues in the Tri-Borough Innovation and Change Management Team, the Westminster Business Development Unit and with Health. It takes account of the level of existing resources and support available to deliver the portfolio work programme. The work programme and benefit assumptions set out in this report would only be partially achieved and would not deliver the scale of transformation required to meet the immediate cost and demand challenges that have been identified in the Tri-Borough ASC Business Plan (2014-15).
3.	Make available additional invest-to-save resources to fund the delivery of Tri-Borough Adult Social Care Transformation and Efficiency Portfolio Plans and expected scale of benefits within the required timeframes	The indicative savings listed in the resource plan are dependent on there being sufficient additional invest-to-save resources available to support existing Tri-Borough Adult Social Care teams in the development and delivery of portfolio plans. If these are made available, this option assumes that the minimum savings would be achieved, although this will need to

Ref:	Option	Impact Assessment and Conclusions
		be validated as part of the business case development and assurance process.

7. CONSULTATION

- 7.1. Elements of the Transformation and Efficiency Portfolio such as the customer journey mapping work programme will require engagement with staff, residents and key stakeholders. Engagement and consultation requirements will be determined and planned as part of the individual programme delivery arrangements.

8. EQUALITY IMPLICATIONS

- 8.1. Recruitment to the additional roles set out in this resource plan will be undertaken in accordance with the Council's HR and Equalities policies and procedures.
- 8.2. Equality Impact Assessments will be conducted as part of the business case development and plan delivery arrangements where appropriate for each programme proposal in the Portfolio.
- 8.3. Implications verified by: Carly Fry, Opportunities Manager, tel: 020 8753 3430

9. LEGAL IMPLICATIONS

- 9.1. It is noted that the resource plan will be implemented and operated in accordance with the conditions regarding the recruitment and cost sharing arrangements set out in the Tri-Borough Adult Social Care Legal Agreement and relating Section 113 agreements.
- 9.2. Health and Social Care Whole Systems Integration roles that are funded from Health monies will need to be supported by a Section 75 agreement. This would support the pooling of NHS and Local Authority resources and the appropriate delegation of responsibilities to undertake the work.
- 9.3. It is noted that any procurement required to support the objectives in this report will be carried out in accordance with EU procurement rules.
- 9.4. Implications verified by: Catherine Irvine, Senior Solicitor (Contracts), tel: 020 8753 2774.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. In order to establish the Hammersmith and Fulham envelope of £622,000 for the ASC Transformation and Efficiency portfolio work programme, £487,000 can be released from existing ASC balances and reserves, with £135,000 needed from the Corporate Efficiency Project reserve.

10.2. Implications verified/completed by: Rachel Wigley, Tri-borough Director of Finance, ASC, tel: 020 8753 3121

11. RISK MANAGEMENT

11.1. *The key risks associated with the resource plan are summarised in the following table:*

Ref:	Risk Description	Mitigation
1.	Insufficient balances and Corporate Efficiency Reserves to fund the ASC Portfolio Delivery Resource Plan	The resource plan has been reviewed and agreed by the LBHF Business Board and will be prioritised for funding from Corporate Efficiency Reserves subject to the development of supporting business cases for each programme.
2.	Business case assumptions do not support the scale of investment set out in the ASC Portfolio Delivery Resource Plan	The current return on investment assumptions represent the minimum expected savings. These are based on the typical level of savings that have been achieved in other Local Authorities that have undertaken similar customer focused process reviews. The health and social care integration savings are based on the analysis produced as part of the Tri-Borough Community Budgets work. There are clearly defined and owned governance arrangements in place to monitor benefits and ensure these are on track to be realised. There are regular check points to confirm this before further resources are committed.
3.	Health funding is not made available to support the delivery of health and social care integration programmes	The Health and Social Care Whole Systems Integration Programme is jointly sponsored with Health. A Programme Director has been jointly appointed to lead the development of joint integration plans.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

12.1. A specialist consultancy organisation is being procured to undertake the initial Adult Social Care customer journey 'as is' mapping work over a four month period up to the 31 March 2014. This work is critical to identifying the opportunities to improve services and deliver efficiencies through Tri-Borough alignment and integration with Health.

12.2. The assumed value of this contract is £250,000 which is over the EU threshold of £173,934 for supplies and services. The contract regulations for all three boroughs states that at least five tenders must be sought.

12.3. The Council will use Lot 2.2 of the Cabinet Office procured ConsultancyOne framework to call off this contract. 20 suppliers have been appointed to Lot 2.2 and will all be invited to tender for this opportunity.

- 12.4. The full OJEU procedures will be followed during the procurement from the framework and as such the Council fulfils its requirements in relation to the OJEU requirements for Part A services which this service falls under.
- 12.5. The OJEU notice for the framework published on 29th November 2011 clearly states that Local Authorities are able to access the framework.
- 12.6. Westminster City Council will be the Lead Contracting Authority and the development of Contract documentation will be carried out by Sharpe Pritchard the Council's appointed solicitors in conjunction with the Bi-Borough Contracts Team.
- 12.7. Implications verified by Charles Stephens MCIPS, ASC Procurement and Contracts Manager, tel: 020 7361 2717

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.	Executive Decision Report for The Tri-Borough Contracts and Commissioning Board: Tri-Borough Adult Social Care Alignment Programme Customer Journey Analysis Work Package Procurement	Sherifah Scott, Tri-Borough Head of Procurement and Contracting ASC, scsott@westminster.gov.uk / 020 7641 8954	Tri-Borough Adult Social Care Procurement/ 77 Glenthorne Road

LIST OF APPENDICES:

- Appendix 1 – Tri-Borough Transformation and Efficiency Portfolio Work Programme
- Appendix 2 - Additional Resource Requirements Summary
- Appendix 3 – Year 1 and 2 Portfolio Additional Resource Plan Financial Summary
- Appendix 4 – Vision for Tri-Borough Adult Social Care and Strategic Roadmap

TRI-BOROUGH TRANSFORMATION AND EFFICIENCY PORTFOLIO WORK PROGRAMME

1. Tri-Borough Adult Social Care Operations Alignment Programme

Description of the opportunity and proposal

Why We Need To Do This Work

Although Adult Social Care is now managed as a Tri-Borough service, there are substantial differences in the way services and teams are organised and operate in each Borough.

The evidence from the Joint Strategic Needs Assessments clearly highlight the combined pressures on the local system of care of an ageing and growing population and increasing costs which need to be met from reduced budgets. Meeting this challenge while continuing to provide the best care for residents alongside the scale of savings required over the next few years, will require substantial changes to way adult care social care services are currently organised and delivered in Tri-Borough.

The ambition in Adult Social Care is to establish a Tri-Borough operations team structure, develop consistent ways of working and remove processes that make it unnecessarily difficult and complicated for people to get the services they need when they need them. Simplified systems and processes will make it easier for customers to use services and for social care staff to be freed up to use their skills and expertise to ensure people get the right help and support when they need it. This is expected to create sizable efficiencies and more importantly improve the way services are delivered, providing a much better experience for customers, helping them to remain independent and more able to live the lives they chose.

This programme will be delivered in three phases spanning 24 months depending on the scale and complexity of the final phase delivery plan:

- **Phase 1** – Current ‘As Is’ social care operations review, customer journey analysis and ‘quick win’ improvement opportunities (4 months)
- **Phase 2** – Future organisation design development and options appraisal (4 months)
- **Phase 3** - Tri-Borough adult social care operations alignment plan implementation (16 months)

Phase 1 Overview

The first phase of the project will carry out a comprehensive review and analysis of how Adult Social Care teams currently work in each Borough and how people use and find their way around Adult Social Services. This will be a very intensive piece of work over a relatively short period (4 months), so a specialist organisation that has experience of doing this type of work in other Local Authorities has been commissioned to help with this essential piece of ‘As Is’ work.

The work will include talking to frontline social care staff to understand exactly how

Description of the opportunity and proposal

services get delivered and what the differences and similarities are across the three Boroughs. This will also provide staff with an opportunity to highlight what things they feel work well and what gets in the way of providing a really good service for customers and helping them to get the support they need quickly.

It will also include talking to a whole range of customers to find out what it's really like to use social care services in each Borough. This will help to build up a detailed picture of what things work well and what needs to change. The information gained from talking to our customers will be turned into a set of guiding principles that reflect the voice of our customers. This will be used to challenge the current ways of working across the different social care teams in each Borough and will help to determine what the future organisation design and ways of working will look like. This will inform the business case and options to deliver this. This will also identify changes that can be made quickly to deliver some immediate benefits and start to build momentum for the bigger opportunities. It will also help us to understand where we need to join things up better with Health and care provider organisations

Phase 1 Legacy

Building the necessary skills and knowledge to take this work forward within Tri-Borough Adult Social Care and use this in other parts of the department is an important part of this initial piece of work. This forms part of the statement of works for the procurement. The expected learning from doing this work and the tools that will be used is also expected to be of benefit to other departments considering a similar approach to transforming the way they work. The Corporate Tri-Borough Innovation and Change Management team have been involved in the procurement of the 'As Is' review work programme to ensure this legacy is delivered and can be reused in other areas across the three Councils.

Benefits Summary

Project Benefits

- Improved customer experience
- Single Tri-Borough ASC operating model and simplified practices and processes which will deliver a cashable saving of £5.5m (Tri-Borough) after 2 years (£3.2m for LBHF)
- More personalised, responsive and accessible services for customers with a better overall experience and outcomes
- Better use of Adult Social Care staff and assets
- A consistent model of care and processes that support and make it easier to integrate with Health where this makes sense for the Council and residents
- A better understanding of interfaces and alignment opportunities with other Directorates (e.g. Children's Services, Housing, Environment, Leisure etc) and more effective hand-offs
- Toolkit and expertise within ASC to manage large scale customer focused change projects

Benefits Summary

What Will Be Different For Customers

- Services are easier and quicker to use and will be provided in or closer to home
- Customers have access to accurate information which enables them to make more informed choices about their care and support requirements
- Customers are offered a choice of options
- Customers are able to get the right care and support without having to deal with lots of different people
- Personal information only has to be provided once and is shared securely with other organisations involved in the person’s care
- Care is provided safely by well trained teams
- Someone always takes responsibility for making sure care is coordinated and the person being cared for, their family and carers, are kept informed
- People are supported to be as independent as possible

How Will Savings Be Achieved

- Reduced management costs
- Reduced support function costs
- Reduced overheads (e.g. systems and facilities)
- Combined teams and enhanced roles
- More effective use of social care resources to reduce demand for high cost care packages and placements

ADDITIONAL INVESTMENT COSTS		ESTIMATED CUMULATIVE SAVINGS OVER 5 YEARS		
Cost To Deliver First Phase 1 (Business Case)	Total Additional Investment Cost	TOTAL AFTER 1 YEAR (2014/15)	TOTAL AFTER 2 YEARS (2015/16)	TOTAL AFTER 5 YEARS (2018/19)
£132k	£273k	-	£1.8m	£1.8m

2. Health and Social Care Whole Systems Integration

Description of the opportunity and proposal

Why We Need To Do This Work

Delivering better coordinated and integrated care with Health is a key part of the vision for Adult Social Care (ASC) in the future as set out in the 2014/15 Tri-Borough ASC Business Plan.

The Whole System Integrated Care proposal is a commissioning led initiative that builds on the previous Community Budgets work. It will seek to address the elements of the local Health and Social Care system that need to change so that more people are supported to remain in their own homes and communities rather than in hospital or residential care. It will also ensure care is better coordinated and provided by multi-

Description of the opportunity and proposal

disciplinary teams that are able to deal with a person's health and social care needs.

There is substantial evidence both nationally and internationally that integration is seen to drive efficiencies and savings by reducing duplication in the system through integrated assessment, care planning and delivery, joint teams, estates and IT systems and monitoring performance based on shared Health and Social Care outcomes. This proposal will also contribute toward achievement of the Clinical Commissioning Group's Out of Hospital Strategies and the Adult Social Care Mandates. Implementation of this proposal is estimated to deliver a total Tri-Borough ASC cashable saving of £7.6m (£2.5m saving for LBHF) after 5 years.

The Whole Systems programme will focus on the system changes needed to deliver integrated care; focusing on the current barriers to integration. It will seek to:

- Develop a model of the health and social care needs of local population using risk stratification, developing the outcomes for this population and the integrated service models required to deliver these outcomes
- Develop options for how providers may work together through integrated networks and provider vehicles
- Develop contractual models for commissioners to pool budgets for their identified populations and to work with/contract with provider networks
- Develop new financial models that enable pooled budgets between commissioners and capitated budgets for the identified population
- Develop options for models of IT and information governance that support and enable an integrated system
- Support the development of GP networks

The programme represents a significant transformational change agenda, involving a large number of partners and affecting areas of high health and social care spend. The system changes proposed are complex and are un-tested. The programme will work with and receive support from the wider integrated care programme in North West London. The complexity and scale of the programme merit it being managed outside of day to day business.

High level outcomes and milestones

- By March 2014: Undertake the development and design work to agree a local model of integrated care. Agree an implementation plan and whether this will include any pilot or test sites.
- Mar 2014-Mar 2015: Implementation of changes likely to be in shadow form
- Apr 2015: Implementation continues, some changes may become live
- 2018/19: Benefits realisation date as estimated by the Cost Benefit Analysis model

How will this be delivered:

- Development and co-design Sept 13 – Feb 14
- Local Implementation (shadow form) : Mar 14 – Mar 15
- Local Implementation (live): Mar 15 onwards

Benefits Summary

Project Benefits

- Reduction in demand for residential care, high cost packages of care, hospital admissions and lengths of stay
- Maximising self reliance, personal responsibility and enabling more people to find their own care solutions
- Achieving greater productivity and value for money from social care and health budgets through the development of enhanced roles to include health and social care coordination and hybrid working
- Integrated health and social care commissioning teams and functions
- More effective commissioning of joint health and social care services and market management

What Will Be Different For Customers

- People are better able to manage their own care and find the right support for them
- People with long term health conditions receive care closer to home, stay independent and live the lives they choose
- People have a better experience of social care services
- People feel like they are dealing with one joined up organisation
- Personal information only has to be provided once and is shared securely with other organisations involved in the person’s care

How Will Savings Be Achieved

- Reduced commissioning operations costs
- Reduced support function costs
- Reduced overheads (e.g. systems and facilities)
- Combined teams and enhanced roles
- Reduced demand for long-term care
- Reduced demand for residential and nursing care
- Contract efficiency savings through better market management and re-provision of services

ADDITIONAL INVESTMENT COSTS		ESTIMATED CUMULATIVE SAVINGS OVER 5 YEARS		
Cost To Deliver First Phase 1 (Business Case)	Total Additional Investment Cost	TOTAL AFTER 1 YEAR (2014/15)	TOTAL AFTER 2 YEARS (2015/16)	TOTAL AFTER 5 YEARS (2018/19)
£18k	£126k	-	-	£2.5m

3. Tri-Borough Commissioning Alignment

Description of the opportunity and proposal

Why We Need To Do This Work

This project seeks to understand and address the following issues relating to the current Tri-Borough Adult Social Care Commissioning and Joint Commissioning organisation structure and ways of working:

- Duplicate processes and inefficient practices
- Tri-Borough commissioning management and organisation structures
- Accountability and ownership
- Governance processes and forums with Health for joint commissioning decision making
- Lack of coordination within Tri-Borough Adult Social Care commissioning and with health commissioners
- Readiness for and adequately resourced to lead and take forward the Tri-Borough whole systems integration agenda
- Insufficient capacity and capability to perform market development and quality assurance role
- Alignment of commissioning strategies with Health
- Adult Social Care placement monitoring roles and functions

This project will be informed by the commissioning review work that has already been undertaken earlier this year.

The project will manage an 'As Is' review of the current Adult Social Care and joint Health commissioning operating model and organisation across Tri-Borough. It will also seek to quickly identify and evaluate examples of best practice commissioning models in operation nationally to inform the design of an appropriate 'To Be' commissioning model. This will include determining the best fit for the Placement Monitoring Officer function.

The project will be resourced from existing ASC resources with input from HR to support the people change management process. The project will review current staffing roles/skill mix and structures and make proposals for a Target Operating Model (TOM) which will realise operational and management efficiency savings. The expectation is that the design work for the future management and team structures will be completed by April 2014 with implementation by June 2014.

Benefits Summary

Project Benefits

- Rationalised commissioning activity with a reduced number of better quality service procurements
- Better co-ordination of ASC and Health joint commissioning through a single commissioning team

Benefits Summary

- More effective provider contract management
- Aligned and joint commissioning strategies with inner North West London Clinical Commissioning Groups
- Stronger market development and quality assurance role
- Clear accountability and ownership

What Will Be Different For Customers

- Services are more joined up
- Better customer experience
- Services are accessible and there is good coverage
- Services are safe, properly staffed and well managed
- Customers have more choice about where they get their care and support
- Care organisations are provide good quality services

How Will Savings Be Achieved

- Reduced commissioning operations and staffing costs
- Reduced support function costs
- Reduced overheads (e.g. systems and facilities)
- Combined teams and enhanced roles
- Contract efficiency savings through better market management and reprovision of services

ADDITIONAL INVESTMENT COSTS		ESTIMATED CUMULATIVE SAVINGS OVER 5 YEARS		
Cost To Deliver First Phase 1 (Business Case)	Total Additional Investment Cost	TOTAL AFTER 1 YEAR (2014/15)	TOTAL AFTER 2 YEARS (2015/16)	TOTAL AFTER 5 YEARS (2018/19)
-	-	-	£133k	£133k

4. Tri-Borough Homecare and E-Monitoring Contract Reprovision

Description of the opportunity and proposal

Why We Need To Do This Work

The homecare provider contract framework in Hammersmith and Fulham ends in October 2014. The Westminster framework has ended and homecare is purchased on an individual spot basis. The Kensington and Chelsea framework runs until 2019 but is not in step with the Tri-Borough strategic ambitions for more flexible and personalised homecare services. Consultations and customer feedback has shown that the level of satisfaction with the homecare services in all three boroughs is low and would continue to be so without significant changes.

This project is not expected to deliver savings but is a critical part of delivering

Description of the opportunity and proposal

community services capable of supporting more people to remain in their own homes for longer. It will also support the Clinical Commissioning Group’s out-of-hospital strategies. The current traditional homecare services are not designed to care for complex health and social care cases in the community. The aim is to develop a service that enables and maintains independence wherever possible, and is capable of being a partner in an integrated health and social care system.

The project will oversee the design, specification and procurement of a Tri-Borough homecare service and will deliver the following outputs:

- Financial model
- Homecare specification and contract
- Procurement plan & related documents
- e-monitoring specification (provider contract management systems to monitor payments, quality and value)
- proposals for homecare management team structure and role
- recommendations/requirements for changes to care management activity to support new homecare contract (to feed into relevant operational projects)

High Level Milestones

Financial model development - 19/07/2013
 Specification and tender documents complete (homecare) - 20/10/2013
 Quality Assurance Gate Review - 25/10/2013
 Quality Assurance Gate Review - 01/11/2013
 Procurement PQQ & evaluation - 03/02/2014
 Procurement ITT & evaluation - 07/04/2014
 Governance - 01/06/2014
 Award and implementation -06/2014

Benefits Summary

Project Benefits

- Create the provision and capacity to support more people at home and reduce demand for residential care placement
- Establishment of a consistent and flexible and better quality homecare provider contract
- Homecare provision is fits with Adult Social Care strategic commissioning intentions

What Will Be Different For Customers

- People receive better services which meet there individual requirements
- People are able to remain independent and in their own homes for longer

How Will Savings Be Achieved

Benefits Summary
<ul style="list-style-type: none"> • Contract efficiencies • Reduction in existing contract costs • Decommissioning and/or reprovision of services • Demand management – The financial model includes conservative estimates for reduction in care across the population

ADDITIONAL INVESTMENT COSTS		ESTIMATED CUMULATIVE SAVINGS OVER 5 YEARS		
Cost To Deliver First Phase 1 (Business Case)	Total Additional Investment Cost	TOTAL AFTER 1 YEAR (2014/15)	TOTAL AFTER 2 YEARS (2015/16)	TOTAL AFTER 5 YEARS (2018/19)
-	-	-	-	-

5. Efficiency Savings Programme – Continuing Care, Placements and Market Management

Description of the opportunity and proposal
<p>Why We Need To Do This Work</p> <p>There is a requirement to deliver a total £4.8m medium term plan Adult Social Care efficiency saving in Hammersmith and Fulham in 2014/15. £1m (21%) needs to be delivered through reduced demand for high cost packages of care and residential care and more effective contract management and purchasing of spot packages.</p> <p>This work is focused on the following four areas which will collectively support the achievement of the £1m saving:</p> <ol style="list-style-type: none"> <u>1. Care package and placements review</u> – This is focused on reviewing individual complex cases to determine whether reablement, rehabilitation and assistive technology options have been fully explored. <u>2. Placement quality and safety review</u> – This is focused on ensuring that effective quality management controls are in place to monitor residential placements funded by both Health and Social Care. It will review current arrangements to identify opportunities to align teams and processes that are involved in this activity. <u>3. Residential care spot purchase rate review</u> – There are different spot purchase rates for residential care packages in use across the three Boroughs due to the different historical agreements that are in place with care providers. This piece of work is focused on establishing consistent pricing across of each of the Boroughs and developing a market management strategy to ensure spot prices are competitive and represent good value. <u>4. Main provider contracts review</u> – This work programme is focused on using the combined spot purchasing power across Tri-Borough Adult Social Care to secure a

Description of the opportunity and proposal

better deal and more competitive prices from those providers which r
business across Tri-Borough.

APPENDIX 1

Benefits Summary

Project Benefits

- Deliver £1m contribution towards achievement ASC 2014/15 savings targets
- Improved quality management of residential care placements
- More people can be supported from existing care budgets

What Will Be Different For Customers

- Better customer experience
- Better value and more affordable care
- Care organisations are provide good quality services

How Will Savings Be Achieved

- Alternative packages of care
- Care package spot rate efficiencies
- Provider contract efficiencies

ADDITIONAL INVESTMENT COSTS		ESTIMATED CUMULATIVE SAVINGS OVER 5 YEARS		
Cost To Deliver First Phase 1 (Business Case)	Total Additional Investment Cost	TOTAL AFTER 1 YEAR (2014/15)	TOTAL AFTER 2 YEARS (2015/16)	TOTAL AFTER 5 YEARS (2018/19)
£93k	£224k	1.0m-	1.2m	1.2m

ADDITIONAL RESOURCE REQUIREMENTS SUMMARY

1. HAMMERSMITH & FULHAM PORTFOLIO RESOURCE COST & SAVINGS ESTIMATES

Additional Portfolio Programme Resource Description	Investment Requirement Over 2 Years	2014/15 Savings Estimate*	Total Estimated Savings After 2 Years	Total Estimated Savings Over 5 Years
Tri-Borough Adult Social Care Alignment	£273k	-	£1.8m	£1.8m
Health and Social Care Whole Systems Integration (Health Funded)	£126k	-	-	£2.5m
Tri-Borough ASC and Joint Health Commissioning Alignment	-	-	£133k	£133k
Efficiency Programme - Continuing Care, Homecare Placements and Provider Contracts Review	£224k	£1.0m	£1.2m	£1.2m
TOTAL INVESTMENT & SAVINGS	£622k	£1.0m	£3.2m	£5.7m

*Contribution towards 2014/15 Budget Saving Plans (MTFS) commitments

Year 1 Cost	£487k	Funding source: ASC balances and reserves
Year 2 Cost	£135k	Funding source: Corporate Efficiency Project resources

2. KENSINGTON & CHELSEA PORTFOLIO RESOURCE COST & SAVINGS ESTIMATES

Additional Portfolio Programme Resource Description	Investment Requirement Over 2 Years	2014/15 Savings Estimate*	Total Estimated Savings After 2 Years	Total Estimated Savings Over 5 Years
Tri-Borough Adult Social Care Operations Alignment	£273k	-	£1.8m	£1.8m
Health and Social Care Whole Systems Integration (Health Funded)	£126k	-	-	£2.5m
Tri-Borough ASC and Joint Health Commissioning Alignment	-	-	£133k	£133k
Efficiency Programme - Continuing Care, Homecare Placements and Provider Contracts Review	£101k	£471k	£537k	£537k
TOTAL INVESTMENT & SAVINGS	£499k	£471k	£2.5m	£5.0m

**Contribution towards 2014/15 Budget Saving Plans (MTFS) commitments*

Year 1 Cost	£365k	Funding source: Corporate balances and reserves
Year 2 Cost	£135k	Funding source: Corporate balances and reserves

3. WESTMINSTER PORTFOLIO RESOURCE COST & SAVINGS ESTIMATES

Additional Portfolio Programme Resource Description	Investment Requirement Over 2 Years	2014/15 Savings Estimate*	Total Estimated Savings After 2 Years	Total Estimated Savings Over 5 Years
Tri-Borough Adult Social Care Operations Alignment	£273k	-	£1.8m	£1.8m
Health and Social Care Whole Systems Integration (Health Funded)	£126k	-	-	£2.5m
Tri-Borough ASC and Joint Health Commissioning Alignment	-	-	£133k	£133k
Efficiency Programme - Continuing Care, Homecare Placements and Provider Contracts Review	£32k	£150k	£171k	£171k
TOTAL INVESTMENT & SAVINGS	£431k	£150k	£2.1m	£4.7m

**Contribution towards 2014/15 Budget Saving Plans (MTFS) commitments*

Westminster Business-As-Usual ASC Operations and IT resources	£445k
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TOTAL ADDITIONAL RESOURCES	£876k
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Year 1 Cost	£828k	Funding source: Adult Social Care resources
Year 2 Cost	£135k	Funding source: Adult Social Care resources

YEAR 1 & 2 PORTFOLIO ADDITIONAL RESOURCE PLAN FINANCIAL SUMMARY

ADULT SOCIAL CHANGE PROGRAMME PORTFOLIO ADDITIONAL RESOURCE REQUIREMENTS																						
Ref.	Resource Description	Assignment	Headcount	Duration	Total Full Year 1 Cost £000s	Total Full Year 2 Cost £000s	Total Year 1&2 Cost £000s	Cost Allocation														
								H&F ADDITIONAL RESOURCE COSTS					RBKC ADDITIONAL RESOURCE COSTS					WCC ADDITIONAL RESOURCE COSTS				
								YEAR 1		YEAR 2		TOTAL	YEAR 1		YEAR 2		TOTAL	YEAR 1		YEAR 2		TOTAL
								% Alloc	£000s	% Alloc	£000s	£000s	% Alloc	£000s	% Alloc	£000s	£000s	% Alloc	£000s	% Alloc	£000s	£000s
1	Head of Portfolio Delivery	Change Portfolio Delivery	1	24 months	£82	£82	£164	33%	£27	33%	£27	£55	33%	£27	33%	£27	£55	33%	£27	33%	£27	£55
2	Project Delivery Manager	Change Portfolio Delivery	1	24 months	£63	£63	£126	33%	£21	33%	£21	£42	33%	£21	33%	£21	£42	33%	£21	33%	£21	£42
3	Project Support Officers	Change Portfolio Delivery	2	24 months	£71	£71	£141	33%	£24	33%	£24	£47	33%	£24	33%	£24	£47	33%	£24	33%	£24	£47
4	ASC Customer Journey Analysis Work Package	Tri-Borough ASC Alignment Programme: Customer Journey	0	4 months	£255		£255	33%	£85			£85	33%	£85			£85	33%	£85			£85
5	Interim ASC Learning Disabilities Care Practice Specialist	Tri-Borough ASC Alignment Programme: Practice Quality Review	1	90 days	£54		£54	33%	£18			£18	33%	£18			£18	33%	£18			£18
6	ASC Procedures Review and Documentation Officer	Tri-Borough ASC Alignment Programme: Practice Issues	1	130 days	£78		£78	33%	£26			£26	33%	£26			£26	33%	£26			£26
Total Additional Tri-Borough ASC Alignment Programme Resources			6		£602	£215	£818		£201		£72	£273		£201		£72	£273		£201		£72	£273
7	Project Delivery Manager	Whole Systems Integration	1	24 months	£63	£63	£126	33%	£21	33%	£21	£42	33%	£21	33%	£21	£42	33%	£21	33%	£21	£42
8	Business and Information Analyst	Whole Systems Integration	1	24 months	£63	£63	£126	33%	£21	33%	£21	£42	33%	£21	33%	£21	£42	33%	£21	33%	£21	£42
9	Financial Modelling Specialist	Whole Systems Integration	1	24 months	£63	£63	£126	33%	£21	33%	£21	£42	33%	£21	33%	£21	£42	33%	£21	33%	£21	£42
Total Additional Health & Social Care Whole Systems Integration Resources			3		£189	£189	£378		£63		£63	£126		£63		£63	£126		£63		£63	£126
10	Reviewing Officers	Continuing Care & Placements Review Programme Delivery - Homecare High Cost Packages	3	12 months	£163		£163	63%	£102			£102	28%	£46			£46	9%	£15			£15
11	Reviewing Officer (Mental Health)	Continuing Care & Placements Review Programme Delivery - Homecare High Cost Packages	1	12 months	£54		£54	63%	£34			£34	28%	£15			£15	9%	£5			£5
12	Reviewing Team Manager	Continuing Care & Placements Review Programme Delivery - Homecare High Cost Packages	1	12 months	£77		£77	63%	£48			£48	28%	£22			£22	9%	£7			£7
13	Procurement Officer	Continuing Care & Placements Review Programme Delivery - Residential Care Spot Placements	1	12 months	£63		£63	63%	£40			£40	28%	£18			£18	9%	£6			£6
Total Additional MTFs Efficiency Savings Programme Delivery Resources			6		£357	£0	£357		£224		£0	£224		£101		£0	£101		£32		£0	£32
TOTAL ADDITIONAL CHANGE PORTFOLIO DELIVERY RESOURCES			15		£1,148	£404	£1,553		£487		£135	£622		£365		£135	£499		£296		£135	£431

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ADULT SOCIAL BUSINESS-AS-USUAL PORTFOLIO ADDITIONAL RESOURCE REQUIREMENTS

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Ref.	Resource Description	Assignment	Headcount	Duration	Total Full Year 1 Cost £000s	Total Full Year 2 Cost £000s	Total Year 1&2 Cost £000s	Cost Allocation														
								H&F ADDITIONAL RESOURCE COSTS					RBKC ADDITIONAL RESOURCE COSTS					WCC ADDITIONAL RESOURCE COSTS				
								YEAR 1		YEAR 2		TOTAL	YEAR 1		YEAR 2		TOTAL	YEAR 1		YEAR 2		TOTAL
								% Alloc	£000s	% Alloc	£000s	£000s	% Alloc	£000s	% Alloc	£000s	£000s	% Alloc	£000s	% Alloc	£000s	£000s
14	ASC Operations Practice Support Interim Resource	Tri-Borough ASC Alignment Programme: Practice Issues	1	130 days	£78		£78	0%	£0			£0	0%	£0			£0	100%	£78			£78
15	Brokerage Team Members (WCC)	Homecare Invoicing	3	12 months	£150		£150	0%	£0			£0	0%	£0			£0	100%	£150			£150
16	Carers Action Plan (WCC)	Carers Action Plan Implementation	1	6 months	£38		£38	0%	£0			£0	0%	£0			£0	100%	£38			£38
17	Framework(i) Training and Issues Management Resource (WCC)	Westminster Framework(i) Issues management	1	6 months	£33		£33	0%	£0			£0	0%	£0			£0	100%	£33			£33
18	Framework(i) Client Management System (CMS) and related IT Development (WCC)	Westminster Framework(i) Enhancements: Electronic Upload; Secure Supplier Communication; Mobile Working	0	9 months	£146		£146	0%	£0			£0	0%	£0			£0	100%	£146			£146
Total Additional Change Portfolio Delivery Office Resources			6		£445	£0	£445		£0	£0	£0		£0	£0	£0		£0	£445	£0		£445	
TOTAL ADDITIONAL BUSINESS-AS-USUAL PORTFOLIO DELIVERY RESOURCES			6		£445	£0	£445		£0	£0	£0		£0	£0	£0		£0	£445	£0		£445	
TOTAL ADDITIONAL ADULT SOCIAL CARE PORTFOLIO DELIVERY RESOURCES					£1,593	£404	£1,997		£487	£135	£622		£365	£135	£499		£741	£135	£876			

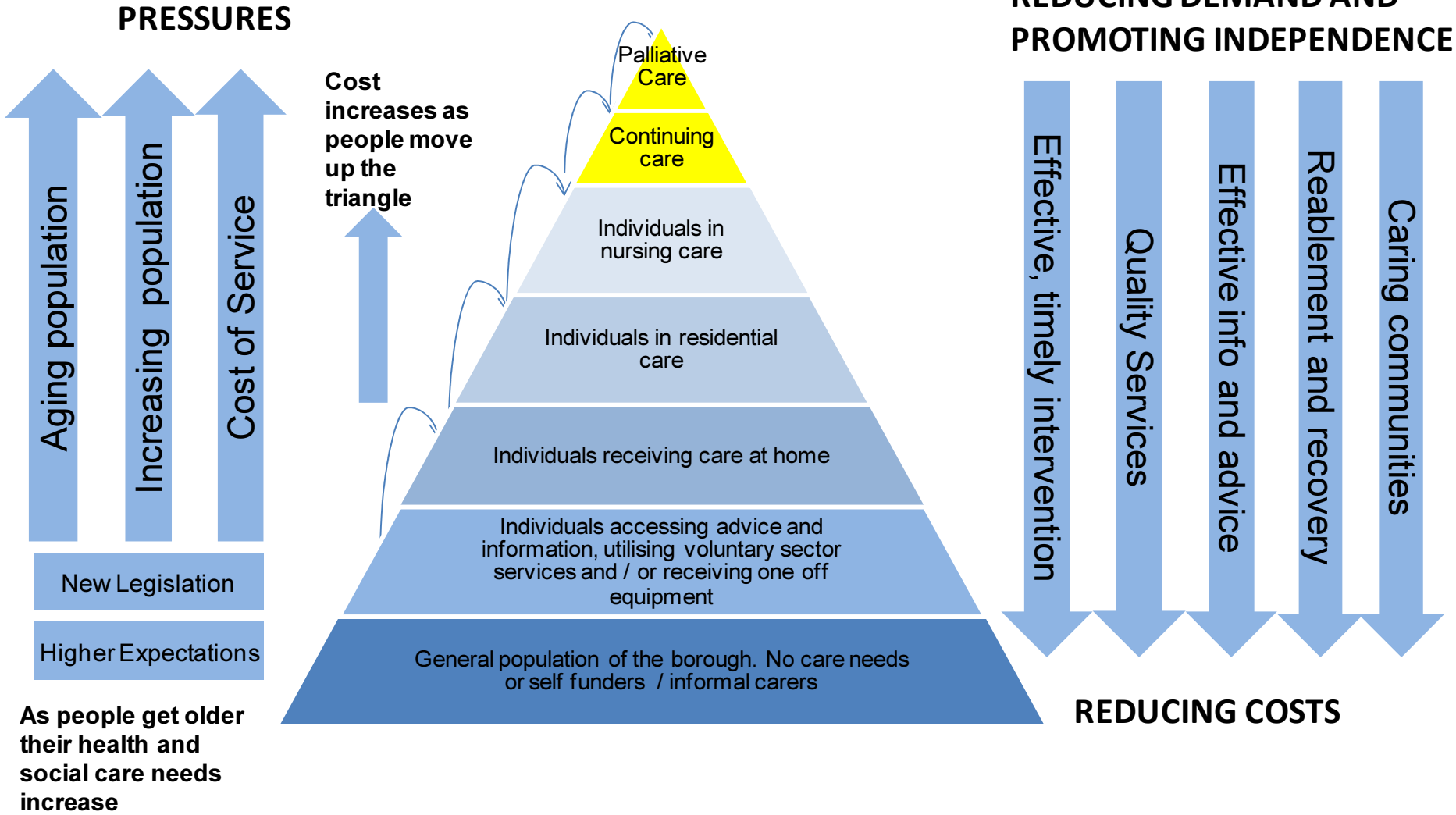
Notes:

- On costs for fixed term employment contracts are calculated at 26% of salary costs
- All interim contract costs assume a 20% agency premium on top of the base day rate figure
- All contract costs are stated without VAT

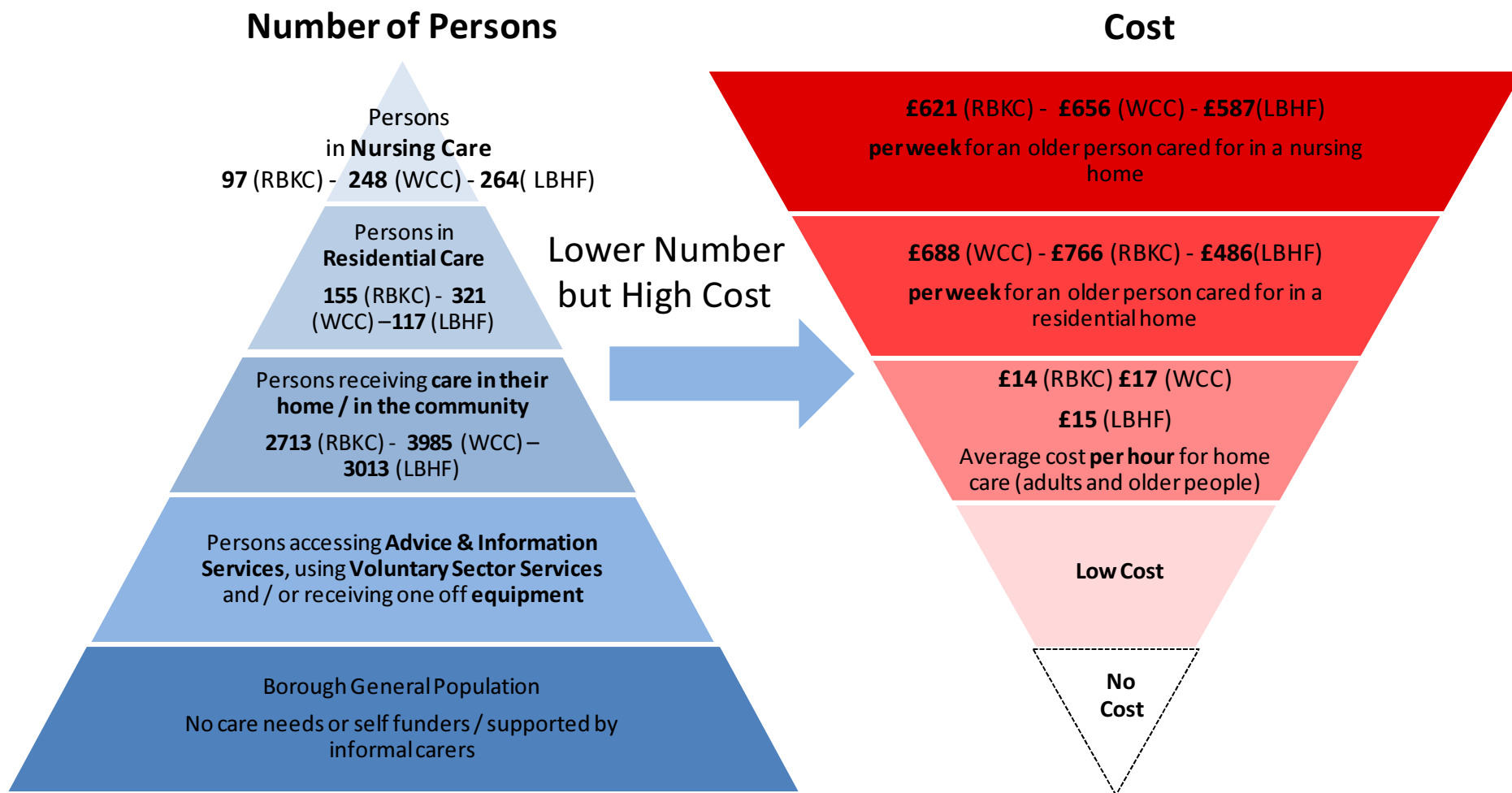
Vision for Tri-Borough Adult Social Care & Strategic Roadmap

The Challenge

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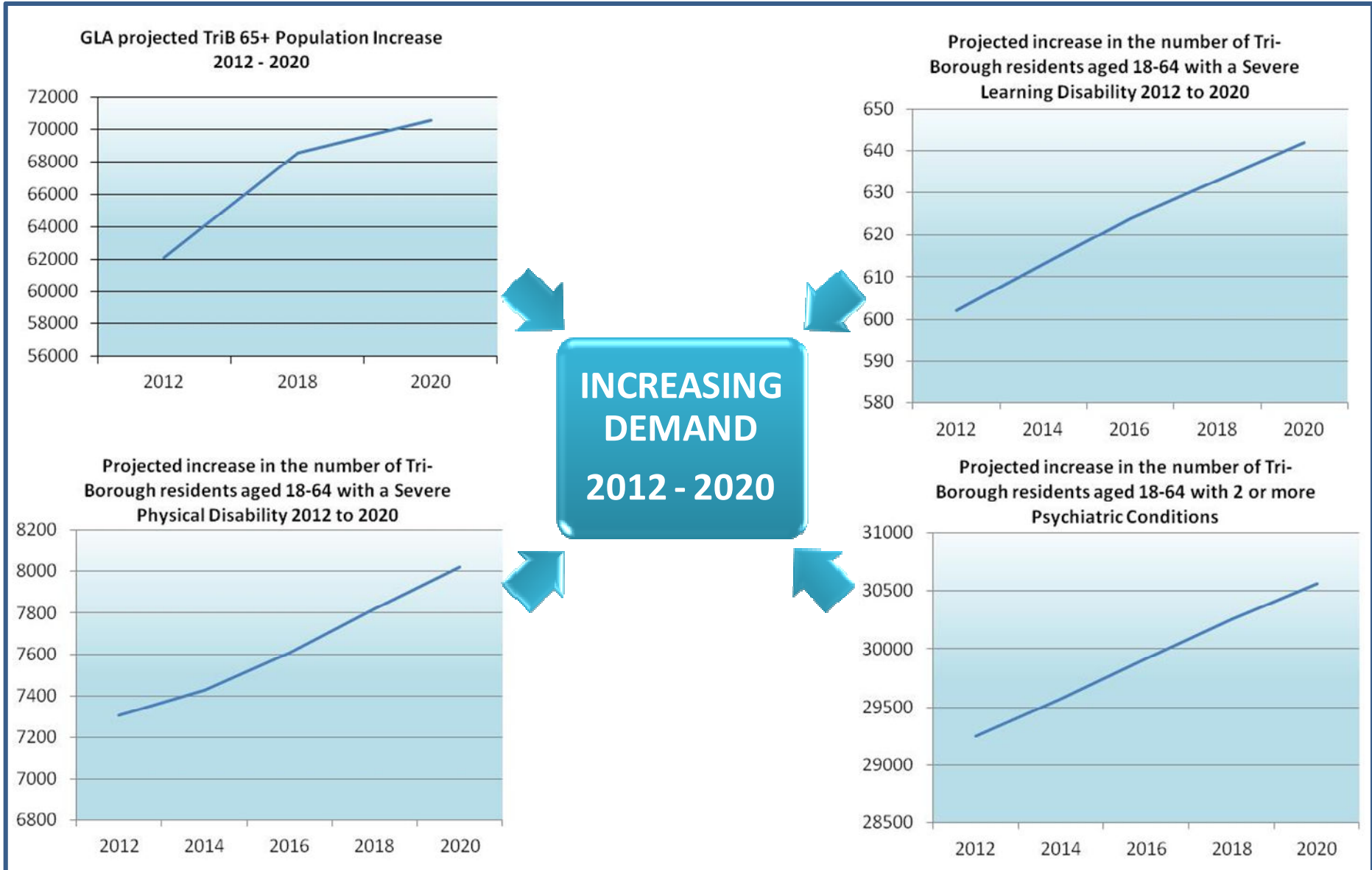
Reducing demand and reducing cost




Page 142

Data taken from 2011/12 Statutory Returns

Demographic pressures – Can we afford to do nothing?

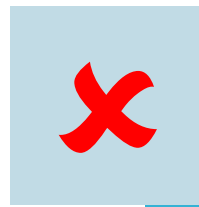


What This Means For Our Customers - Future ASC Models of Care



Model A

- Targeted preventative service offer
- Outcome focused care
- Integrated community service delivery
- Whole system integration – sharing of savings through system
- Information, advice and signposting
- Focus on carers
- Market developer role
- Fulfil statutory duties



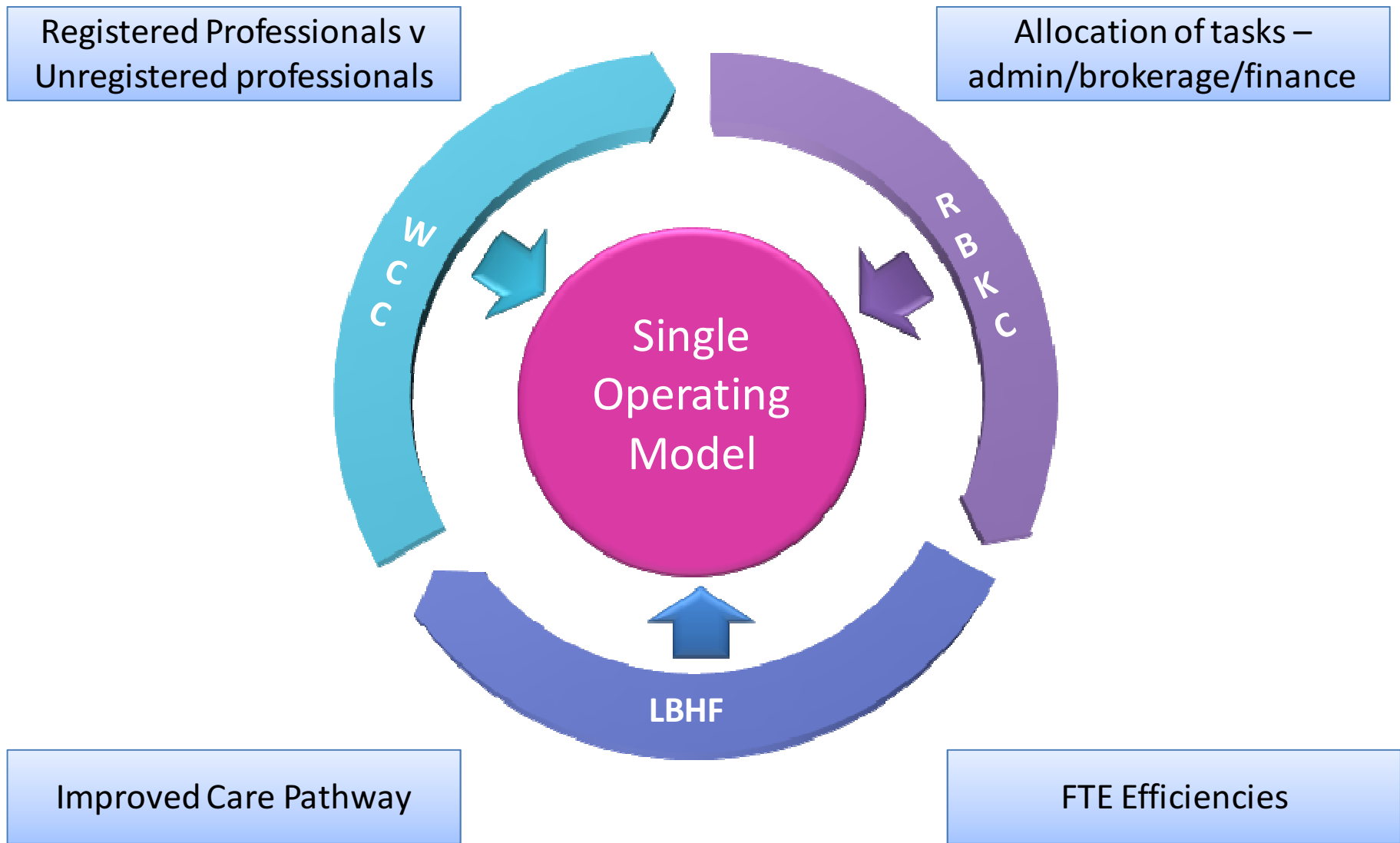
Model B

- Statutory duties only
- Critical FACs
- Duty delivered through Direct Payments
- De-commission community and in house care
- Market developer role
- Limited SP activity
- Limited joint working and integration with health

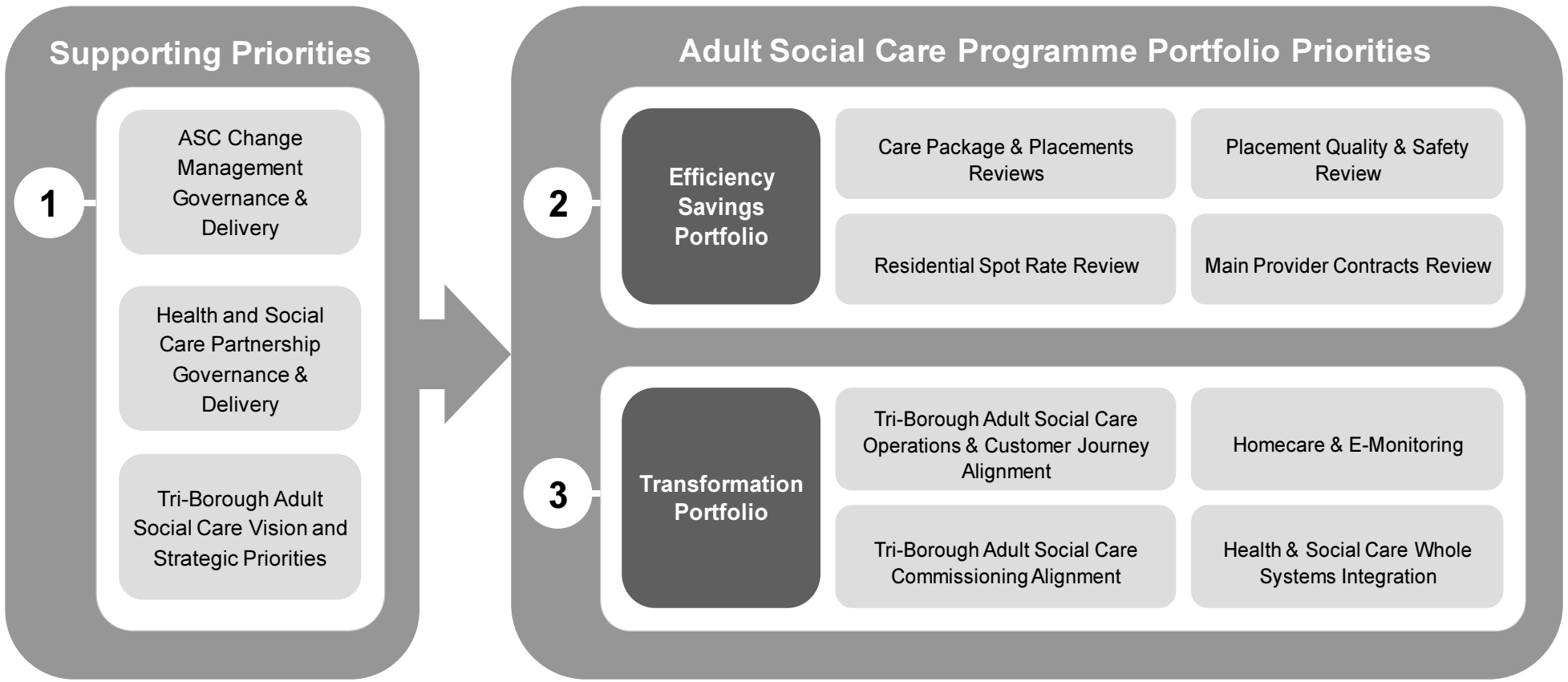
Tri-Borough ASC Strategic Outcomes

Outcome 1	Maximising self reliance, personal responsibility and enabling more people to find their own care solutions
Outcome 2	Providing people with the right help at the right time to facilitate recovery and regain independence
Outcome 3	Enabling people with long term conditions to receive care closer to home, stay independent and live the lives they choose
Outcome 4	Balancing risk effectively between empowering and safeguarding individuals
Outcome 5	Enabling people with disabilities to be active citizens and enjoy independent lives
Outcome 6	Ensuring Carers are identified and have their needs met within their caring role
Outcome 7	Enabling people to have a positive experience of social care services
Outcome 8	Achieving greater productivity and value for money

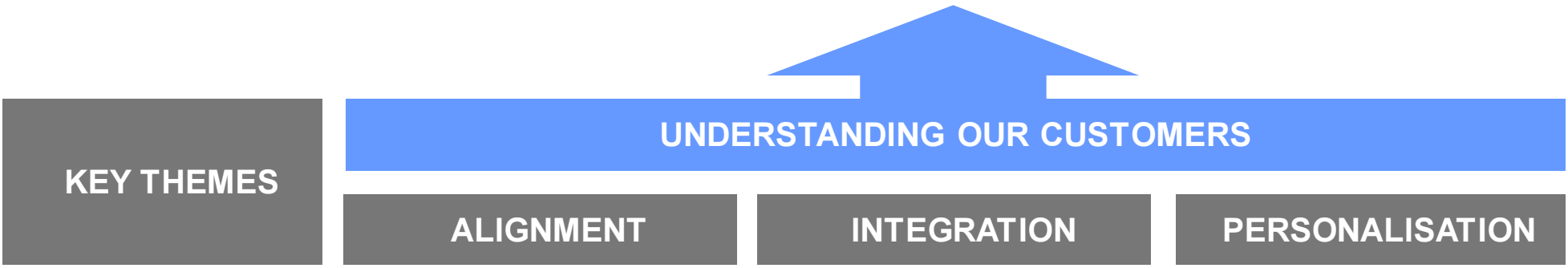
What This Means For Our Staff - Streamlining ASC Operational Services



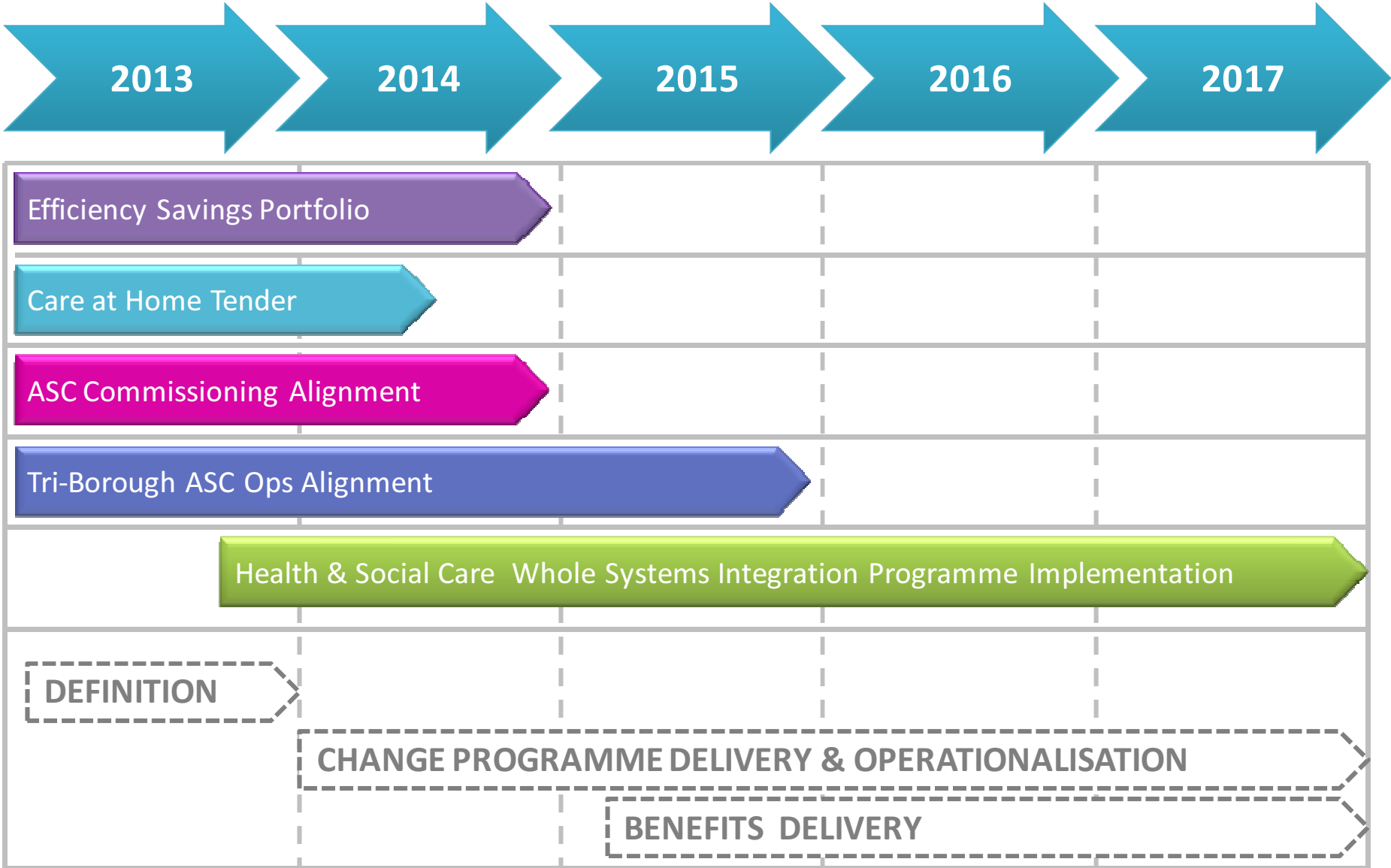
Tri-Borough Adult Social Care Programme Portfolio Priorities



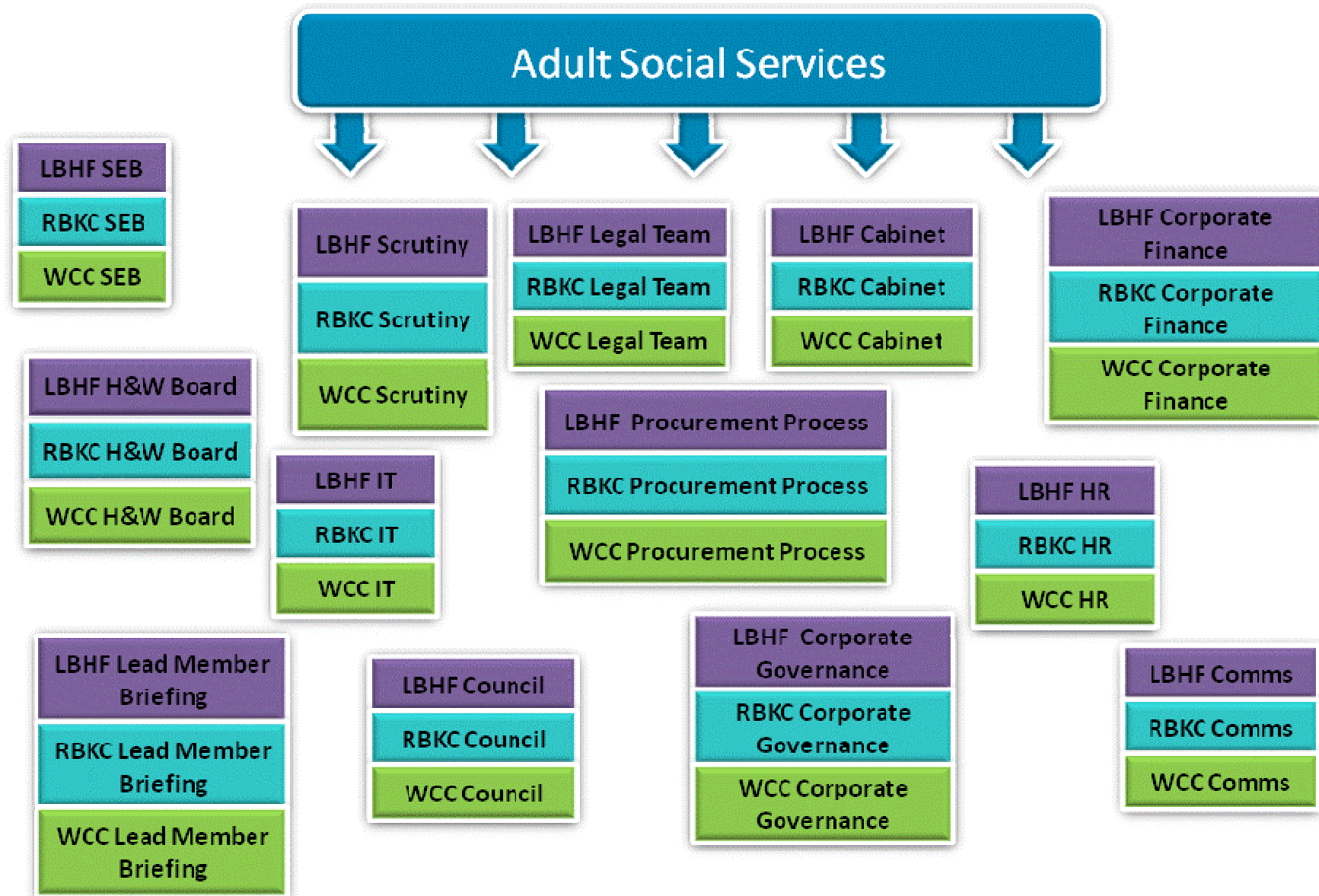
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Key Activity Timeline To Deliver Our Vision For Tri-Borough ASC



Tri-Borough Governance



Agenda Item 10

	<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">9 DECEMBER 2013</p>
<p>FORMER GENERAL SMUTS PUBLIC HOUSE, 95 BLOEMFONTEIN ROAD LONDON W12 NOW KNOWN AS 'THE EGYPTIAN HOUSE'</p>	
<p>Report of the Leader - Councillor Nicholas Botterill</p>	
<p>Open report</p>	
<p>Classification: For Decision</p>	
<p>Key Decision: Yes</p>	
<p>Wards Affected: Wormholt and White City</p>	
<p>Accountable Executive Director: Melbourne Barrett, Executive Director of Housing & Regeneration</p>	
<p>Report Authors: Miles Hooton, Head of Asset Strategy & Portfolio Management Stephen Kirrage, Director Asset Management & Property Services Housing & Regeneration</p>	<p>Contact Details: Tel: 020 8753 2835 E-mail: miles.hooton@lbhf.gov.uk Tel: 020 8753 3064 E-mail: stephen.kirrage@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1 This report sets out the problems relating to the former pub use of this property known formally as General Smutts, located at 95 Bloemfontein Road, London W12, now called 'Egyptian House'. Following discussions with the current tenant who has a long lease of the property, it is recommended that negotiations are opened with the tenant to grant either an extension of the current lease or sale of the freehold subject to a new development being satisfactorily constructed on the site.

2. RECOMMENDATIONS

- 2.1 That approval be given to dispose of the Council's interest in 95 Bloemfontein Road to the incumbent lessee, once the Council has ensured that a satisfactory scheme of redevelopment has been satisfactorily completed.

- 2.2 That authority to negotiate and complete the detailed terms of the transaction be delegated to the Executive Director of Finance and Corporate Governance, the Director of Law, the Executive Director of Housing and Regeneration and the Director of Building & Property Management, providing that the terms achieved represent Best Consideration in compliance with s 123 Local Government Act 1972.

3. REASONS FOR DECISION

- 3.1 This decision will allow the current tenant of this property, who has a long lease with 36 years to run, the opportunity to redevelop the site. A new longer lease is required, otherwise any proposed development would not be financially viable. A new development will improve the built environment in the area and assist in the regeneration of this part of the White City Estate.

4. INTRODUCTION AND BACKGROUND

- 4.1 The subject property is a substantial two storey detached building which was originally built as a Public House when leased to Watney Combe Reid and Company in 1951 (see site plan in Appendix 1). The upper floor comprises residential accommodation. The freehold of this property is owned by the Council and leased on a long lease for a term of 99 years from 25 March 1951 at a rent of £225 per annum on full repairing and insuring terms. The lease was assigned to the current tenant, Banha Enterprise Ltd, in 2010.
- 4.2. The lease currently prevents the use of the property except as a Public House. However, the use of the property as a public house has resulted in significant anti-social behaviour in the locality prior to the acquisition of the leasehold interest by the current lessee; and moreover the Metropolitan Police advised the Council that they would not support the continued use of the premises as a Public House. The Licence for the sale of alcohol was withdrawn in 2011.
- 4.3. The lessee is currently in breach of the lease in using part of the premises for a takeaway, and use of the rear garden area as a coffee shop and shisha bar. The various adhoc alterations to the structure of the building have been undertaken by the tenant without the necessary Landlord's consent.
- 4.4. However, having considered the options available the Council believes that trying to enforce the current conditions in the lease for the continued use of the premises as a Public House would be counter-productive; bearing in mind the previous problems surrounding this use, in this area there is little or no support for this.
- 4.5. Since then the area formally used as a pub has been used as a Community Centre and for prayers by the Muslim Community. However, this use does not conform with the user clause in the lease.
- 4.6. Officers have been in discussions with the lessee about his plans for the future of this building, and he is keen to redevelop the site to provide a

purpose built facility for the benefit of the Community on the ground floor with residential use above.

- 4.7. This approach would fall in line with the Council's plans to regenerate the area, provide a community facility for those living in the immediate area and afford the opportunity to regularise the terms upon which the premises are used.
- 4.8. In order for a redevelopment to happen, negotiations between the Council and the tenant need to take place regarding a possible extension of the current lease to include redevelopment rights, or alternatively the sale of the freehold interest to the current lessee following the completion of an acceptable scheme of redevelopment.
- 4.9. The Council has sought property advice from consultants Lambert Smith Hampton (LSH) on the possible options available to the Council and they have reported as follows:
 - 4.9.1. That as the lease on the property has approximately 36.5 years unexpired and the Council has a valuable interest in this property, the tenant cannot undertake a financially viable redevelopment of this property without either extending the lease or purchasing the freehold interest; furthermore there is a marriage value to the benefit of both parties if redevelopment takes place.
 - 4.9.2. LSH suggest that there are two main options for the Council to consider:
 - 4.9.3. The first is a re-gearing of the existing lease or freehold transfer to the existing lessee. Through this structure the Council would grant a longer lease (around 250 years) or undertake to convey the freehold interest coupled with an obligation on the existing lessee to redevelop the property.
 - 4.9.4. The Council would receive a capital receipt on the grant of an agreement to lease to facilitate redevelopment works with a long lease being granted, or alternatively freehold being transferred once the works are complete. It is recommended that the long lease or freehold is not transferred until the redevelopment has been satisfactorily completed.
 - 4.9.5. Alternatively the Council could seek a capital receipt by receiving a share from the sale of the residential units.
 - 4.9.6. The second option would require agreement with the existing leaseholder for surrender of their leasehold interest and a subsequent disposal of the freehold or long lease with vacant possession in the open market subject to development obligation to implement the mixed use scheme. On completion, the community accommodation would be leased back to the existing occupier at a peppercorn rent but subject to full repairing and insuring terms. The sales receipt would be secured on sale of the property or on completion of the development obligations and to be shared by negotiation between the leaseholder and the Council.
 - 4.9.7. Officers have considered the option of the Council undertaking this development. However, given the current lessee has indicated a desire to undertake a scheme of redevelopment and the potential for realising a

marriage value for the Council, option 1 is recommend as the preferred way forward in this particular case.

- 4.10. With the assistance of Planning colleagues, officers have given the lessee an indication of what sort of development may be permissible on the site so that he can instruct architects to produce a draft scheme to assist the negotiations and for discussion with planning colleagues prior to a formal application being submitted.

5. EQUALITY IMPLICATIONS

- 5.1. There are no equality implications arising from the recommendations in this report.
- 5.2. Implications verified/completed by: Carly Fry – Opportunities Manager, Organisational Development 020 8753 3430.

6. LEGAL IMPLICATIONS

- 6.1 Heads of terms will need to be drawn up carefully, to ensure that the owner has clear development obligations, and that the Council has acceptable alternatives, if the development does not proceed satisfactorily. The power to dispose is contained in the Local Government Act 1972, section 123.
- 6.2 Implications verified/completed by: David Walker - Principal Solicitor : 020 7361 2211

7. FINANCIAL AND RESOURCES IMPLICATIONS

- 7.1 The sale of the freehold interest would generate a capital receipt which could be directed towards the Housing capital programme and/or the reduction of Housing debt.
- 7.2 Any disposal will need to ensure that best consideration is achieved in accordance with the Local Government Act 1972, section 123
- 7.3 Any costs incurred in pursuit of a disposal are likely to impact on the Council's VAT Partial Exemption calculation. At present there is very little headroom in this calculation and a breach would cost the Council between £2-3 million (in the year of a breach). In this instance, costs are anticipated to be minimal as redevelopment costs will sit with the lessee. Nonetheless, officers within the Property Department will need to keep colleagues in Corporate Finance fully informed of any costs borne by the council in pursuit of this disposal.
- 7.4 On the assumption that the first option is pursued, the Council will need to ensure the following when agreeing heads of terms:
 - That the obligation to develop and maintain the community provision is secured – perhaps through covenant. Consideration will need to be given as to the length of any such covenants.

- If the developer is afforded the opportunity to alter the use of the community provision at a later date – perhaps for commercial or residential purposes – the Council should consider the mechanisms by which it benefits from this change as it is likely to release further value from the site.
- The Council should consider an appropriate overage mechanism for any parts of the site that are developed for commercial or residential purposes.

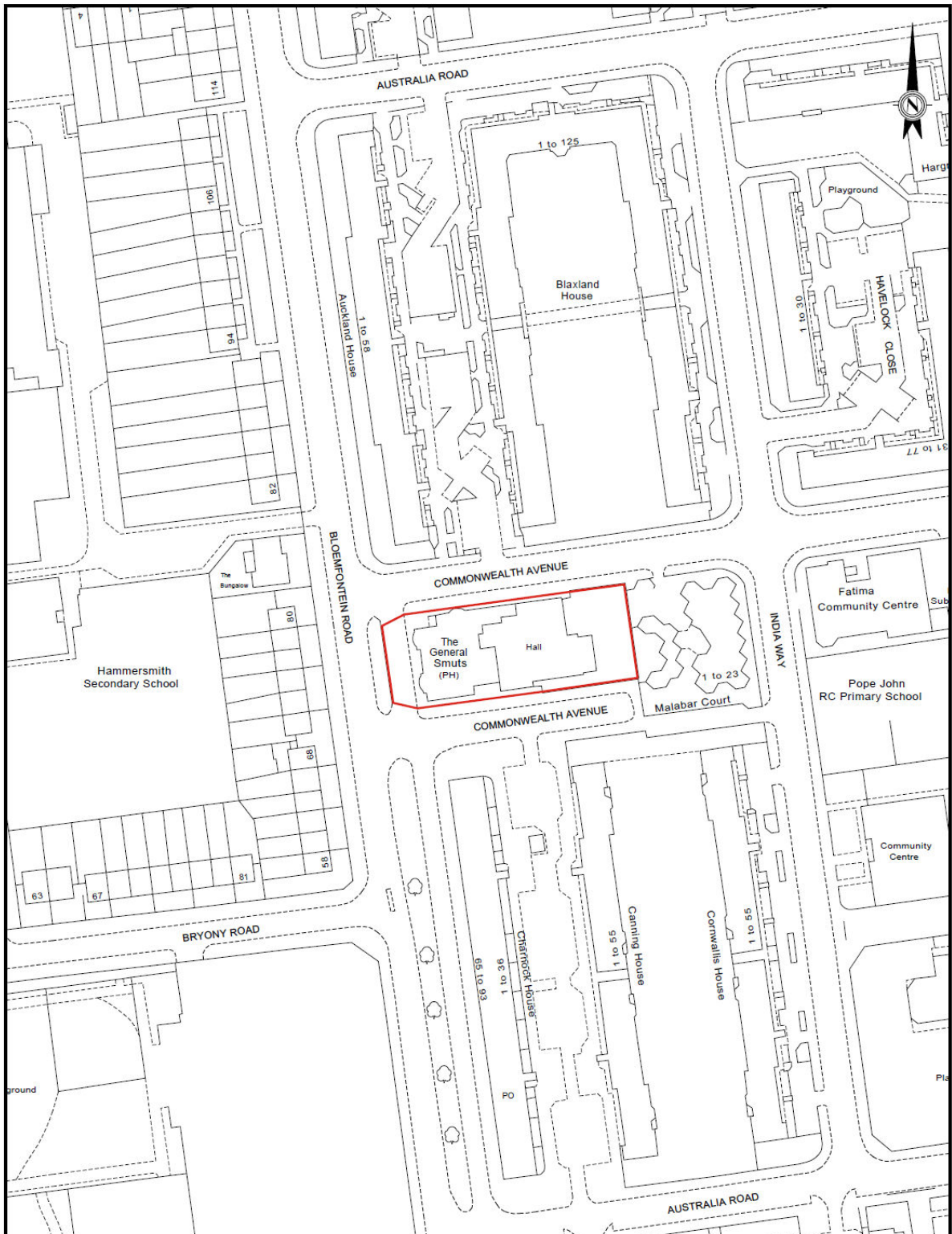
7.5 Implications verified/completed by: Christopher Harris, Head of Finance – Corporate Accountancy and Capital, 0208 753 6440

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.	Former General Smuts Public House, 95 Bloemfontein Road	Miles Hooton Ext 2855	B&PM, T&TS, 6 th Floor, HTHX

LIST OF APPENDICES:

Appendix 1 – Site Plan



HAMMERSMITH AND FULHAM COUNCIL
 Transport & Technical Services
 Town Hall Extension, King Street
 London W6 9JU
 Tel. 020 8748 3020

Drawn	Checked	Approved
HOR	WAS	
Scale	Original Sheet Size	
1 : 1250	A4	
DWG No.	Revision	Date
55100/111		Nov.'13

PROJECT

**91 BLOEMFONTEIN ROAD
 FORMER GENERAL SMUTS PH
 (KNOWN AS 'THE EGYPTIAN HOUSE')**


LONDON W12 7DA

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NOTES

Date	Rev	Init

Devised and created by the Land & Asset Survey Team using CAD & GIS software.
 This drawing is Copyright.



FS 32285

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 9 DECEMBER 2013 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 2012/13

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

Key Decisions List No. 14 (published 8 November 2013)

KEY DECISIONS LIST - CABINET ON 9 DECEMBER 2013

The list also includes decisions proposed to be made by future Cabinet meetings

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

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

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>
December				
Cabinet	9 Dec 2013	Revenue budget 2013-14 - month 6 amendments Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013_14.	Leader of the Council (+Regeneration, Asset Management and IT)	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
		Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk		
Cabinet	9 Dec 2013	Public Health Procurement Plan and Contract Extension Report Setting out three year procurement plan and recommending the waiver of the Contract Standing Orders to award contracts in appendix A and extend contracts in appendix B. 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 Community Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
		Contact officer: Dr Peter Brambleby pbrambleby@westminster.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	9 Dec 2013	<p>Award of contract for the provision of the Framework Social Care Case Management System and Finance IT System for Children's Services</p> <p>Award of Contract for the provision of the Social Care Case Management System for Children's services</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 Children's Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	9 Dec 2013	<p>Tri-Borough Adult Social Care Portfolio Delivery Resource Plan</p> <p>That approval be given to invest-to-save resource envelope of £662k to deliver the Tri-Borough ASC Transformation and Efficiency Portfolio work programme with an expected saving of at least £3.2m (over two years) with the release of resources from balances.</p>	Cabinet Member for Community Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	9 Dec 2013	<p>High Level Capital Budget Monitoring Report, 2013/14 Quarter 2</p> <p>Quarterly capital monitor.</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</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
	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>)
		financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		considered.
Cabinet	9 Dec 2013 Reason: Expenditure more than £100,000	Delegated authority for the delivery of the Step Up to Social Work programme and for the distribution of the Step Up grant The London Borough of Hammersmith and Fulham is the lead authority of a regional partnership formed to deliver an innovative programme, funded by the Department of Education, to attract and train new applicants to a social work career. This report seeks approval from Cabinet for: a) the University of Hertfordshire to continue to deliver the Step Up to Social Work programme to the new cohort from 13th January 2014 to 31st July 2015; b) for delegated authority to distribute the trainee bursaries to 33 trainees across the partnership and c) for delegated authority to be given to the Lead Member for Children's Services for future cohorts in line with the 6 year rolling contract in place, if the programme continues to be funded by the DfE.	Cabinet Member for Children's Services Ward(s): All Wards Contact officer: Andrew Christie andrew.christie@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
January 2014				
Cabinet	6 Jan 2014 Reason: Expenditure more than £100,000	Special Guardianship Allowance Policy To agree a revised policy for allowances to carers	Cabinet Member for Children's Services Ward(s): All Wards Contact officer: Andrew Christie andrew.christie@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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	6 Jan 2014 Reason: Expenditure more than £100,000	Highway works contract extensions To approve proposed one year extensions to four highway works terms contracts. 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: Mahmood Siddiqi mahmood.siddiqi@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	6 Jan 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	6 Jan 2014 Reason: Affects 2 or more wards	Housing and Regeneration joint venture - selection of preferred partner Following an OJEU procurement, final selection of a private sector partner to form a Joint Venture with the Council. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it	Cabinet Member for Housing Ward(s): All Wards Contact officer: Matin Miah Tel: 0208753 3480 matin.miah@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	6 Jan 2014 Reason: Expenditure more than £100,000	Award of Primary Care Support Services contract for Substance Misuse on a Tri-borough basis Approval for the award of contract for primary care support services for substance and alcohol using residents across the tri-borough area as a result of a competitive tendering process.	Cabinet Member for Community Care Ward(s): All Wards Contact officer: Darren Sutton Tel: 020 7361 3485	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	6 Jan 2014 Reason: Expenditure more than £100,000	Award of Group Programme Support Services including criminal justice group programmes for Substance Misuse on a Tri-borough basis Approval for the award of contract for group programmes for substance misuse and alcohol treatment for residents - including offender group programme - across the tri-borough area as a result of a competitive tendering process.	Cabinet Member for Community Care Ward(s): All Wards Contact officer: Darren Sutton Tel: 020 7361 3485	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	6 Jan 2014 Reason: Affects 2 or more wards	Revenue budget 2013-14 - month 7 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.

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	6 Jan 2014	<p>Dementia Day Services - contract award</p> <p>To approve the award of a contract for Dementia Day and Outreach services in LBHF.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Community Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet Full Council	6 Jan 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	6 Jan 2014	<p>Housing Estate Investment Plan (HEIP) update</p> <p>This report provides and update on the Housing Estate Investment Plan proposals for Emlyn Gardens, Sullivan Court and Becklow Gardens.</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): Askew; Sands End	

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Cabinet Full Council	6 Jan 2014 29 Jan 2014 Reason: Expenditure more than £100,000	Council Tax Support Scheme The Council needs to agree proposals for the Council Tax support scheme 2014 / 2015	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Paul Rosenberg Tel: 020 8753 1525 paul.rosenberg@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	6 Jan 2014 Reason: Affects 2 or more wards	Housing Revenue Account Parking Update Updating Members on next steps with regard to parking on HRA estates after Cabinet report of 24th June 2013.	Cabinet Member for Housing Ward(s): All Wards Contact officer: Jo Rowlands Tel: 020 8753 1313 Jo.Rowlands@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	6 Jan 2014 Reason: Affects 2 or more wards	Climate Proofing Social Housing Landscapes – EU Life+ programme. 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.	Cabinet Member for Housing Ward(s): Hammersmith Broadway; North End; Parsons Green and Walham Contact officer: Sharon Schaaf sharon.schaaf@hfhomes.org.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	6 Jan 2014 Reason: Expenditure more than £100,000	Earl's Court highways enabling works Proposed works to improve access to London Underground Depot	Cabinet Member for Transport and Technical Services Ward(s): North End Contact officer: Nick Boyle Tel: 020 8753 3069	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

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>)
			nick.boyle@lbhf.gov.uk	background papers to be considered.
Cabinet	6 Jan 2014	Economic Development Employment and enterprise initiatives This report sets out proposed Earls Court Opportunity Area and White City Opportunity Area economic development activities and seeks approval for related S106 expenditure.	Leader of the Council (+Regeneration, Asset Management and IT)	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
			Contact officer: Kim Dero, Neil Wigglesworth Tel: 020 8753 6320, Tel: 020 8753 3375 kim.dero@lbhf.gov.uk, Neil.Wigglesworth@lbhf.gov.uk	
Cabinet	6 Jan 2014	Council Tax Base and Collection Rate 2014/2015 This report contains an estimate of the Tax Base and Collection Rate for 2014/15 which is used in the calculation of the Band D council tax charge undertaken in the Revenue Budget Report for 2014/15	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.
Full Council	29 Jan 2014		Ward(s): All Wards	
	Reason: Budg/pol framework		Contact officer: Steve Barrett Tel: 020 8753 1053 Steve.Barrett@lbhf.gov.uk	
Cabinet	6 Jan 2014	Proposed Outsourcing of Commercial Property Management Function Lot 1 of New Property Contract 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	Leader of the Council (+Regeneration, Asset Management and IT)	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
			Contact officer: Miles Hooton Tel: 020 8753 2835 Miles.Hooton@lbhf.gov.uk	

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		maintaining the exemption outweighs the public interest in disclosing the information.		
February				
Cabinet	3 Feb 2014	Business Intelligence Business case setting out the recommended option to establish a Tri-borough business intelligence service.	Deputy Leader (+ Residents Services), Leader of the Council (+Regeneration, Asset Management and IT)	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000	PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	
Cabinet	3 Feb 2014	Letting of a concession to monetise the ducting within the council owned CCTV network	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	Monetising LBHF CCTV network PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Ward(s): All Wards Contact officer: Sharon Bayliss Tel: 020 8753 1636 sharon.bayliss@lbhf.gov.uk	

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Cabinet	3 Feb 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 Full Council	3 Feb 2014 26 Feb 2014 Reason: Expenditure more than £100,000	Four Year Capital Programme 2014/15 to 2017/18 Capital strategy 2014/15 to 2017/18 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.	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.
March 2014				
Cabinet	3 Mar 2014 Reason: Affects 2 or more wards	Revenue budget 2013-14 - month 8 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.

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Cabinet	3 Mar 2014	<p>High Level Capital Budget Monitoring Report, 2013/14 Quarter 3</p> <p>Quarterly capital monitor</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	
April 2014				
Cabinet	7 Apr 2014	<p>Revenue budget 2013-14 - month 10 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)	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	