



London Borough of Hammersmith & Fulham

Cabinet

Agenda

MONDAY
27 APRIL 2015
7.00 pm

COURTYARD ROOM
HAMMERSMITH
TOWN HALL
KING STREET
LONDON W6 9JU

Membership

Councillor Stephen Cowan, Leader of the Council
Councillor Michael Cartwright, Deputy Leader
Councillor Sue Macmillan, Cabinet Member for Children and Education
Councillor Andrew Jones, Cabinet Member for Economic Development and Regeneration
Councillor Max Schmid, Cabinet Member for Finance
Councillor Vivienne Lukey, Cabinet Member for Health and Adult Social Care
Councillor Lisa Homan, Cabinet Member for Housing
Councillor Sue Fennimore, Cabinet Member for Social Inclusion
Councillor Wesley Harcourt, Cabinet Member for Environment, Transport & Residents Services

Date Issued
17 April 2015

If you require further information relating to this agenda please contact:
Kayode Adewumi, Head of Governance and Scrutiny, tel: 020 8753 2499 or email: kayode.adewumi@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 to 17) 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 22 April 2015.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 29 April 2015**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Tuesday 5 May 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 **Tuesday 5 May 2015**.

Cabinet Agenda

27 April 2015

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1.	MINUTES OF THE CABINET MEETING HELD ON 30 MARCH 2015	1 - 11
2.	APOLOGIES FOR ABSENCE	
3.	DECLARATION OF INTERESTS	
	<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 30 MARCH 2015 (E)	
14.	INTERNAL AUDIT CONTRACT RE-TENDER : EXEMPT ASPECTS (E)	
15.	SHARED SERVICES VIOLENCE AGAINST WOMEN AND GIRLS CONTRACT AWARD : EXEMPT ASPECTS (E)	
16.	IMPLEMENTATION OF NEW WEBSITE CONTENT MANAGEMENT SYSTEM WITH NEW SHARED HOSTING ARRANGEMENTS : EXEMPT ASPECTS (E)	
17.	CONTRACT FOR THE RECRUITMENT RESOURCING AND HR CONSULTANCY SERVICES LOTS : EXEMPT ASPECTS (E)	

London Borough of Hammersmith & Fulham



Cabinet

Minutes

Monday 30 March 2015

PRESENT

Councillor Stephen Cowan, Leader of the Council
Councillor Sue Macmillan, Cabinet Member for Children and Education
Councillor Max Schmid, Cabinet Member for Finance
Councillor Vivienne Lukey, Cabinet Member for Health and Adult Social Care
Councillor Lisa Homan, Cabinet Member for Housing
Councillor Sue Fennimore, Cabinet Member for Social Inclusion
Councillor Wesley Harcourt, Cabinet Member for Environment, Transport & Residents Services

169. MINUTES OF THE CABINET MEETING HELD ON 2 MARCH 2015

RESOLVED:

That the minutes of the meeting of the Cabinet held on 2 March 2015 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

170. APOLOGIES FOR ABSENCE

RESOLVED:

Apologies for absence were received from Councillor Andrew Jones.

171. DECLARATION OF INTERESTS

RESOLVED:

In respect of the Item 10 School Organisation and Investment Strategy, the following significant interests were declared:

- Councillor Sue Macmillan as she is a Governor of Wormholt Park Primary School
- Councillor Vivienne Lukey as she is a Governor of Bayonne Nursery and James Lee Nursery Schools
- Councillor Wesley Harcourt as he is a Governor at The Good Shepherd RC Primary School and Phoenix High School
- Councillor Sue Fennimore as she is a Governor at The Phoenix High School

172. CORPORATE REVENUE MONITOR 2014/15- MONTH 10

RESOLVED:

1. That the General Fund and HRA month 10 revenue outturn forecast, be noted.
2. That the proposed debt write off of £0.11m, be approved.

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.

173. AUTHORITY TO AWARD SHARED SERVICES STATUTORY ENGINEERING INSPECTION SERVICE FOR LBHF, RBKC AND WCC FOLLOWING CAPITALESOURCING AND OJEU-COMPLIANT TENDER PROCESS

RESOLVED:

- 1.1 That approval be given to the award of the contract for statutory engineering inspection services to Bureau Veritas for a three contract period. Total contract award over three years £186,381.
- 1.2 To noted that RBKC will approve the award of the contract for statutory engineering inspection services to Bureau Veritas for a three contract period. Total contract award over three years £153,000.
- 1.3 To note that WCC will approve the award of the contract for statutory engineering inspection services to Bureau Veritas for a three contract period. Total contract award over three years £293,309.

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.

174. AUTHORITY TO AWARD SHARED SERVICES MOTOR INSURANCE CONTRACT FOR LBHF, RBKC AND WCC FOLLOWING CAPITALESOURCING AND OJEU COMPLIANT TENDER PROCESS

RESOLVED:

- 1.1 That approval be given to the award of motor insurance and claims handling to Zurich Municipal in accordance option 1 in the report (£250,000 self-retained deductible) on a three year long term agreement at an annual premium of £6,532.50 plus Insurance Premium Tax of £391.95 and claims handling services at £3,300 plus recoverable VAT at 20%. (Total contract award over 3 years £29,497.50 plus Insurance Premium Tax of £1,175.85).
- 1.2 To noted that RBKC will the award of motor insurance and claims handling to Zurich Municipal in accordance option 1 in the report (£250,000 self-retained deductible) on a three year long term agreement at an annual premium of £6,535.50 plus Insurance Premium Tax of £392.13 and claims handling services at £4,400 plus recoverable VAT at 20%. (Total contract award over 3 years £32,806.50 plus Insurance Premium Tax of £1176.39).
- 1.3 To noted that WCC will award of motor insurance and claims handling to Zurich Municipal in accordance option 1 in the report (£250,000 self-retained deductible) on a three year long term agreement at an annual premium of £13,425.75 plus Insurance Premium Tax of £805.55 and claims handling services at £9,180 plus recoverable VAT at 20%. Total contract award over 3 years £67,817.25 plus Insurance Premium Tax of £2,416.65.

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.

175. **LONDON ENTERPRISE PANEL : NEW HOMES BONUS TOPSLICE PROGRAMME**

RESOLVED:

- 1.1 That approval be given to enter into an agreement with London Councils and the Greater London Authority (GLA) for New Homes Bonus Funding (NHB) and accept NHB funding of £1,617,842 as set out in this report.
- 1.2 That authority be delegated to the Cabinet Member for Economic Development and Regeneration, in conjunction with the interim Chief Executive and the Director for Planning, to agree and sign off the agreement with the GLA and any commissioning processes to secure employment, contracts and business support using this funding from 1 April 2015 to 31 March 2017.

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.

176. **VERULAM HOUSE DEVELOPMENT - CHANGE OF TENURE OF THREE NEW BUILD PROPERTIES FROM DISCOUNT MARKET SALE (DMS) TO SOCIAL RENT**

RESOLVED:

- 1.1 That approval be given that the three, new one-bedroom units at Verulam House be let at social rent and allocated through the housing allocation scheme.
- 1.2 That £326,000 from future S106 commuted funds be allocated from Riverside Studios to this project be approved, and to note that if these funds are not received as expected then alternative funding will need to be identified for this scheme.

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.

177. CALL-OFF FROM THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA MULTI-SUPPLIER FRAMEWORK AGREEMENT FOR THE DELIVERY OF FAMILY GROUP CONFERENCES

RESOLVED:

- 1.1 That approval be given to access the Royal Borough of Kensington and Chelsea's framework contract for Family Group Conference services, which commenced on 12 January 2015.
- 1.2 That the Council enters into a call off contract for no-volume with the three providers named on the Multi-Supplier Framework Agreement for the delivery of Family Group Conferences from 20 April 2015 until 19 April 2017, for the prices contained in their tender submissions – namely in order of ranking:
 - I. Family Plans Ltd
 - II. Forward4families
 - III. Your Family Matters
- 1.3 That the issuing of Individual Service Orders be delegated to the Executive Director of Children's Services up to a total value of £50,000 per annum as per projected annual cost set out in section 9 of this report.
- 1.4 That authority be delegated to the Cabinet Member for Children and Education to vary the annual spends by up to £100,000 if there is need to increase the number of Family Group Conferences required.
- 1.5 That the decision on whether to continue accessing the RBKC framework beyond the initial two-year period be delegated to the Cabinet Member for Children and Education.

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.

178. SCHOOL ORGANISATION AND INVESTMENT STRATEGY

RESOLVED:

That the School Organisation and Investment Strategy 2015 be approved.

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.

179. HRA HOUSING CAPITAL PROGRAMME 2015/16 TO 2017/18

RESOLVED:

- 1.1 That the projects and schemes identified in the report (see Appendix 1) which form the 2015/16 Housing Capital Programme to the value of £57.548 million (this envelope of £57.548 million approved at Budget Council on 25th February 2015), be approved.
- 1.2 That approval be given to the budget envelope of £44.502 million for 2016/17 and £44.170 million for 2017/18 and note the funding streams identified as part of the Financial Plan for Council Homes. This recommendation is subject to future quarterly / annual changes to the overall Council capital programme.
- 1.3 To delegate authority to the Cabinet Member for Housing, in conjunction with the Executive Director of Housing and Regeneration, to issue orders for work and projects to be carried out using the council's ten year Term Partnering Contract with Mitie Property Services, approved by Cabinet 8th April 2013.
- 1.4 To delegate authority to the Cabinet Member for Housing, in conjunction with the Executive Director of Housing and Regeneration to award contracts over £100,000 and, if appropriate, exercise built-in options to extend such contracts in respect of any individual projects and schemes under the Housing Capital Programme identified in Appendix 1, in accordance with Contract Standing Order 9.4 and 9.4.1.
- 1.5 To delegate authority to the Cabinet Member for Housing, in conjunction with the Executive Director of Housing and Regeneration, to approve future amendments to the 2015/16 programme for operational reasons where such amendments can be contained within the overall approved 2015/16 – 2017/18 budget envelope and available resources.

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.

180. AMENDMENT TO HOUSING ALLOCATION SCHEME FOLLOWING COURT OF APPEAL JUDGMENT IN R (JAKIMAVICIUTE)V LB HAMMERSMITH & FULHAM

RESOLVED:

1.1 That the Housing Allocation Scheme adopted by the previous Council administration in December 2012 be amended to delete paragraph Section 2.14(d).

1.2 That any associated transitional costs arising from implementing the change to the Scheme be funded from an existing approved earmarked reserve set aside for this purpose.

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.

181. CONTRACT AWARD : CHILD OBESITY PREVENTION AND HEALTHY FAMILY WEIGHT SERVICES

RESOLVED:

1.1 To call off of the WCC framework agreement and enter into a contract for three years from 1st July 2015, with the option to extend for a further year (subject to performance), with the recommended provider for Lot 1 at a three year contract cost of £599,517.33. One year extension cost is £201,235.36 making a 4 year total contract value of £800,752.69.

- 1.2 To call off of the WCC framework agreement and enter into a contract for three years from 1st July 2015, with the option to extend for a further year (subject to performance), with the recommended provider for Lot 2 at a three year contract cost of £1,369,149. One year extension cost of £504,745.85 making a 4 year total contract value of £1,873,894.85.
- 1.3 That the decision on whether to extend the contracts for both Lots to a fourth year be delegated to the Cabinet Member for Health and Adult Social Care.

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.

182. AGREEMENT FOR DIRECT AWARD OF CONTRACTS FOR THE PROVISION OF DAY SERVICES FOR OLDER PEOPLE

RESOLVED:

- 1.1 That approval be given to the award of three contracts to Notting Hill Housing (for Elgin Resource Centre), Nubian Life and Shanti to extend the day services to older people for two years from 1st April 2015 until 31st March 2017 at an estimated total cost of £980,784.
- 1.2 That approval be given to a waiver under Contract Standing Order 3 for the requirement for seeking competitive tenders for the reasons set out in Para 9.5 of the report.
- 1.3 That authority be delegated to the Executive Director of Adult Social Care and Health to realise any contract efficiency savings during the term of the contract.

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.

183. KEY DECISIONS LIST

RESOLVED:

The Key Decision List was noted.

184. 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 person (including the authority) 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.]

185. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 2 MARCH 2015 (E)

RESOLVED:

That the minutes of the meeting of the Cabinet held on *2 March 2015* be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

186. AUTHORITY TO AWARD SHARED SERVICES ENGINEERING INSPECTION SERVICE FOLLOWING CAPITALESOURCING AND OJEU-COMPLIANT TENDER PROCESS : 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.

187. AUTHORITY TO AWARD TRI-BOROUGH MOTOR INSURANCE CONTRACT FOLLOWING CAPITALESOURCING AND OJEU COMPLIANT TENDER PROCESS : 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.

188. CONTRACT AWARD : CHILD OBESITY PREVENTION AND HEALTHY FAMILY WEIGHT SERVICES : 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.

189. COMMUNITY EQUIPMENT CONTRACT EXTENSION (E)

RESOLVED:

That the recommendations in the exempt report for Westminster City Council and the Royal Borough of Kensington and Chelsea, 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.

Meeting started: 7.00 pm
Meeting ended: 7.03 pm

Chair

Agenda Item 4

 hammersmith & fulham	London Borough of Hammersmith & Fulham CABINET 27 APRIL 2015
INTERNAL AUDIT CONTRACT RE-TENDER	
Report of the Leader: Councillor Stephen Cowan	
Open report A separate report on the exempt part of the Cabinet agenda provides exempt information on legal, financial and other aspects of the procurement.	
Classification: For Decision Key Decision: Yes	
Wards Affected: All	
Accountable Director: Hitesh Jolapara, Director of Finance	
Report Author: Geoffrey Drake, Senior Audit Manager	Contact Details: Tel: 0208 753 2529 E-mail: Geoff.drake@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. There is a legal requirement for the Council to maintain an Internal Audit. The Internal Audit service for Hammersmith and Fulham is a largely outsourced service that has been delivered since 2011 through a contract with the London Borough of Croydon (LBC), who in turn sub-contract the services to Mazars via the Framework Agreement LBC set up in 2007. While the annual cost of the contract can vary year on year, for the 2014/15 year the cost will be £290,000.
- 1.2. Three procurement options were considered. A full re-tender using OJEU was discounted due to the cost of the process and length of time to complete compared to the other alternatives with little expectation of it providing equal or better results than the other approaches. This left two options: 1) contracting with the LBC to deliver the services via Mazars under its framework agreement; or 2) join or contract with the recently established 6 borough consortium to access the 'Audit Assurance and Advisory Framework' contract with PWC to establish a call-off arrangement. The option to contract with the LBC provides the best day rates, as well as continuing with an established quality service with a strong record on delivery that is well regarded by service managers.

2. RECOMMENDATION

- 2.1. That approval be given to let a three year contract with the London Borough of Croydon for Audit services, as required, to commence from 15 June 2015. The cost may vary each year dependent on need but limited by budget constraints, as a guide the cost for the existing contract for the 2014/15 year is £290,000.

3. REASONS FOR DECISION

- 3.1. There is a legal requirement for the Council to maintain an Internal Audit service. This service is currently largely outsourced and therefore a contract to continue the delivery of the service is required.

4. INTRODUCTION AND BACKGROUND

- 4.1. There is a legal requirement for the Council to maintain an Internal Audit service to meet the requirements of Section 151 of the Local Government Act 1972, plus Regulation 4 of the Accounts and Audit Regulations 2003 and amending regulations. The latter states that:
 - “The relevant body shall be responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body’s functions and which includes arrangements for the management of risk.”
- 4.2. In line with regulations, Internal Audit provides independent assurance on the adequacy of the Council’s governance, risk management and internal control systems.
- 4.3. The Internal Audit delivery model agreed by Hammersmith and Fulham (H&F), Westminster City Council (WCC) and Royal Borough of Kensington and Chelsea (RBKC) in May 2014 established that for H&F the service model would involve sharing the Director of Audit role, maintaining an H&F Senior Audit Manager post, and principally using a call-off contract to deliver audit work with some use of RBKC audit staff. The report includes the use of an Internal Audit service call-off contract to supplement and support the delivery of the overall service within existing budgets by accessing the LB Croydon Framework Agreement. It was agreed that a separate, sovereign call-of contract for Internal Audit services is to be let by each Council to allow maximum flexibility in delivering audit services and support ease of cost allocation of audit services to each Council.
- 4.4. The current contract for the delivery of Internal Audit services at Hammersmith and Fulham (H&F) commenced on 1 April 2011 and is due to expire on 15 June 2015. While the annual cost of the contract can vary year on year, for the 2014/15 year the cost will be £290,000.

5. PROPOSAL AND ISSUES

- 5.1. The intention is to again use the existing framework agreement that the London Borough of Croydon has established for the delivery of these services. The services on offer in this framework agreement and the rates it offers have already been tested in the market.
- 5.2. The contract is to be used selectively to support the effective delivery of the audit service within existing budgets.

6. OPTIONS AND ANALYSIS OF OPTIONS

6.1. Three options were considered. The full re-tender under procurement legislation was immediately discounted due to the cost of the process and length of time to complete compared to the other alternatives with little expectation of it providing equal or better results than the other approaches. This view is supported by the testing of the market demonstrated at Appendix 1 of the exempt report, in particular the framework agreement rates taken from the Government Procurement website. This left two options, contracting with LB Croydon through a call-off contract to access their framework contract with Mazars which is the current contract, or to join or contract with the recently established 6 borough consortium to access their 'Audit Assurance and Advisory Framework' contract with PwC to establish a call-off arrangement.

Option 1: Appoint the LB Croydon to deliver the services who in turn sub-contract the services to Mazars under its Framework Agreement for Audit Services

- 6.2. This option involves the Council letting a contract with LB Croydon, who in turn sub-contract the services to Mazars under their framework agreement for the delivery of Internal Audit services. This is a day rates contract from which H&F can construct costs for the delivery of a full audit service. The rates vary depending on the volume of days being called off, the current rates are provided at Appendix 1 of the exempt report for information. These rates would include service management days helping to keep the costs low. The process for letting such a contract is the shortest and cheapest approach, the existing day rates are significantly lower than those quoted by the consortium using PwC and have already attracted 30 Councils to join, these are listed at Appendix 2 of the exempt report for information.
- 6.3. Mazars have provided a quality service with a strong record on delivery, they are also well regarded by service managers. The contract with LB Croydon provides some additional benefits such as regular user group meetings to discuss topical issues and receive technical updates. Mazars also provide newsletters outlining new and current activity for local

government and for health and have developed specific products through the contract user group.

Option 2: Join the consortium contract to access their framework contract with PwC

- 6.4. This option involves the Council either joining the consortium or letting a call-off contract with LB Islington to access the consortium's call-off contract with a single supplier, PwC, for the delivery of Internal Audit services. This is also a day rates contract from which H&F would construct costs for the delivery of a full audit service. The rates vary depending on the volume of days being called off, the current rates are provided at Appendix 1 of the exempt report for information. H&F would need to negotiate rates that would include service management days, which may increase the use of higher day rates and therefore total cost.
- 6.5. The process for letting such a contract is the same as for option 1, however the existing day rates are significantly higher than those quoted by LBC. This is a relatively new option established around October 2014 that is still being developed by the consortium. H&F would want to keep this under review and may want to let a call off contract at a later date once the full service and added benefits have been developed.

7. CONSULTATION

- 7.1. No consultation was appropriate or this report.

8. EQUALITY IMPLICATIONS

- 8.1. There are no direct equalities impacts resulting from this proposal
- 8.2. Implications verified by: David Bennett, Acting Head of Change Delivery x 1628.

9. LEGAL IMPLICATIONS

- 9.1. These are in the exempt report.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The use of the Internal Audit services call off contract will be encompassed within existing budgets and should not incur additional costs beyond these. This contract is expected to replicate the existing call-off contract used by H&F which is managed within existing budgets, and where the use of the contract is only based on need and value to the delivery of the service.

10.2. Implications verified by: Maria Campagna, Head of Financial Controls, Payments and Systems (Acting), 020 8753 6014.

11. IMPLICATIONS FOR BUSINESS

11.1 There is no impact on businesses in the borough.

12. RISK MANAGEMENT

12.1. The provision of an Internal Audit Service is required by law and contributes significantly to the corporate governance and internal control of the Council. The Risk Manager agrees that best value to the Council and taxpayer is achieved in selection of Option 1, this also provides continuity of service through a well-established contract. The recommendation contributes positively to the management of corporate risks number 1 - managing budgets, 4 – market testing, 6 – business continuity and 8 - managing statutory duty.

12.2. Implications completed by: Michael Sloniowski, Tri-borough Risk Manager Telephone :020 8753 2587.

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 13.1. The report identifies 3 procurement options and these are:
- Carry out a new procurement exercise – placing a Contract Notice to obtain expressions of interest, evaluating responses and tender and then awarding the contract;
 - or Call off an existing framework agreement managed through London Borough of Islington;
 - or Obtain audit services through the LB Croydon who have awarded a framework arrangement to Mazars.

Subject to any legal views, the recommendation to obtain audit services through the LB Croydon who have awarded a framework arrangement to Mazars is considered to offer the best value for money and is deliverable within the current timeframe. The other options are commercially less attractive.

It is also worth recognising there is an intention to maximise internal audit resources provided by RBKC wherever possible to support best value.

The Director of Procurement and IT Strategy supports the recommendations.




13.2. Implications verified/completed by: Mark Cottis, e-Procurement Consultant, 020 87563 2757

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.	Tri-Borough Audit, Fraud, Risk and Insurance: Options Appraisal - May 2014	Geoffrey Drake x2529	Internal Audit

Agenda Item 5

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	Full Cabinet Date of decision: 27 April 2015	
	Full Cabinet Date of decision: not before 31 March 2015 Forward Plan reference:	 THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
	Full Cabinet Date of meeting or formal issue: not before 31 March 2015	 City of Westminster
Report title (decision subject)	VIOLENCE AGAINST WOMEN AND GIRLS SHARED SERVICES STRATEGY	
Reporting officer	RBKC: Director of Strategy and Local Services LBHF: Executive Director for Environment, Leisure and Residents Services WCC: Executive Director of City Management and Communities	
Key decision	Yes	
Access to information classification	Public	

1. EXECUTIVE SUMMARY

- 1.1. The purpose of this report is to seek approval from Council Cabinets of the London Borough of Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea and the City of Westminster to adopt the Violence Against Women and Girls (VAWG) Shared Services Strategy.

2. RECOMMENDATIONS

- 2.1. That the Cabinets of the London Borough of Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea and the City of Westminster adopt the three year Violence Against Women and Girls (VAWG) Shared Services Strategy.

3. REASONS FOR DECISION

- 3.1. **A shift in strategic direction into a broader VAWG approach across the three boroughs (rather than a more narrowly applied definition of Domestic Violence) with the aim of working more effectively and collaboratively as stakeholders to the benefit of victims.**
- 3.2. The Shared Services VAWG Strategic Partnership has adopted the United Nations (UN) definition of VAWG¹ which defines it as: *“any act of gender-based violence that is directed at a woman because she is a woman, or acts of violence which are suffered disproportionately by women”*. The majority of gender based violence is perpetrated by men on women and girls; however men and boys will be affected by these issues as well and a response to them is also contained in the delivery of the strategy.
- 3.3. Council officers, in consultation with a wide range of stakeholders from the community, statutory and voluntary sectors, developed a VAWG Shared Services Strategy and three year action plan and have re-aligned strategic and governance structures to deliver this new approach. (Refer to Appendix B for VAWG Shared Services Strategy). The procurement of VAWG shared services across the three Councils supports the delivery of the Strategy.

¹ Violence against women and girls brings together ten strands of policy under the one umbrella term. These are: 1.Domestic violence and abuse, 2.Sexual violence including rape, 3.Stalking, 4.Sexual Harassment, 5.Prostitution and trafficking, 6.Female genital mutilation (FGM), 7.Forced marriage, 8."Honour" based violence, 9.Sexual exploitation and 10.Faith based abuse.

3.4. Commissioning of VAWG shared services across the three councils.

3.5. The three councils have undertaken a shared procurement for VAWG services which provides an innovative, survivor focussed framework of specialist services to prevent harm, reduce risk and increase immediate and long term safety. This collaborative approach between the three councils is supported by a wider network of professionals, survivors and the community.

4. BACKGROUND

4.1. The three councils commissioned an Independent VAWG Needs Assessment in 2013. Among its purposes was the identification and assessment of the efficiency of service responses, both specialist and mainstreamed, across the three Councils. The needs assessment provided a number of recommendations regarding the future commissioning of services in addition to changes in policy and governance arrangements. The proposed VAWG Shared Services Strategy for approval is in line with these recommendations.

4.2. The three councils were successful in securing £480,000 annual funding from the Mayor's Office for Policing and Crime (MOPAC) for the procurement of VAWG shared services contract across the three Councils. The commissioning process has been concurrent to the development of the strategy and it is required to be in place by 1 July 2015 when the newly commissioned services commence.

4.3. To support both the development of a VAWG Shared Services Strategy and procurement process, officers from the three Councils restructured the strategic and operational governance arrangements across the three councils to provide a single VAWG Strategic Board supported by seven thematic delivery groups aligned to the seven themes of the Strategy. Appendix A details the structure of the VAWG Strategic Partnership. The strategy will be assured by the VAWG Strategic Board, supported by a VAWG Strategic lead and delivered by thematic Operational Groups.

5. PROPOSAL AND ISSUES

5.1. To adopt the VAWG Shared Services Strategy and implement the proposals.

5.2. The move towards a single strategy, governance structure, delivery mechanisms and procurement process in respect of VAWG will ensure more effective delivery of a coordinated community response to VAWG. The Strategy will be supported by a SMART Action Plan with outcomes linked to evidenced need, national and regional frameworks and commissioning of services. These outcomes will be measurable and demonstrate the effectiveness of the VAWG response.

5.3. The strategy has a strong focus on prevention alongside outcomes for people affected by these issues. It demonstrates a commitment to deliver a coordinated community response to VAWG by engaging professionals from a range of sectors to work together. It keeps survivors and their children at the centre of its strategic and operational response, along with holding perpetrators accountable and providing opportunities to reform.

5.4. The 7 strategic priorities of the VAWG Partnership are:

- Access
- Response
- Community
- Practitioners
- Children and Young People
- Perpetrators
- Justice and Protection

6. OPTIONS AND ANALYSIS

6.1. Cabinet Members may:

6.2. Accept the Recommendation to adopt the strategy.

6.3. Decline to adopt the strategy and alternatively consider a sovereign strategic approach to responding to these issues. This approach is not recommended by officers as it may impact upon the three Council's ability to deliver and performance manage a coherent service system procured across the three Councils.

6.4. Decline to have a VAWG strategy. This would mean an absence of strategic oversight and the delivery of a coordinated community response to VAWG. A lack of strategic management of these issues may place residents at increased risk of harm and have a reputational affect upon the three Councils.

7. CONSULTATION

7.1 The Imkaan Women's Aid Partnership facilitated six independent stakeholder capacity building/consultation events during August to September 2014. These included a VAWG Shared Services consultation event with third-sector providers and commissioners; two third-sector feedback and capacity building events without commissioners and three service user consultations including one for BME survivors. The consultation established a series of recommendations which have informed the Strategy.

7.2 The Strategy has been informed by consultation with and comments and suggestions from the VAWG Strategic Board and officers from the Local

Safeguarding Children's Board, the Early Help Board, the Safeguarding Adults Executive Board, Clinical Commissioning Groups and Health and Well Being Boards over a six month period.

8. EQUALITY IMPLICATIONS

- 8.1 An Equalities Impact Assessment has been conducted. In relation to the strategy, there will be a positive impact for women and girls and those with protected characteristics. Due to the expansion from domestic abuse and sexual violence strategic direction to wider VAWG issues, the wider response will be more accessible to a range of people experiencing a variety of issues, including male victims.

9. LEGAL IMPLICATIONS

- 9.1. N/A

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1 The adoption of the strategy does not have any direct financial implications. Financial implications of the VAWG Shared Service commissioning is detailed in the **Shared Services Violence Against Women and Girls Contract Award Key Decision Report**.

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

Contact officer(s):

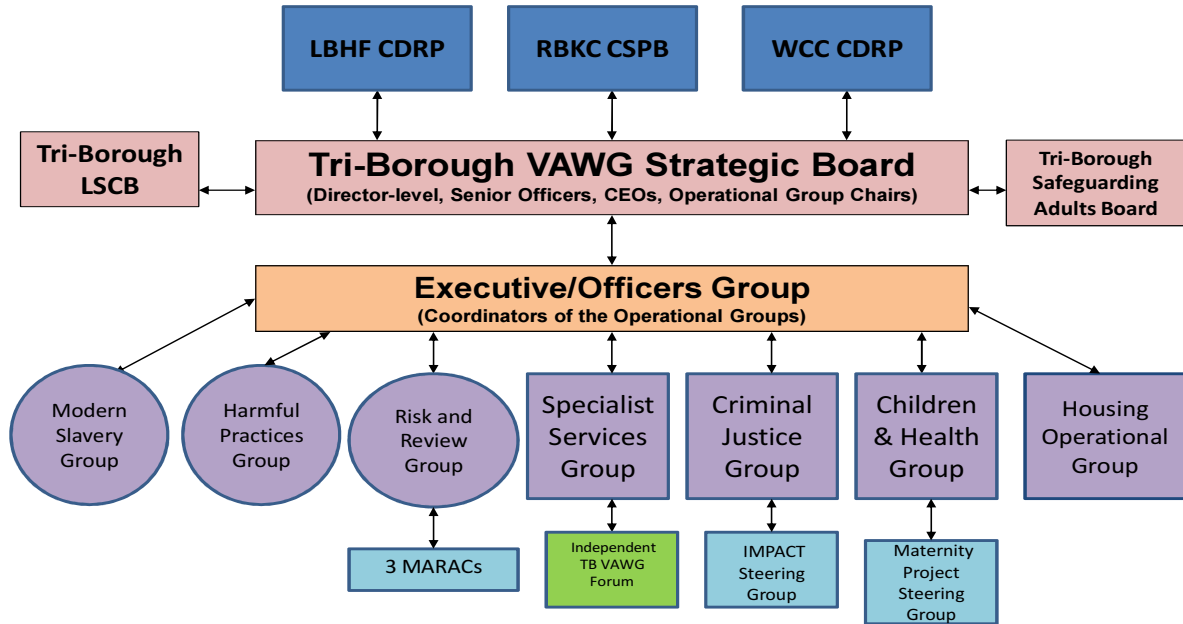
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APPENDIX A (attached) VAWG Partnership Governance Structure



APPENDIX B (attached) Shared Services VAWG Strategy (pdf)



Violence Against Women and Girls (VAWG) Shared Services Strategy 2015- 2018



Foreword

As Chairman of the VAWG Shared Services Strategic Board which represents Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea and Westminster City Council I fully recommend this document to you. What I can't say is that I am delighted to have a strategy to try and deal with the significant issues of violence against women and girls as this means we are still having to work very hard to tackle what is a totally unacceptable, and very sadly, a live issue that affects so many in our community.

Violence against women and girls is an appalling crime which can ruin and end lives, it has no place in our society.

The Shared Strategic Partnership is committed to working together to end VAWG through the delivery of a coordinated, targeted community response which puts the needs of victims and survivors at its heart

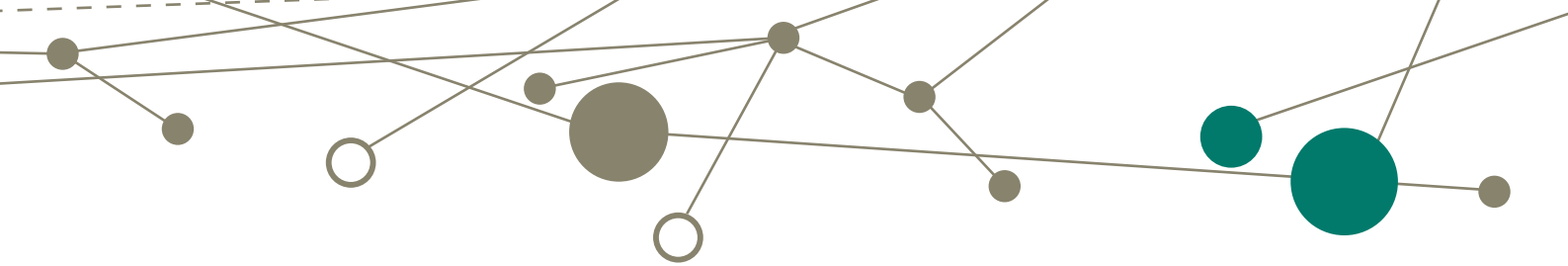
and holds dear their right to live a life free of violence and abuse.

Together we can and will make a difference.



By Lyn Carpenter

Executive Director Environment,
Leisure and Residents Services Department



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Mission of the Shared VAWG Strategic Partnership

The Shared Violence Against Women and Girls (VAWG) Strategic Partnership is committed to delivering a coordinated community response to violence against women and girls in the London Borough of Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea and the City of Westminster. This includes providing multi-agency support for people experiencing a range of issues including:

- domestic violence and abuse (including coercive control)
- sexual violence including rape
- sexual exploitation
- sexual harassment
- stalking
- 'honour'-based violence (HBV)
- forced marriage
- faith-based abuse
- female genital mutilation (FGM) or cutting
- prostitution and human trafficking

The coordinated community response to VAWG ensures that all relevant organisations effectively respond to these issues both within their own agencies and in collaboration with other partners to prevent harm, reduce risk and increase immediate and long-term safety for people living, studying, working and travelling to all three boroughs. VAWG affects all services across the three boroughs including children and adult services, housing, the police, health, probation, civil and criminal courts, voluntary and community organisations. We maintain that it is everyone's responsibility to address VAWG by identifying and supporting survivors and their children and holding perpetrators accountable, whilst offering opportunities to change their behaviour.

Our response to VAWG highlights the diversity and needs of people affected by these issues and the most significant priority of the Partnership is to keep survivors at the centre of our work. We recognise that violence and abuse affects people regardless of their age, race, religion, sexual orientation, gender, class and marital status. VAWG may have a range of consequences including homelessness, mental health, problematic substance misuse, child protection issues, physical injury and offending behaviour.

We acknowledge men and boys will also experience and be affected by the range of issues that encompass VAWG and our local response includes them as well. However, we also acknowledge that the above issues disproportionately affect women and girls, and our response must be tailored accordingly. We also recognise that people may be impacted by one more than one type of abuse and that the intersectional nature of each person's identity will frame their experience and how they access support. Therefore, we accept there is not a one size fits all solution for victims and survivors, but one that involves a bespoke, person-centred approach based on the principles of a multi-agency, partnership response to these issues.

The focus of the Shared VAWG Partnership's response is to understand and meet survivors' needs and aspirations, which may include risk management, safety planning, safe housing, emotional support, healthcare, education, legal support and access to justice. Primary prevention, crisis intervention, medium, long-term and follow-up support are all essential for achieving long-term sustainable outcomes in each area of VAWG.

This strategy highlights the objectives and commitments of the Partnership as we drive forward a multi-borough approach to VAWG. Over the next three years we will strengthen our response to issues we have previously focussed on, such as domestic abuse and sexual violence, and integrate effective responses to harmful practices (FGM, HBV and forced marriage), trafficking, stalking, sexual harassment and exploitation.

Prevalence of VAWG in the three boroughs

The difficulty of capturing an accurate statistical picture of VAWG is nationally recognised. Reasons for this are the hidden nature and consistent under-reporting of VAWG issues, alongside inconsistent approaches to data collection across organisations. The statistics available for the three boroughs can therefore only partially contribute to providing an accurate picture of the extent of VAWG in this area.

Criminal Justice and VAWG

Between January 2011 and December 2014 in RBKC/LBHF and WCC there were 12274 criminal offences of domestic abuse and 4374 sexual offences. 5% of sexual offences were recorded as domestic abuse (239 offences). In addition the police in the three boroughs responded to 52,753 domestic abuse incidents where a crime had not taken place.

During this same period, LBHF has had 1 domestic violence homicide, RBKC did not have any, although there was a murder of a woman working in prostitution in 2014, and WCC had 4 domestic homicides.

The three boroughs experienced 136 Trafficking Offences, 87 Stalking Offences, 10 FGM offences or crime related incidents, 14 Forced Marriage Offences and 66 Honour Based Violence Offences (some of these offences will also be counted within the domestic abuse offences).

MARAC (Multi-Agency Risk Assessment Conference for high risk domestic abuse cases) October 2013-September 2014

LGBT and Domestic Abuse

In 2013/14 the LGBT Domestic Abuse Project and Galop saw 56 LGBT victims of domestic abuse in the three boroughs: about 10% of cases in London. In addition they saw 27 victims of hate crime and sexual violence.

Harmful Practices

From February 2014-February 2015 in RBKC there were 0 cases of child trafficking, 5 cases of FGM, 1 case of 'Honour' Based Violence and Forced Marriage (both issues present) and 1 potential case each of Spirit Possession/Witchcraft and faith based abuse identified by Children's Services.

During the same period in Westminster there were 4 cases of child trafficking, 27 cases of FGM, 14 cases of Honour Based Violence, 3 cases of forced marriage and 13 cases of spirit possession and witchcraft identified by Children's Services.

In LBHF there was 1 potential case of child trafficking, 4 potential cases of FGM, 1 case of Honour Based Violence and Forced Marriage and 1 potential case of Spirit Possession and Witchcraft.

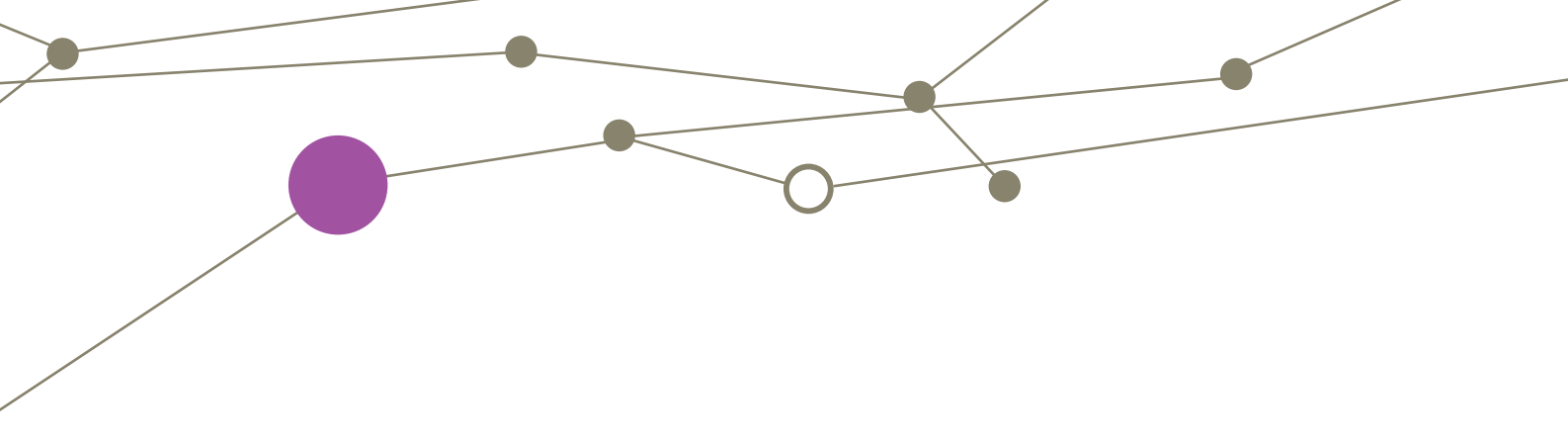
Trafficking

Between March 2013 and December 2014 as part of the European Communities Against Trafficking (ECAT) Project in Westminster and Kensington and Chelsea, Rahab and SC07/1, the Metropolitan Police's Anti-trafficking Unit together have identified, engaged and de-briefed over 500 people, mostly women, 10% of whom had been trafficked for sexual exploitation. Of those engaged the top 10 nationalities included: British, Chinese, Estonian, Hungarian, Latvian, Lithuanian, Polish, Romanian, Russian, and Thai.

To date, each borough has developed its own processes for VAWG-related data collection and analysis. Through the delivery of this strategy, we will centralise and expand this process to include information from all mainstream and specialist partners on their response to VAWG issues.

INDICATOR As of 30/09/2014	RBKC MARAC	LBHF MARAC	Westminster MARAC	Metropolitan Police Average	National Average
Number of cases discussed (% of Safelives's recommended volume)	187 (69%)	253 (79%)	261 (70.5%)	67.5%	N/A
Number of children discussed	143	233	286	10,253	93,759
LGBT Referrals Safelives expect 5%	2%	3%	2%	1%	<1%
Referrals where the victim has a disability	25%	11%	4%	7%	4%
Referrals with a male victim Safelives expects 4-10%	5%	3%	2%	4%	4%





The 7 Strategic Priorities of the Shared VAWG Partnership

The work of the Shared VAWG Partnership will be driven by the following seven strategic priority areas:

Access

Response

Community

Practitioners

Children and Young People

Perpetrators

Justice and Protection



Priority 1 Access

The Shared VAWG Partnership is committed to providing high quality services which are accessible, flexible and available in a timely way to a wide range of survivors. The Partnership will ensure that access to services is Easy, Early and Quick.

“I’m afraid of men because of what they’ve done to me. I’m afraid of their voices, their breathing, their power, their muscles. I need to be somewhere where I know I’m not going to be afraid, so I can heal.”

Objectives

Easy Access:

People experiencing VAWG should be able to easily identify which services are available to support them and the Shared VAWG Partnership has the responsibility to ensure that these services are available via appropriate and ongoing funding.

As a survivor:

- I know where to go if I need help, advice and support; it is easy to find the right service based on my needs and identity
- I can access information 24/7, including online and in different media for free

Early Access:

The VAWG Partnership will increase early interventions to people affected by VAWG via access to safety through both mainstream and specialist support services.

As a survivor:

- I get help as early as possible not just when I reach crisis or become high risk
- I get access or early help to prevent future violence and abuse occurring and the longer term consequences to me and my children

“As Asian women, we like to go somewhere where we are welcome, where we can talk openly, where people understand us.”

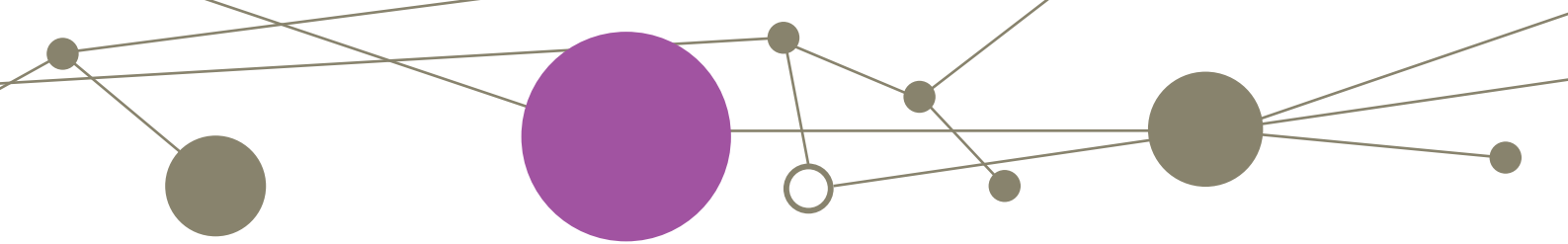
Quick Access:

Survivors should feel confident that they can find out where to go for support, who to contact and begin receiving support quickly in an efficient way.

As a survivor:

- As a (potentially vulnerable) person, I have safe, swift access to specialist support services (when I need it)
- If I need urgent support and assistance, I’m able to get it and get out of my situation
- I get quick access to specialist independent support at any stage of my journey
- I am confident that I will get the support I need when I need it from any service I approach

“Not all women have had the same experiences, not all of their journeys will be the same. Some people will take longer than others, some will be ready to take different steps at different times, and that has to be OK.”

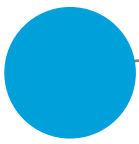


Actions

- 1.1 Improve awareness amongst victims / survivors about the range of services they can access and help them to navigate these services by producing and maintaining a directory of services and publicising this in a variety of ways.
- 1.2 Map VAWG related-funding sources in the three boroughs alongside commissioning timescales in order to support more effective commissioning across the three boroughs.
- 1.3 Monitor performance of both specialist and mainstream services and collect the following types of data:
 - Numbers of referrals (and where from) to services
 - Characteristics of those the service is working with
 - Outcomes
 - Waiting lists
 - Cost of the services
 - Any evidence of impact the service is having on outcomes
- 1.4 Publicise specialist local, pan-London and national services, including national helplines, and increase access points through co-location of specialist and mainstream services.
- 1.5 Increase access locations through outreach workers available at various community and mainstream settings.
- 1.6 Strengthen working relationships and improve referral pathways between providers by increasing publicity about services and train frontline statutory and voluntary sector (outside of VAWG sector) professionals delivered by VAWG sector specialists and survivors.
- 1.7 Ensure continued provision of women-only and BME women only spaces and face to face multi-lingual support. Offer access to LGBT-only space.
- 1.8 Ensure that sufficient services are available with flexible access pathways ways to survivors with a range of needs.

“I was just supported over the phone for that week I was homeless. It was amazing support, but afterwards, I was like, well, what now? There were still a lot of things that I needed help with.”

“Why should we have to do it all off our own backs? The council[s] should be working to make sure that everyone knows where to go, what to do.”



Priority 2 Response

The Shared VAWG Partnership will ensure that survivors are believed and not judged and that services are consistent, personalised, confidential and lead to survivors feeling and being safer in both the short and long-term. Provision from specialist, non-specialist and statutory partners will be reviewed and the effectiveness of the VAWG multi-agency response will be measured via sector based data and performance monitoring across all partners.

Objectives

During the response, as a survivor I should feel:

- Believed
- Listened to and respected
- Not blamed
- Empowered and in control
- That the person responsible for the violence is being held accountable, not me as the victim
- Confident and informed about what is going to happen to me and my family both in the short term and long term, because it has been explained to me
- I will get expert, independent advice
- Supported in the short and long-term
- I am treated with equality, regardless of my life choices, culture, age, gender identity, sexuality, immigration status, language, housing, mental health and/or substance misuse

“Refuge is like your nest, your safety blanket. But without that support afterwards, without someone checking in, we could all end up back at square one again.”

The response itself is:

- Co-ordinated
- Consistent
- Confidential
- Safe
- Holistic
- Personalised

“I’m not being funny but services need to speak to each other more, that’s what a good service is. I’ve told the same story so many times, again and again. And it’s not an easy story to tell.”

As a result of the multi-agency coordinated community response, as a survivor, I should:

- Receive a response that protects me and my children and other family members from the perpetrator(s) and makes me feel safer and less at risk as a result
- Be safer because the perpetrator has ceased to be abusive as a result of interventions
- Feel confident that different services I need are working together so that I don’t have to tell my story repeatedly
- Know relevant and proportionate information will be shared between agencies
- Know I will be helped confidentially and the limits to any confidentiality agreements
- Feel services are consistent
- Have a safe way of getting help and communicating with people who can help me
- Know about holistic services that can support not just me but my family as well (abusers, children, extended family), have our needs assessed and understood comprehensively and receive support for all of our support needs
- Have access to specialist, independent VAWG services, including for BME and LGBT groups, within my local community
- Receive services for whatever type(s) of VAWG I have experienced
- Receive a response that secures my health, social and economic wellbeing for the short and long-term



Actions

- 2.1 Promote coordinated, needs led (in addition to risk led) provision and service modelling in both specialist and mainstream services. This incorporates risk and safety as a primary need of women and children experiencing violence and abuse, but will also encompass longer-term holistic provision and other forms of support including but not limited to safe housing (including refuge, sanctuary and target hardening), advocacy around immigration issues, employment and benefit support, child custody, criminal cases, civil justice measures, support for historical experiences of sexual violence, resettlement support, therapeutic services, group work and peer mentoring. This type of response will be joined-up, specialist and bespoke, supporting women who may face additional barriers to accessing services. Organisations will work together to provide seamless support for people experiencing VAWG.
- 2.2 Identify and support high-risk domestic abuse cases and provide bespoke support for those most at risk, including via a continued commitment to MARAC coordination, reviewing the impact of MARAC+ and maintaining a robust MARAC Steering Group.
- 2.3 Develop a multi-agency approach that reflects the needs of the continuum of individuals involved with prostitution, which is separate but related to partnership approaches to human trafficking for sexual exploitation. This requires investment in specialist provision and the development of smoother referral pathways. Police and NGOs to work together to encourage sex workers to report crime and develop welfare visit protocols via the ECAT model.
- 2.4 Ensure that victims and survivors can influence service development by including survivors' voices in all consultation for commissioned services and through conducting service-user satisfaction surveys, which will be periodically shared with the Partnership to determine if they are responding effectively with respect, knowledge and humanity. The Partnership will adopt a 'you said, we did' model to survivors and report back findings and changes to service to survivors.
- 2.5 Utilise cross sector recognised specialist quality standards and outcomes frameworks to ensure quality provision within commissioning processes including Women's Aid standards, Rape Crisis standards, Respect accreditation, CORE, Imkaan standards and Safelives standards to ensure a level of quality assurance. Encourage adoption of standards for mainstream services such as the Domestic Abuse Housing Alliance (DAHA) accreditation for housing providers.
- "If you have that one person, someone who comes and says that it's ok, that they believe you, that can make the whole difference for you to get the help you need."**
- 2.6 Establish and manage the MOPAC Harmful Practices Pilot across the three boroughs from Jan 2015-March 2016, which will form the basis for a multi-agency response to FGM, honour based violence and forced marriage. Ensure that the Pilot is linked into pre-existing specialist and mainstream services and form a Harmful Practices Operational Group to coordinate and embed the response across the Partnership within communities and for children and young people.
- 2.7 Ensure the provision of proportional, specialist support and improved referral pathways for male and LGBT survivors and an improved response from specialist and mainstream services by:
- Incorporating LGBT specialist-led training into the VAWG Partnership's training programme;
 - Increasing publicity for LGBT services in the three boroughs;
 - Piloting a specific LGBT checklist which picks up on specific needs not identified by other risk assessment tools in our specialist services;
 - Ensure swift & simple referral pathways for male survivors; and
 - Identifying gaps in current services and working with specialist LGBT providers and local authorities to meet these needs.
- 2.8 Work with Clinical Commissioning Groups to promote a consistent response in GP practices via the use of the IRIS model around domestic violence and abuse.
- 2.9 Integrate the response between the Safeguarding Adults Partnership, Local Safeguarding Children Board and the VAWG Partnership by implementing Statutory Guidance released under the 2014 Care Act, which lists domestic violence and modern slavery as specific forms of abuse and:
- Delivering training around changes to practice, including statutory recording of domestic abuse in safeguarding cases, which could represent up to a third of safeguarding cases in future (by the workforce development subgroup of the Safeguarding Adults Board);
 - Conducting a review of the links between domestic abuse, elder abuse and carers (either as victims or perpetrators), high risk domestic abuse and domestic homicide in order to improve local practice;



- Developing operational procedures for carrying out Domestic Homicide Reviews (DHR), Serious Case Reviews (SCR) and Safeguarding Adults review (SAR), which will clarify thresholds and decision making processes. These procedures will specify how Reviews can be managed in parallel in the most effective manner possible so that organisations and professionals can learn from the case. Procedures will include guidance on considering whether some aspects of the reviews can be commissioned jointly so as to reduce duplication of work for the organisations involved. We will disseminate learning from these reviews via the Risk and Review Operational Group and Case Review subgroups of the Safeguarding Boards.

2.10 Ongoing delivery of a coordinated community response to VAWG via the Partnership's Governance Structure; The Strategic Board holds overall responsibility for the strategy and the operational groups are well-coordinated and maintained.

2.11 Risk and Review Operational Group to conduct at least one deep dive review into an area of practice annually and produce report to improve practice across the three boroughs.

“I am in contact with a group called MINERVA [in Hammersmith] and they are literally saving my life. I just needed help with all the practical stuff that I don't have a clue about what to do. But they do. They have been a lot of help, just giving you anything that you can think about. And if they don't know it, they will actually find it out for you....I really just need someone in one place, in one go. If you have children, you can't just run around. It's just impossible. If you're trying to work and you're trying to take care of your children, and do everything yourself, you just really need one person to call.”

Priority 3 Community

The Shared VAWG Partnership is committed to making the three boroughs safer places for women and girls to live, work and travel. We will support residents, especially non-violent/abusive members, to take responsibility and proactively respond if they encounter abuse and to know how to help family, friends, colleagues and neighbours. The Partnership prioritises ongoing communication, community engagement, prevention and awareness-raising activities around VAWG issues.

Objectives

Survivors, residents and professionals working in the borough should:

- Be confident that they live/work in a community that does not tolerate VAWG and know where to access assistance if they are experiencing these issues
- Be confident that tackling VAWG is a top priority across the borough
- Know their councils/councillors take a lead in challenging the community to tackle VAWG
- Know the Partnership is committed to ensuring healthy, safe, equal and violence free relationships for children, young people and adults.
- Be educated about VAWG issues and want to help end violence against women and girls
- Have access to services that are 'best practice' and sustainable
- Take responsibility for abuse they encounter and take action
- Understand how to help family/friends/neighbours

Women and girls working, living in or travelling to the three boroughs should feel:

- That as a female they are not at risk of being sexualised
- Safe when they are out socialising
- Safe in their house
- Safe and secure in open spaces, i.e. towpaths, parks, streets etc.

"It is very encouraging that after so many years of abuse and manipulation I finally believe things can be different for me and my baby...I can again become the strong, professional woman I was before my relationship."

Actions

- 3.1 Develop a three year communications Plan to ensure coverage of priority VAWG areas and deliver a series of campaigns and community engagement events, including one annual activity in partnership with the Blooming Strong brand. These will include locally designed public awareness campaigns about topics such as domestic abuse, sexual consent and harmful practices and evolving the Get Home Safe campaign to include a stronger community focus. Embed and publicise national campaigns and work with survivors and practitioners to make our local messages relevant and raise awareness of VAWG services.
- 3.2 Create local safer spaces/places by developing City Safe Havens as safe places for women to go when in fear and work with local business to respond appropriately and by engaging British Transport Police, the night-time economy (including door supervisors) and community policing teams to hold perpetrators to account and counter sexual harassment on transport, our streets and in public and private spaces.
- 3.3 Highlight the role of local councillors, community leaders and community champions to tackle VAWG and promote VAWG provision at local community events. Engage with community leaders and prioritise community empowerment including workshops around VAWG issues in religious and community groups and encourage employers to have positive policies and procedures around VAWG to staff and customers. Utilise existing engagement fora to consult and disseminate messages to foster increased trust in the VAWG response and improve reporting/access to services.



Priority 4 Practitioners

The Shared VAWG Partnership will continue to lead on the development of good practice for professionals working in the three boroughs and will concentrate on providing a package of VAWG training and sector based support for practitioners alongside encouraging innovation in service delivery within a multi-agency context.

“In my experience, you have to speak up for yourself, you have to want to be helped, you need to be at a turning point in your life. I spent ages not knowing what to do, who to go, to where to turn, but once I opened up to someone it was the best thing I could have done.”

Objectives

In terms of Training, Tools and Support, Practitioners should:

- Have the tools to identify and respond early before situations of violence and abuse escalate to crisis point/high risk levels (universal services)
- Receive comprehensive training in a consistent shared approach across all teams
- Feel that all agencies within the Partnership are professional and knowledgeable
- Work together effectively and consistently and be able to share information appropriately
- Be able to utilise risk and need assessment tools appropriately to support victims, survivors and their families
- Challenge and change the attitudes that condone violence against women and girls, to prevent it happening
- Have clear tools and training to respond well beyond domestic violence to other VAWG issues
- Understand how to identify and ask about abuse and then clearly know who to refer to
- Be appropriately supported within their organisation and have management support them when they get disclosures

“If they don’t understand about the abuse, it’s worse than useless. Like going to a vet instead of your GP. They don’t know what they’re looking at.”

In terms of promoting a feedback culture and innovation in practice, Practitioners should:

- Feel they are part of a learning organisation that reviews its response to VAWG and takes action to improve
- Incorporate learning from domestic violence homicide reviews and other serious case reviews into their practice and the response of their organisation, leading to improved practice
- Receive feedback on which of their actions are effective/safe or not



Actions

- 4.1 Hold an annual VAWG Strategic Partnership conference and one professional-focussed activity in partnership with the Blooming Strong brand.
- 4.2 Centralise and improve VAWG training across the three boroughs to increase workforce confidence in identifying and responding to VAWG-related issues especially in risk assessment and safety planning around domestic abuse, working with and engaging perpetrators, dealing with younger victims and child sexual exploitation, harmful practices, prostitution and trafficking. Develop and promote access to a centralised VAWG training portal via a website on the RBKC Council's Learning Centre, which will include both commissioned/funded and for cost trainings. Occupational standards guidance will be developed for practitioners and will be listed with each of the courses advertised on the VAWG training portal. Feedback and evaluation of Shared VAWG training will be collated centrally and will feed into commissioning of future training courses. Referral pathways to specialist, local or regional services will be part of every training and the directory of services will be disseminated and referred to in training, along with including a question about referral pathways in every training evaluation.
- 4.3 Develop clear accountability structures for mainstream providers to identify and improve negative working practices and cultures. The operational groups within the VAWG Partnership will have training on their meeting agendas and as part of their action plans, and will report biannually to the Strategic Board as part of their monitoring/data capture.

“You might have one person who knows a lot about prison, one who knows a lot about what it’s like to be raped, one who knows about domestic abuse. But they have to understand all the different pieces of a woman’s experience to be able to help.”

“For so long I was in this terrible relationship and inside I didn’t think that this was really abuse. It took a long time and the support of professionals to make me open my eyes to what was really going on with me.”

Priority 5 Children and Young People

The VAWG Partnership will prioritise both prevention of violence and abuse and provision of support for Children and Young People. The Shared VAWG Partnership will ensure that children and young people are supported if they witness or are subject to violence and abuse. We will support young people to understand what VAWG and healthy relationships are, in order to prevent future abuse. We will develop and disseminate a Young Person's version of this strategy and work closely with the Local Safeguarding Children's Board to implement a multi-agency holistic response that reflects the needs of children and young people across the three boroughs.

“Now because I realise that it was domestic violence – I didn't realise it was for many years – I'm being a bit cautious now and not as accepting. But it's gone on for long enough...I was denying it. I was living with that shame and guilt of not destroying my family. That's what it was that really kept me, maybe for too long I put a cover on it, which is what all of us do. And then it got out in the open and when it's out in the open there's nowhere to hide.”

Objectives

Violence against women and girls has a significant impact on children and young people. In terms of domestic violence alone, children are affected by witnessing incidents by being present when they occur. Domestic violence is a key issue for Safeguarding and Children's Social Care.

In order to prevent future abuse and violence, young people should:

- Be confident that we know what a healthy relationship is and how to help their friends (whole school approach)
- Understand they can say no and are an equal partner in their relationships.
- Be supported to make positive choices
- Know what VAWG and gender inequality is
- Know the risks of violence and sexual violence associated with gang affiliation and the local resources available to exit these associations and stay safe

If they have experienced or perpetrated violence or abuse, young people should receive support for that experience.

Young people should:

- Feel confident to speak up if they experience (or perpetrate) inappropriate behaviour in an intimate relationship
- Understand what abuse looks like within the family and who to call for help when they or someone in my family needs it
- Expect professionals to understand what it is like to be a child and provide the right services at the right time to their family
- Get support to deal with and come to terms with violence and abuse



Actions

- 5.1 Promote a 'whole school' approach via preventative and education programmes that improve attitudes towards conducting healthy relationships and VAWG from primary school to adult education. Work with Public Health to embed VAWG and other safeguarding issues in the Healthy Schools Partnership. Framework Promote specialist education in non-formal, community settings. Ensure that interventions are not heteronormative and do not further bi/homo/transphobia via the inclusion of LGBT healthy relationship work in schools curriculum.
- 5.2 Promote a 'whole family' approach by supporting children and their non-abusive parent/guardian whilst identifying and working with perpetrators to be accountable for their behaviour:
- Strengthen pathways and knowledge-sharing between specialist VAWG services and children/family services to support high risk families in the short term but also to provide longer term work to prevent future abuse and increase safety in families;
 - Create a network of lead professionals across agencies (including universal services, early intervention through to social care) with a shared understanding of risk and VAWG to increase workforce confidence in identifying and addressing VAWG at the earliest possible opportunity;
 - Focus on Practice (FoP) to use a systemic approach to work with families and support the work of practitioners working with families, which involves taking a family approach to VAWG and thinking and intervening with all adults involved. This systemic approach to be rolled out to practitioners through the FoP training/skills development programme. RBKC to work actively with DVIP to ensure a coherent approach to assessment and intervention. In H&F FOP to fund specialist staff to work with each partner and increase the knowledge & skill base within the team;
 - Develop parenting programmes that support wider relationships and their impact on child wellbeing, not just parent/child relationships in addition to developing additional components to early intervention parenting programmes that offer VAWG support.
- 5.3 Provide specialist support, advocacy and therapeutic services to children and young people who are experiencing violence, harassment, bullying, exploitation and/or abuse in family, relationships or social situations to reduce vulnerability to on-going and future violence and abuse. Promote these services so that young people know about and feel comfortable accessing them. Consult with young people regularly on effective services and dissemination of information.
- 5.4 Develop a shared response with the Local Safeguarding Children's Board (LSCB), Early Help Board and the VAWG Partnership by:
- The Children and Health Operational Group (CHOG) and the LSCB Quality Assurance Group agreeing a dataset and reporting channels to monitor improvement in practice around domestic abuse (and other forms of VAWG) in children's services, VAWG services performance on safeguarding issues, and provision and outcomes for children exposed to violence and abuse;
 - Developing processes and conduct joint audits and reviews (for example adult perpetrators, child and young perpetrators (towards parents/family members) and peer to peer abuse);
 - Supporting and monitoring the implementation of both the LSCB FGM and Child Sexual Exploitation strategies alongside the FGM Pilot;
 - Making joint recommendations on the safe commissioning of specialist VAWG services for adults and children and work with commissioners of other services to ensure VAWG is part of both procurement and monitoring processes and move away from having tokenistic leads within services;
 - Other Operational Groups within VAWG Partnership incorporating Children and Young People as annual priority; and
 - Share learning between Serious Case Reviews (SCRs) and Domestic Homicide Reviews (DHRs) via the Risk and Review Operational and Case Review Groups.



Priority 6 Perpetrators

The Shared VAWG Partnership will ensure that perpetrators of all forms of VAWG are held to account and given opportunities to reform.

Objectives

Perpetrators of all forms of VAWG should be identified and held to account for their actions:

- Survivors know they will not be held responsible for the abuse; rather the perpetrator is engaged and held responsible.
- Perpetrators know that they will be held accountable and also presented with the impact of their actions.

Perpetrators will be supported to reform and should:

- Have a social worker/professional listening to them and do not just assume they are a bad person
- Be offered help to address and stop their abusive behaviour and to recognise it, including outside of the criminal justice system and at the earliest available opportunities
- Receive help when they ask for it (behavioural or practical)
- Have vulnerabilities and needs taken into consideration

“If I had one message to the police, it would be just ‘never assume’. Never take sides or assume that he is telling the truth. Ask carefully, listen properly.”

Actions

- 6.1 Work to prevent and challenge abusive behaviours and reduce the level of offences of VAWG via:
 - A focus on education and provision to influence young people via a whole school approach to ensure the prevention of future violence and abuse; and
 - Addressing gender inequality and male privilege and increasing the implementation of this principle via the delivery of this strategy.
- 6.2 Maximise opportunities to engage with, challenge and give perpetrators opportunity to change their behaviours whilst holding them accountable for their actions by developing a comprehensive programme for perpetrators reflecting the continuum of their individual needs during the life of this strategy. We will:
 - Conduct a review of the response to perpetrators work across the three boroughs via the Risk and Review group which examines and makes recommendations on:
 - The enforcement/criminal justice response to perpetrators (not just of DV but other forms of VAWG including sexual violence, trafficking and Harmful practices);
 - Specialist support for perpetrators to encourage them to reform and change behaviour to prevent further and repeat victimisation; to include domestic violence perpetrator programmes (DVPP), an overview of resources, outcomes and capacity, Mirabal recommendations, and national developments in perpetrator work; and
 - The response to perpetrators in non-specialist services and confidence levels of professionals to identify and challenge perpetrators at the earliest available opportunity, whilst keeping the safety of survivors and children at the centre of any response; and
 - Link up reducing reoffending and children’s services work with perpetrators more effectively.



Priority 7 Justice and Protection

The Shared VAWG Partnership will deliver justice and protection for survivors and their families according to their needs within a criminal and civil justice framework and also within a wider social context.

Objectives

Survivors should:

- Know that the police and criminal justice services are effective in protecting them and their family and deterring their abuser(s)
- Be confident they can obtain justice and believe reporting to the police would be beneficial to them
- Be able to access justice through specialist courts where possible

Actions

- 7.1 Seek justice for victims and develop services which are victim-centred to empower victim-survivors and improve their experience of the criminal justice system.
- 7.2 Implement locally developed and Metropolitan Police led initiatives that develop during the life of this strategy to improve the local police response such as:
 - IMPACT: Monitor the delivery of the project in Hammersmith and Fulham as it tracks the journey of cases through the criminal justice system more efficiently including scrutiny of outcomes, feedback from survivors via the IDVA Service; If successful the Shared Partnership will look to identify funding to expand IMPACT project after the pilot period ends in 2016.
 - Operation Dauntless
 - Domestic Violence Protection Orders (DVPOs) and Domestic Violence Disclosure Notices (DVDNs)
 - Put into practice lessons learned from the Metropolitan Police's Rape Reference group.
 - Put into practice lessons learned from the Children's Commissioner

“The Police didn’t just call you back when they were supposed to, they emailed you back and helped you understand and input into the process. Like I said, I think the police in my case were absolutely amazing, especially alongside ADVANCE. During the case they were in contact with me and they were actually with me at the trial, which was really, really helpful because I had never been in court before. Just being in a court is scary enough, but being a witness is even more scary, so having someone there with me, I was very grateful.”

- 7.3 Work closely with local family courts to report on their response to VAWG-related issues in order to improve survivors' experience of the civil justice system.
- 7.4 Increase police training via regular updates, not just about domestic abuse and coercive control but to include other VAWG issues. With support of local Crime and Disorder Reduction Partnerships, embed this into each borough's police training schedule, with the aim of developing links within local policing clusters to identify VAWG leads within each area. Partnership inspectors to lead on this and work with the Shared VAWG Strategic Lead to identify appropriate trainers.

“I had brilliant help. I just hope other women are brave enough to report what is happening to them. I want women to know that if you need help, it's available. You don't have to put up with the abuse.”

Implementation of the Shared VAWG Strategy

Management of the Strategy

The Shared VAWG Strategy 2015-2018 will be subject to regular review and consideration by the Shared VAWG Strategic Board, which was set up in 2014 with senior representation from voluntary, statutory and community organisations working to tackle VAWG across the three boroughs. The Board will:

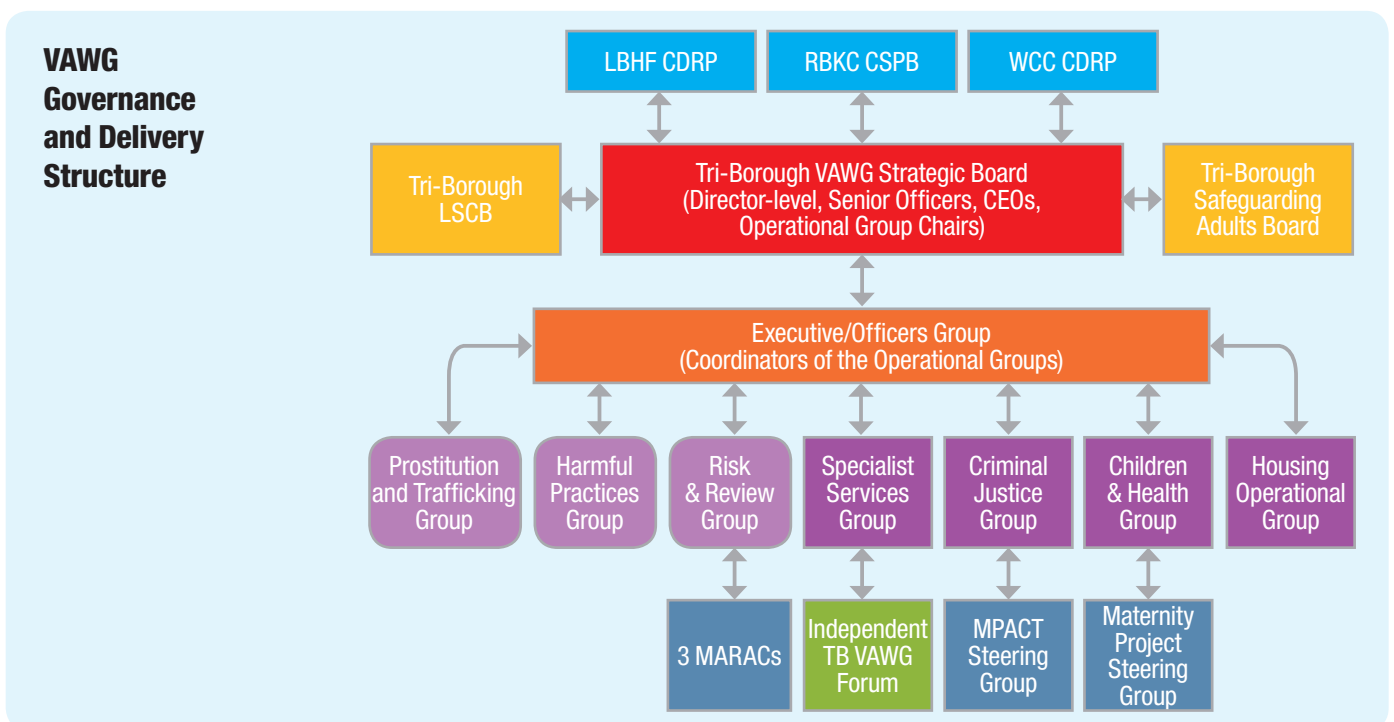
- Ensure the voices and experiences of survivors of VAWG are reflected throughout the Strategy and Action Plan via regular consultation and feedback;
- Monitor progress of targets and objectives against the Shared VAWG Action Plan and assess whether actions and activities, including of the 7 VAWG Operational Groups, are achieving the required outcomes;
- Establish the overall impact of the strategy via quality assurance and performance monitoring frameworks;
- Promote effective links with the work other Strategic Partnerships including the Adult and Children’s Safeguarding Boards and Health and Well-Being Boards;
- Incorporate new legislation, policy and guidance alongside ongoing understanding and assessment of local need and recommendations from Domestic Homicide Reviews and serious case reviews; and
- Report regularly on the progress of the Strategy to each of the three sovereign borough Crime and Disorder Reduction Partnerships, for which VAWG is a priority area of business.

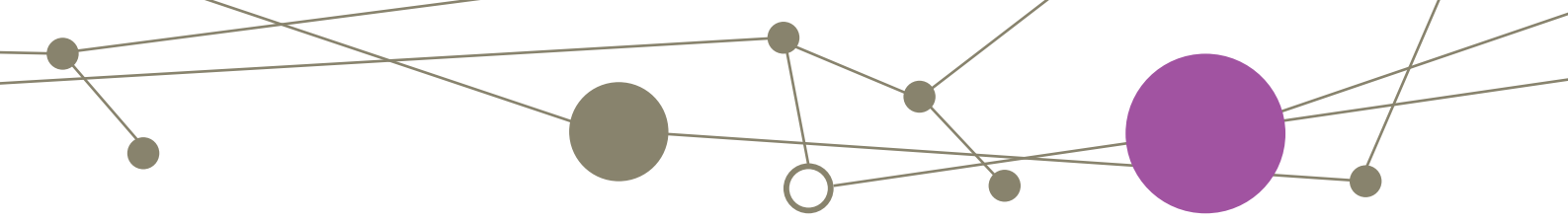
The Board is chaired by the Bi-Borough Executive Director of the Environment, Leisure and Residents Services Department and includes senior officers from the police, children’s services, public health, adult services, housing, probation, chairs of 7 operational groups, specialist VAWG services and additional voluntary organisations.

The Board will be influenced by 7 Operational groups that each have a coordinator and a chair and work to detailed action plans based on the 7 strategic commitments. The groups are:

- Housing
- Specialist Services
- Criminal Justice
- Children and Health
- Risk and Review
- Harmful Practices
- Human Trafficking and Prostitution

These groups provide detailed feedback via coordinators to an Executive group, which meets regularly to monitor the action plans, share information across the Partnership and raise issues and trends to the Strategic Board which have developed in the three boroughs.





Action Plan

A rolling three year action plan monitored by the VAWG Strategic Board supports this strategy. This will be reviewed on an annual basis by the Board and will incorporate elements of the individual action plans from the seven operational groups that form the governance and delivery structure of the Partnership.

Measuring Success of the Shared VAWG Strategy

The Shared VAWG Partnership's performance and effectiveness will be monitored via robust data collection and quality assurance processes. Outcomes are determined in line with the overall action plan and the more detailed plans of the seven operational groups. These are monitored on a quarterly basis via the following methods:

Whole system monitoring approach and information sharing: The Shared VAWG Partnership will take a robust and systematic approach to capturing, collating and analysing data across the whole system. Collecting monitoring data is a part of service level agreements and contracts. Collecting data on VAWG should not only be a condition of service level agreements and contracts, it should also be the business of mainstreamed services.

Monitoring and outcomes is about synergising reporting not having a single system of collation and inputting: The Shared VAWG Partnership will specify a core data set that commissioned services and mainstream services are expected to report on in order to build a more 'complete' picture. This core data will be aligned with Ministry of Justice, London Councils and MOPAC reporting requirements where possible so services are not having to ask the same question in three different ways. Data will be collected on both an operational and a strategic group level.

A nominated and appropriately skilled officer will be responsible for data collection and management information: To ensure consistency in collection, analysis and interpretation, data will be collected centrally - with a nominated and appropriately skilled officer, funded through a pooled budget, to take responsibility for data collection and analysis - and analysed effectively and systematically to provide management information to further inform intelligent commissioning processes.

Ongoing assessment of need and prevalence: The Partnership will use national, regional and local evidence to assess trends to inform its commissioning processes and strategic decision making.

Reporting and Accountability: Some elements of delivery will be reported quarterly to the Shared VAWG Strategic Board by the Chairs of the Operational Group and/or the Shared VAWG Strategic Lead; Some will be monitored by Operational groups and discussed at the Executive group level and reported up to the Strategic Board by exception; Some will be included in an annual report to the Board written by the Coordinators of the Operational groups and the Shared VAWG Strategic Lead.

The overall performance and ability of the Partnership to provide a coordinated community response will also be monitored through reviewing regular attendance at meetings, maintenance of the operational and executive groups, attendance at Partnership sponsored events and trainings. Impact on community members and general awareness-raising will also be assessed using a variety of methods.

Survivor Feedback will be regularly collected from mainstream and specialist services and survivors will be consulted with by the Shared VAWG Strategic Lead on a bi-annual basis.



Violence Against Women & Girls Definitions

Home Office Definition of Domestic Abuse

“Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass but is not limited to the following types of abuse:

- psychological
- physical
- sexual
- financial
- emotional

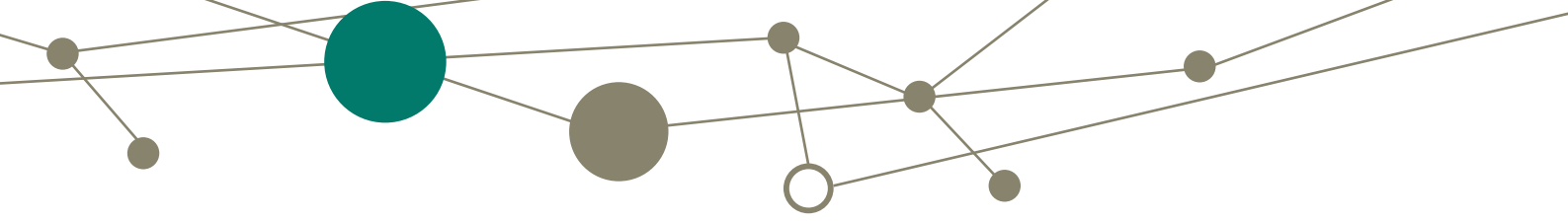
Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.”

MOPAC Definition of VAWG

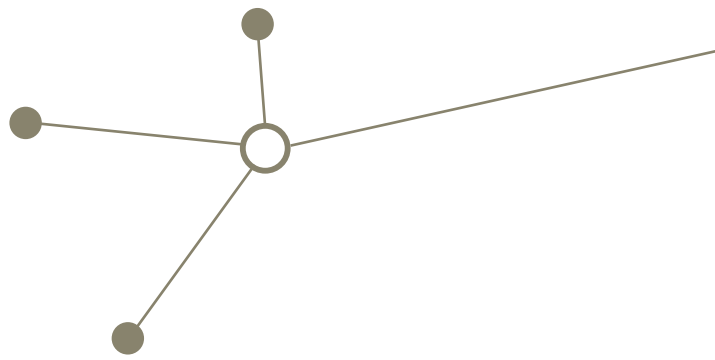
MOPAC use the following definition concerning Violence Against Women and Girls:

“The UN defines violence against women ‘as any act of gender-based violence that is directed at a woman because she is a woman or acts of violence which are suffered disproportionately by women’. This includes physical, sexual, and psychological / emotional violence, economic abuse and sexual exploitation. VAWG can take place at home, work or in public places such as on the street or public transport.”



The MOPAC strategy covers the following forms of violence against women and girls:




Type of VAWG	Definition
Domestic Violence and Abuse	1 A pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, psychological, physical, sexual, financial and emotional abuse. In extreme cases this includes murder. Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour. Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.
Female Genital Mutilation	2 Involves the complete or partial removal or alteration of external genitalia for non-medical reasons. It is mostly carried out on young girls at some time between infancy and the age of 15. Unlike male circumcision, which is legal in many countries, it is now illegal across much of the globe, and its extensive harmful health consequences are widely recognised.
Forced Marriage	3 A marriage conducted without valid consent of one or both parties, where duress is a factor.
“Honour” based violence	4 Violence committed to protect or defend the ‘honour’ of a family and/or community. Women, especially young women, are the most common targets, often where they have acted outside community boundaries of perceived acceptable feminine/sexual behaviour. In extreme cases, the woman may be killed.
Prostitution and trafficking	5 Women and girls are forced, coerced or deceived to enter into prostitution and/or to keep them there. Trafficking involves the recruitment, transportation and exploitation of women and children for the purposes of prostitution and domestic servitude across international borders and within countries (‘internal trafficking’).
Sexual violence including rape	6 Sexual contact without the consent of the woman/girl. Perpetrators range from total strangers to relatives and intimate partners, but most are known in some way. It can happen anywhere – in the family/household, workplace, public spaces, social settings, during war/conflict situations.
Sexual exploitation	7 Involves exploitative situations, contexts and relationships where someone receives ‘something’ (e.g. food, drugs, alcohol, cigarettes, affection, protection money) as a result of them performing, and/or another or others performing on them, sexual activities. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the person’s limited availability of choice resulting from their social/economic and/or emotional vulnerability. Girls involved in or connected to gangs are at risk of sexual exploitation by gang members.
Sexual harassment	8 Unwanted verbal or physical conduct of a sexual nature. It can take place anywhere, including the workplace, schools, streets, public transport and social situations. It includes flashing, obscene and threatening calls, and online harassment.
Stalking	9 Repeated (i.e. on at least two occasions) harassment causing fear, alarm or distress. It can include threatening phone calls, texts or letters; damaging property; spying on and following the victim.
Faith-based abuse	10 Child abuse linked to faith or belief. This includes a belief in concepts of witchcraft and spirit possession, demons or the devil acting through children or leading them astray (traditionally seen in some Christian beliefs), the evil eye or djinns (traditionally known in some Islamic faith contexts) and dakini (in the Hindu context); ritual or muti murders where the killing of children is believed to bring supernatural benefits or the use of their body parts is believed to produce potent magical remedies; and use of belief in magic or witchcraft to create fear in children to make them more compliant when they are being trafficked for domestic slavery or sexual exploitation. This is not an exhaustive list.



For further information please contact:
Shared Services VAWG Strategic Lead

Agenda Item 6

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	Full Cabinet Date of decision: 27 April 2015	
	Councillor Joanna Gardner, Cabinet Member for Community Safety, IT and Corporate Services Councillor Elizabeth Campbell, Cabinet Member for Children's Services Date of decision: not before 5 May 2015 Forward Plan reference: KD04489/15/C/AB	
	Councillor Nicola Aiken, Cabinet Member for Public Protection and Licensing Councillor Danny Chalkley, Cabinet Member for Children and Young People Date of meeting or formal issue: not before 5 May 2015	
Report title (decision subject)	SHARED SERVICES VIOLENCE AGAINST WOMEN AND GIRLS CONTRACT AWARD	
Reporting officer	RBKC: Director of Strategy and Local Services LBHF: Executive Director for Environment, Leisure and Residents Services WCC: Strategic Director, City Management Shared Borough Director for Commissioning (Children's Services)	
Key decision	Yes	
Access to information classification	Open report (part A) with exempt (part B) appendix Information relating to the financial or business affairs of any particular person (including the authority holding that information). A separate report on the exempt Cabinet agenda provides exempt information regarding the costs apportioned to each borough and the implementation plan.	

1. EXECUTIVE SUMMARY

- 1.1. This report describes the outcome of the procurement undertaken to give effect to the commissioning strategy approved in January 2015 to procure shared Violence Against Women and Girls (VAWG) Services.
- 1.2. The services were commissioned in two lots: Co-ordination Services and a VAWG Integrated Support Service (ISS). The invitation to tender was issued on 27 January 2015 with a deadline for return on 23 February 2015.
- 1.3. One tender was submitted for Lot 1 and two tenders were submitted for Lot 2. Council Officer's have evaluated the three tenders against the set award criteria described in paragraphs 5.12 and 5.14 of this report.
- 1.4. This report seeks Cabinet Member approval to award the contract for Coordination Services to Provider A for the sum of £288,750 for the period 1 July 2015 to 31 March 2017 (21 months) with the option to extend the contract period by up to three years.
 - The coordination service will include:
 - Coordination of three separate Multi Agency Risk Assessment Conferences (MARAC). The role of the MARAC is to facilitate, monitor and evaluate effective information sharing between statutory and voluntary agencies to enable appropriate actions to be taken to increase the safety of high risk victims of domestic abuse and their children as well as to assess the risk that the perpetrator poses.
 - Coordination of the Shared VAWG Risk and Review Operational Group; and
 - Coordination of the three councils' criminal justice response which includes coordination of the domestic abuse response within the Westminster and West London Magistrates Courts and coordination of the Shared Criminal Justice Operational Group.
 - The costs for Coordination services are based on a fixed price divided equally between the three boroughs.
 - The costs to LBHF are £96,250 (£41,250 in year 1 and £55,000 in year 2). The costs are calculated based on current spend on the MARAC and Criminal Justice Coordination which is currently £70,600 per annum. A reduction of £15,600 per annum has been made from streamlining the contracts. The savings are re-invested in the VAWG ISS.
 - The costs to RBKC are £96,250 (£41,250 in year 1 and £55,000 in year 2). The costs are calculated based on current spend on the MARAC with an uplift of £14,423 to incorporate criminal justice coordination.
 - The costs to WCC are £96,250 (£41,250 in year 1 and £55,000 in year 2). The costs are calculated based on current spend on the MARAC, Criminal Justice and Coordination of Domestic Abuse Surgeries which currently costs £92,000 per annum.

A reduction of £37,000 has been made per annum from streamlining the contracts. The savings are re-invested in the VAWG ISS.

- 1.5. This report seeks Cabinet Member approval to award the contract for the VAWG ISS Services to Provider B for the sum of £1,317,064 for the period 1 July 2015 to 31 March 2017 (21 months) with the option to extend the contract period by up to three years.
- This new service will expand the Council's current domestic abuse provision to deliver a coordinated specialist support service to victims of VAWG. The core service includes a range of services to support adults and young people, children and families who are victims or affected by gender based violence including but not limited to:
 - Women experiencing domestic abuse and sexual violence and assault;
 - Women experiencing stalking and harassment;
 - Women who have been subjected to or at risk of harmful practices including female genital mutilation (FGM), forced marriage (FM), and honour based violence (HBV);
 - Young women and girls aged 13-21 who are experiencing or are at risk of a range of issues including domestic abuse, sexual exploitation, gang related abuse and harmful practices;
 - Women with children aged 0-5 and also those with older children;
 - Women experiencing intersectional violence (multiple forms of VAWG).

This core service will be delivered in each of the three boroughs. MOPAC funding is contingent on the services being procured across the three boroughs.

- The costs to LBHF are £443,455 (£190,052 in year 1 and £253,403 in year 2). The costs are calculated based on current spend on domestic abuse service provision in the LBHF, savings from a streamlined coordination contract as well as Mayor's Office for Policing and Crime (MOPAC) grant funding of £148,750. The addition of MOPAC funding will contribute to the expansion from domestic abuse to wider VAWG provision ensuring that victims can access services across a range of VAWG specialisms to meet their needs.
- Historically LBHF has only funded domestic abuse provision and ADVANCE has provided the local Independent Domestic Violence Advocacy (IDVA) Service. Under the new contract, LBHF support services will continue to deliver domestic abuse provision but the expansion into broader VAWG casework will provide a better service offer for residents. Victims will have access to specially tailored services for young women and girls at risk or affected by a range of issues including but not limited to domestic abuse, harmful practices, gang related abuse and child sexual exploitation. Specialist BME services will provide support to victims and communities around harmful practices as well as family support. The service will provide support for Lesbian Bi-sexual and Transgender (LBT) victims as well as support for women affected by sexual violence or intersectional violence.

- In addition to the core service provision of the VAWG ISS, LBHF is funding additional capacity around housing floating support to ensure that victims of VAWG can be supported to maintain their tenancies. This will ensure a joined up approach to service delivery. These service users will have access to the full range of services as part of the VAWG ISS to address their needs and risks and ensure they receive a seamless and coordinated service at the earliest opportunity.
 - The costs to WCC are £603,874 (£258,803 in year 1 and £345,071 in year 2). The costs are calculated based on current spend on domestic abuse service provision including MOPAC funding of £393,750 and savings from a streamlined coordination contract.
 - In addition to the core service provision of the VAWG ISS, WCC is funding additional capacity of three full time Family Workers based in children's centres as part of the VAWG ISS contract. This will ensure a joined up approach to service delivery and that victims have access to the full range of services as part of the VAWG ISS to address their needs and risks and ensure they receive a seamless and coordinated service at the earliest opportunity.
 - The costs to RBKC are £269,735 (£115,601 in year 1 and £154,134 in year 2). The costs are calculated based on current spend on domestic abuse service provision and are made up of MOPAC grant funding of £220,810 plus additional mainstream council funding to support the expansion into VAWG. The core VAWG ISS service will provide a range of specialist services RBKC residents can access across a spectrum of risks and need. RBKC is not investing in any additional services, unlike LBHF and WCC.
- 1.6** The volume of referrals and throughput will be monitored as part of the monitoring process described under item 5.21 of this report to ensure the correct apportionment of costs.
- 1.7** One contract to which all three Councils will be party to will be entered into with Providers A and B. Under the Terms & Conditions for Services each Council has the right to terminate the agreement under the conditions set out in sections 30 & 31.

Aside from the rights to terminate in the case of performance defaults, section 31.4 states:

“Each Responsible Authority shall be entitled in its absolute discretion to terminate its contractual relationship with the Contractor under this Contract in whole or in part by giving to the Contractor not less than [six (6)] months’ notice in writing. No such notice may be served before the expiry of six (6) months following the Commencement Date”.

- 1.8** Each Council will appoint an Authorised Officer to oversee service delivery in their borough. Performance and financial monitoring information will be disaggregated to borough level and a VAWG Shared Services Contract Management Group comprising membership of the Authorised Officers will be established and meet regularly. Each

Council will have the opportunity to raise issues directly with the Providers to address any concerns about service delivery to ensure sovereignty rights are maintained. The relationship between the three authorities will be governed by a separate Inter Authority Agreement.

- 1.9** Whilst the services under this procurement exercise are to deal specifically with VAWG, it should be noted that violence against men and boys forms part of the VAWG Shared Services Strategy.

2. RECOMMENDATIONS

2.1 For the London Borough of Hammersmith and Fulham

- That the Cabinet award a contract for Co-ordination Services to Provider A for the sum of £288,750 for the period 1 July 2015 to 31 March 2017 (21 months) with the option to extend the contract period by up to three years. The costs apportioned to each borough are outlined in Appendix 1 (contained in the exempt report).
- That the Cabinet award a contract for VAWG Integrated Support Services to Provider B for the sum of £1,317,064 for the period 1 July 2015 to 31 March 2017 (21 months) with the option to extend the contract period by up to three years. The costs apportioned to each borough are outlined in Appendix 1 (contained in the exempt report).
- That the decision to extend or vary the contracts beyond the initial contract term is delegated to the Deputy Leader, the Cabinet Member for Social Inclusion and the Cabinet Member for Children and Education.
- That Cabinet Members agree to enter into an Inter Authority Agreement with the other boroughs on mutually agreed terms in line with similar agreements in place for other services.
- To note that should the recommendations to award the contracts be accepted the Council has the right to terminate the agreement under the conditions set out in sections 30 & 31 of the Terms & Conditions for Services.

2.2 For the Royal Borough of Kensington and Chelsea

- That the Cabinet Member for Community Safety, IT and Corporate Services and Cabinet Member for Children's Services award a contract for Co-ordination Services to Provider A for the sum of £288,750 for the period 1 July 2015 to 31 March 2017 (21 months) with the option to extend the contract period by up to three years. The costs apportioned to each borough are outlined in Appendix 1 (contained in the exempt report).
- That the Cabinet Member for Community Safety, IT and Corporate Services and Cabinet Member for Children's Services award a contract for VAWG Integrated

Support Services to Provider B for the sum of £1,317,064 for the period 1 July 2015 to 31 March 2017 (21 months) with the option to extend the contract period by up to three years. The costs apportioned to each borough are outlined in Appendix 1 (contained in the exempt report).

- To note that should the recommendations to award the contracts be accepted the Council has the right to terminate the agreement under the conditions set out in sections 30 & 31 of the Terms & Conditions for Services.
- That Cabinet Members agree to enter into an Inter Authority Agreement with the other boroughs on mutually agreed terms in line with similar agreements in place for other services.

2.3 For Westminster City Council

- That the Cabinet Member for Public Protection and Licensing and, Children and Young People award a contract for Co-ordination Services to Provider A for the sum of £288,750 for the period 1 July 2015 to 31 March 2017 (21 months) with the option to extend the contract period by up to three years. The costs apportioned to each borough are outlined in Appendix 1 (contained in the exempt report).
- That the Cabinet Member for Public Protection and Licensing and, Children and Young People award a contract for VAWG Integrated Support Services to Provider B for the sum of £1,317,064 for the period 1 July 2015 to 31 March 2017 (21 months) with the option to extend the contract period by up to three years. The costs apportioned to each borough are outlined in Appendix 1 (contained in the exempt report).
- To note that should the recommendations to award the contracts be accepted the Council has the right to terminate the agreement under the conditions set out in sections 30 & 31 of the Terms & Conditions for Services.
- That Cabinet Members agree to enter into an Inter Authority Agreement with the other boroughs on mutually agreed terms in line with similar agreements in place for other services.

3. REASONS FOR DECISION

- 3.1** Specialist services are required to meet the needs of residents who are victims of VAWG. While the provision of these services is not a statutory requirement for local authorities there is strong evidence that these services reduce risk, increase safety and save lives as well as improve the quality of life of victims, survivors and their families.
- 3.2** A decision is required in order that the contracts for the two shared VAWG services can be awarded to allow for transition and handover in May and the commencement of both contracts on 1 July 2015.
- 3.3** These services will enable our strategic framework to transition from domestic abuse to VAWG and will provide a broader service offer for our residents. The new

contracting arrangements for Lot 1 will provide efficiencies and savings that will be re-invested into the VAWG ISS.

- 3.4 The VAWG ISS, which aligns a system across low, standard and high risk domestic abuse as well as integrated support for other forms of VAWG and intersectional violence, will ensure that victims receive an appropriate level of support and intervention at the earliest opportunity in a seamless way in correspondence to their needs and the risk to them.
- 3.5 The VAWG ISS integrates a supportive response to women with children and allows them to access the wider VAWG service system with specialist support and interventions.
- 3.6 The VAWG ISS also includes a new service targeted at women and girls aged 13 to 21 which will provide them with direct services as victims as well as provide education and training in schools and youth settings to reduce their risk of violence, abuse and child sexual exploitation.
- 3.7 This broader approach means that a wider range of harms and an increased number of victims will be identified and supported more effectively through this new way of working.
- 3.8 The services included in this procurement exercise will form a fundamental part of the delivery of the Shared Services VAWG Strategy and the coordinated community response to VAWG in each of the three boroughs.

4. BACKGROUND

4.1. Rationale

- 4.2. The proposal to develop a single VAWG service framework across the three boroughs has secured additional funding of £448,000 per annum from the Mayor's Office for Policing and Crime (MOPAC) London Crime Prevention Fund from April 2013 to March 2017 (subject to annual agreement). The procurement of VAWG shared services complies with the grant agreement signed between MOPAC and the Councils for continued funding.
- 4.3. The Councils have adopted the United Nations (UN) definition of VAWG ¹ which defines it as: *"any act of gender-based violence that is directed at a woman because she is a woman, or acts of violence which are suffered disproportionately by women"*. The majority of gender based violence is perpetrated by men on women and girls.
- 4.4. Tackling VAWG is a strategic priority for all three Councils who have developed a Shared Services VAWG Strategy. The Councils have re-aligned three sovereign

¹ Violence against women and girls brings together 10 strands of policy under the one umbrella term. These are: 1.Domestic violence and abuse, 2.Sexual violence including rape, 3.Stalking, 4.Sexual Harassment, 5.Prostitution and trafficking, 6.Female genital mutilation (FGM), 7.Forced marriage, 8."Honour" based violence, 9.Sexual exploitation and 10.Faith based abuse

governance structures into a shared governance and strategic planning structure to provide necessary assurance for these new arrangements.

4.5. Current Contracts

4.6. The services commissioned under Lot 1 (Co-ordination) are currently provided under five separate contracts across the three Councils by Standing Together Against Domestic Violence (STADV). These contracts were extended from 1 April 2015 and will end coterminously with the commencement of the Coordination Service.

4.7. Lot 2, VAWG Integrated Support Service (ISS); is a new service. There are currently seven separate contracts across the three boroughs to deliver domestic abuse services provided by ADVANCE, Victim Support, Action for Children, Shepherds Bush Housing Association, Al-Hasaniya and African Women's Care. These contracts were extended from 1 April 2015 and will end coterminously with the commencement of the VAWG ISS.

4.8. Consultation

4.9 In partnership with the Councils, the Imkaan Women's Aid Partnership facilitated six stakeholder capacity building/consultation events between August and September 2014 to inform the service specification for the VAWG ISS. These included a VAWG services consultation event with third-sector providers and commissioners; two third-sector feedback and capacity building events without commissioners and three service user consultations including one for BME survivors. The consultation established a series of recommendations for the procurement process generally, more specifically for the VAWG ISS and the development of the Joint VAWG Strategy. These recommendations have informed the specifications of the two lots.

5. PROPOSAL AND ISSUES

5.1. Procurement route

5.2. On 18 December 2014, the Contracts Approval Board approved the Procurement Strategy for the services to be commissioned.

5.3. The chair of the Children's Services Contracts and Commissioning Board approved the Procurement Strategy and the service specification in January 2015.

5.4. A Shared VAWG Service Procurement Group, with appropriate representation from each borough including: the three Heads of Community Safety, Shared Borough Early Years Commissioner, Shared Borough VAWG Development Manager, Community Safety Finance and Commissioning Manager (RBKC), Commissioning and Performance Officer (LBHF), Community Safety Officer (LBHF) and Procurement and Commercial Manager was established in June 2014 and has overseen the development of the service specifications and evaluation criteria.

- 5.5. The Shared VAWG Service Procurement Group oversaw the procurement process and was responsible for the development of all tender documentation and managing each stage of the tender process.
- 5.6. Shared Borough Legal Services and Westminster's appointed external solicitors Sharpe Pritchard have prepared the contract documents.
- 5.7. As this procurement was commenced before 26 February 2015, the services to be provided fall under Part B of Schedule 3 of the Public Contract Regulations 2006 (as amended). Part B services are subject to the Regulations only to a limited extent but procurements for them must observe the Treaty Principles of equal treatment and transparency. Contracting authorities must consider the likelihood of both cross-border interest and domestic interest in order to determine appropriate advertising of the contract. There being no evidence to suggest cross border interest, given the nature and place of delivery of the services, advertising was confined to the UK.
- 5.8. The tender process was an open procedure with no pre qualifying questionnaire (PQQ). The Invitation to Tender was published, advertised and executed on capitalEsourcing. The services were divided into two lots and pre-market engagement demonstrated that this was logically and operationally the best option to secure economies of scale and quality for the coordinated services. 15 Organisations overall expressed an interest in Lots 1 and 2.
- 5.9. **Supplier selection and award proposal**
- 5.10. **Tender evaluation - For Lot 1 (Coordination Services)**
- 5.11. One tender was submitted. In view of the highly specialised nature of the services, this was not unexpected. The Councils undertook extensive pre-market engagement and consultation with providers, despite this there was one submission. The majority of MARACs in London are coordinated by councils in-house and there are very few organisations in the capital with the knowledge and expertise to coordinate both the MARAC and Criminal Justice function.
- 5.12. The first stage of the evaluation process was to check that all tenders complied with the "Instructions to Tenderers" and that no bidders were subject to any of the grounds for mandatory or discretionary exclusion under the Public Contract Regulations in force at the time. The tenderer and their tender satisfied all the first stage criteria and went forward to be evaluated by the team in accordance with the following scheme:

Tender evaluation panel for Lot 1 were:	Commissioning and Performance Officer (LBHF), Community Safety Officer (LBHF), Housing Needs Commissioner (WCC) Senior Community Safety Officer (RBKC).
<p>The scoring system was:</p> <p>A zero to five marking scheme was used to evaluate the following technical questions against a 60% weighting for technical quality and a 40% weighting for price:</p> <ol style="list-style-type: none"> 1. Describe in detail how you will deliver Co-ordination Services for the Councils in line with the service specification requirements; 2. Describe in detail the service model including all posts that you propose to put in place to deliver the outcomes and key deliverables of the Coordination Service; 3. Describe how you will work with the commissioning boroughs and all other agencies to 	

<p>ensure that the overall service objectives are met;</p> <ol style="list-style-type: none"> 4. Describe how you will ensure that service users are supported through the criminal justice service and what steps you will take to ensure that service users remain engaged throughout the court process; 5. Describe how you will ensure that the needs of all high risk victims of domestic violence will be met through work with referral agencies and other partners; 6. Describe what performance measures you will use to assess the quality of the criminal justice service and the MARAC; 7. Describe the measures you will take to increase referrals to MARAC of male, LGBT and victims with disabilities and other protected characteristics. 8. Outline the measures you will take to ensure that core agencies remain engaged with MARAC and how you will resolve issues with attendance and reporting/updating on high risk cases. 9. Outline your proposed service implementation plan and timetable from the date of the award of the contract to the end of the first 6 months of the contract term. 					
Provider	Qualification Stage	Technical Stage	Commercial Stage	Overall Score	Ranking
A	Pass	46.2	40	86.2	1

5.13 Tender evaluation - For Lot 2 (VAWG Integrated Support Service)

5.14 Two tenders were submitted. Tenderers and their tenders were subjected to the same first stage evaluation described above under Lot 1. Both offers satisfied all the first stage criteria and went forward to be evaluated by the team according to the following scheme:

Tender evaluation panel for Lot 2 were:	Community Safety Manager (LBHF), Shared Borough Early Years Commissioner, Shared Borough VAWG Development Manager, Community Safety Finance and Commissioning Manager (RBKC)
<p>A Zero to five marking scheme was used to evaluate the following technical questions against a 70% weighting for technical quality and a 30% weighting for price:</p> <ol style="list-style-type: none"> 1. Describe in detail how you will deliver the VAWG ISS model for the Councils in line with the service specification requirements; 2. Describe how you will effectively place risk and needs at the core of care planning processes in supporting women and girls who have experienced violence and abuse, and/or have multiple and complex needs 3. Describe how you will work in partnership with existing providers to ensure that service users have a choice of provider and are able to access the most relevant quality service to meet their holistic needs and to increase their safety. 4. Describe how you will engage with service users and increase accessibility to the service for hard to reach groups 5. Detail your proposals for ensuring broad access to services through co-location at various community and mainstream settings including women only space. 6. Describe in detail the service model including all posts that you propose to put in place to deliver the outcomes and key deliverables of the VAWG ISS. 7. Outline your proposal for delivering a service to young women and girls between the ages of 13-21. 8. Outline your proposal for ensuring the needs of women with children in Westminster Children's Centres as part of the Early Help approach to supporting families at the earliest stage will be embedded in the VAWG ISS 	

<p>9. Describe how you will ensure that the workforce is skilled, competent and qualified to deliver high quality service and the processes for ensuring on-going service development and improvement.</p> <p>10. Outline your proposed service implementation plan and timetable from the date of the award of the contract to the end of the first 6 months of the contract term.</p>					
Provider	Qualification Stage	Technical Stage	Commercial Stage	Overall Score	Ranking
B	Pass	60.3	29.9	90.2	1
C	Pass	32.9	30	62.9	2

5.15 As detailed at Gate 1, there are no staffing implications for any of the authorities because none of the staff involved are council employees.

5.16 Providers A and B passed the financial and credit checks.

5.17 Gate 2 OJEU requirements

Regulation 31 of the Public Contract Regulations 2006 (as amended) requires the submission of a Contract Award Notice for Part B procurements to the EU Publications Office. The notice must state whether or not the contracting authority agrees to its publication. The Contract Award Notice will be drafted and sent as required.

There is no legal obligation to observe a standstill period under Regulation 32A for Part B services. However, the voluntary observation of a standstill period is considered best practice as it allows any queries from disappointed tenderers to be satisfactorily answered before the contract is entered into.

5.18 Gate 2 Implementation Plan and Contract Management

5.19 Implementation plan

5.20 The table attached in Appendix 2 (contained in the exempt report) outlines the major phases of work that will be undertaken by the commissioners to achieve the contract start date. This includes:

- Finalising the contract
- Confirming implementation plans with the provider and TUPE arrangements
- Finalising governance and performance monitoring arrangements
- Arranging handover meetings with key partners and incumbent Providers
- Ensuring that the provider’s case management system is up and running and that data is transferred to the new provider
- Overseeing the provider’s implementation plans to ensure their service is up and running on 1 July.

5.21 Supplier Relationship Management and Monitoring

- 5.22** One contract to which all three Councils will be party to will be entered into with each of the providers. The terms and conditions of both contracts protect the rights of each borough individually.

Each Council will appoint an Authorised Officer to oversee service delivery in their borough. This will include an Authorised Officer from Shared Children's Services. Performance and Financial monitoring information will be disaggregated to borough level and a VAWG Shared Services Contract Management Group comprising membership of the Authorised Officers will be established and meet regularly. The group will review performance and financial information and any other service issues which may arise. Authorised Officers will have the opportunity to raise issues directly with the Providers and also report progress to their respective boroughs. The relationship between the three authorities will be governed by a separate Inter Authority Agreement.

- 5.23** RBKC Officers will be responsible for collating quarterly monitoring reports to MOPAC on behalf of the VAWG Shared Services Contract Management Group in accordance with the MOPAC grant agreement with the three Council's.
- 5.24** The VAWG Shared Services Contract Management Group will report directly to the Shared Community Safety Commissioning Group, respective Cabinet Members, the VAWG Shared Strategic Board and respective Community Safety Partnerships.
- 5.25** For the first six months of the contract, monthly meetings will be held between the VAWG Shared Services Contract Management Group and the Provider(s) to monitor performance and finances.

6. OPTIONS AND ANALYSIS

- 6.1.** Cabinet Members may:
- 6.2.** Accept the Recommendations and award the Contracts as set out in paragraph 2.
- 6.3.** Decline to accept the recommendations. This is not recommended by officers. The only bid received for Lot 1 has been evaluated and officers are confident that the provider meets all of the award criteria. Two bids were received for Lot 2 and the recommended provider is the one which submitted the most economically advantageous tender where the most economically advantageous means the best price/quality ratio.
- 6.4.** Decline to award the contracts for either or both lots and instruct officers to seek extensions to existing contracts to allow time for a re-procurement. This is not recommended by officers. The proposal to develop a single VAWG service framework across the three boroughs has secured additional funding of £448,000 per annum from the MOPAC until March 2017. MOPAC funding makes up approximately 50% of the budgets to deliver these services and delivering a single VAWG framework complies with the grant agreement signed between MOPAC and the Councils as well as access

to continued funding. To decline to award the contracts would lead to the probable loss of £448,000 of MOPAC funding annually.

- 6.5.** Should the recommendations to award be accepted the Council has the right to terminate the agreement under the conditions set out in sections 30 & 31 of the Terms & Conditions for Services. Aside from the rights to terminate in the case of performance defaults, section 31.4 states:

“Each Responsible Authority shall be entitled in its absolute discretion to terminate its contractual relationship with the Contractor under this Contract in whole or in part by giving to the Contractor not less than [six (6)] months’ notice in writing. No such notice may be served before the expiry of six (6) months following the Commencement Date”.

7. RISKS ANALYSIS

- 7.1** There is a risk, as always with a tendering exercise, that one of the unsuccessful bidders will challenge the outcome. Officers have mitigated this risk by following established procurement processes which will stand up to any scrutiny.
- 7.2** There may be risks to a seamless transition between providers brought about through TUPE and case file transfer processes. To mitigate this risk the Shared VAWG Procurement Group have established an implementation plan which provides a structured and time bound transfer process. The group will oversee the process in its entirety, facilitate meetings between providers and meet regularly with the current and new providers to ensure an effective transition between service providers.
- 7.3** The VAWG ISS is a new service model of which some elements have not been tried and tested locally; therefore a break clause has been included in the contract. This flexibility is necessary due to the innovative nature of the service.
- 7.4** Commissioning a larger shared contract could carry reputational risks to the Councils particularly if the service does not deliver high quality provision and/or that service delivery is not consistent across the three boroughs. The Councils will ensure close monitoring of the contract(s) and consistent dialogue with the Providers during the first few months of service delivery. They will also need to undertake independent service user feedback to ensure the service meets the needs of its users.

Risk analysis comments approved by: G. Drake on behalf of M. Sloniowski, Risk Manager, March 2015.

8. CONSULTATION

- 8.1** VAWG Service providers and service users have been consulted which provided commissioners with a number of recommendations. These recommendations have

informed the specification of the two lots as well as development of the VAWG Shared Services Strategy.

- 8.2** The Children's Services Contract and Commissioning Board have been consulted and are in agreement with the recommendations set out in this report.
- 8.3** The Contract Approval Board has been consulted and is in agreement with the recommendations set out in this report.

9. EQUALITY IMPLICATIONS

9.1 An Equalities Impact Analysis is attached at Appendix 3.

- In relation to Lot 1, there will be no impact for any groups with protected characteristics as the service will remain the same but under streamlined contracts.
- In relation to Lot 2, there will be a positive impact for females, young people, race and religion/belief. Due to the expansion from domestic abuse and sexual violence service provision to wider VAWG provision the service will be more accessible to the groups outlined above.
- The service will not directly support male victims; however there are a range of pan London services and the provider(s) will be expected to signpost male victims to these.

10. LEGAL IMPLICATIONS

10.1. The London Borough of Hammersmith & Fulham, and Royal Borough of Kensington and Chelsea:

The general power of competence provided for in the Localism Act 2011 gives local authorities in England the power to do "anything that individuals generally may do". The proposed decision is lawful and within the authorities legal powers.

The procurement process described in the report complies with the Council's Contract Standing Orders (LBHF) and Contract Regulations (RBKC).

Shared Borough Legal Services will assist with the engrossment and sealing of the contract if the recommended decision is approved.

Should the recommendations to award the contracts be accepted the Council's have the right to terminate the agreement under the conditions set out in sections 30 & 31 of the Terms & Conditions for Services.

Legal implications provided by Andre Jaskowiak, Senior Solicitor, Legal Services.

10.2. Westminster City Council:

Westminster under the Localism Act 2011 is allowed the power do “anything that individuals may do.” The procurement process described in the report complies with the Councils procurement code. There are no further specific legal implications.

Legal implications provided by Grant Deg, Senior Lawyer.

11. FINANCIAL AND RESOURCE IMPLICATIONS

- 11.1** Approximately 50% of the funding for the services specified will come from MOPAC grant funding which is subject to annual confirmation. As MOPAC grant funding is due to end on 31 March 2017 the contracts will have break clauses in line with this; with the possibility of an extension of up to a maximum of three years depending on the availability of future funding.
- 11.2** The financial responsibility for the contract price is apportioned to each borough is outlined in Appendix 1 (Table 2 - contained in the exempt report). The contractor’s tendered price is expected to cover all referrals, the volume of which will be monitored as part of the monitoring process described under item 5.21. The Councils will keep this under review to ensure the correct apportionment of costs.
- 11.3** Contract management will be delivered in accordance with section 5.21 of this report and in accordance with the Terms and Conditions; each authority will be invoiced separately. RBKC will report performance and progress to MOPAC on behalf of the three Councils on a quarterly basis.
- 11.4** The Children’s Services budgets stated in Appendix 1 (Table 2 - contained in the exempt report) remain available in full for the proposed initial contract period and do not currently form part of any Medium Term Plan savings proposals.
- 11.5 The London Borough of Hammersmith and Fulham:**
- 11.6** The Adult Social Care (ASC) budgets shown in Table 2 of the appendix comprises of a contribution towards the Co-ordination Service with effect from July 2015 and can be met from the transfer of an existing budgetary resource in 2015-16 (year 1) of £9,600 and full year in 2016-17 of £12,800 (year 2).
- 11.7** The ASC budgets shown in Table 2 of the appendix comprises of a contribution towards the VAWG ISS contract with effect from July 2015 and can be met from the transfer of an existing budgetary resource, of £48,750 part year in 2015-16 (year 1) and £65,000 full year in 2016-17 (year 2).
- 11.8** LBHF Cabinet on 1 September 2014 agreed £145,833 from the borough’s corporate grants programme (the 3rd Sector Investment Fund) be allocated to the Cross borough VAWG commissioning for the period April 2015 to May 2016. This funding is to be allocated for preventative services which will benefit Hammersmith & Fulham residents. A review of 3SIF being undertaken in early 2015 will identify

recommendations for grant funding agreements, including the contribution to VAWG commissioning beyond this initial funding term.

3SIF contribution:

- 15-16 £125,000
- 16-17 (April & May) £20,833
- Funding beyond May 2016 is subject to current 3SIF review and subsequent Cabinet Member Decision (anticipated by July 2015)

11.9 Royal Borough of Kensington and Chelsea:

The Group Finance Manager, Corporate Services, has been consulted and confirms that sufficient budget provision exists in 2015-16 to meet the costs of the proposed arrangements.

11.10 Westminster City Council:

The Finance Manager covering Community Safety has been consulted and confirms that sufficient budget provision exists in 2015-17 to meet the costs of the proposed arrangements.

12. PROCUREMENT IMPLICATIONS

12.1 The procurement has been executed in accordance with the Procurement Contract Regulations 2006 (as amended) and the Contract Regulations of RBKC, the Contract Standing Orders of LBHF and the Procurement Code of WCC.

12.2 Though not a statutory requirement, a voluntary standstill period will be observed before the contracts are awarded in order to mitigate any risk of challenge arising from this Part B procurement. A Contract Award Notice will be submitted to the EU Publications Office.

Comments provided/verified by R. Van Goethem, March 2015.

LBHF:

Lyn Carpenter

Executive Director for Environment, Leisure and Residents Services

RBKC:

Tony Redpath

Director of Strategy and Local Services

Westminster:

Stuart Love

Strategic Director of City Management

Shared Commissioning Director (Children's Services)

Rachael Wright-Turner

Local Government Act 1972 (as amended) – Background papers used in the preparation of this report

No	Description of Background Papers	Department/ Location
1	VAWG Consultation (published)	Community Safety
2	Tender Pack (published)	Community Safety / CapitalESourcing
3	Tender Submissions/ Evaluations (exempt)	Community Safety/ CapitalESourcing

Contact officer(s):

David Page - Director for Safer Neighbourhoods, London Borough of Hammersmith & Fulham, David.Page@lbhf.gov.uk, 0208 753 2125

Stuart Priestley – Chief Community Safety Officer, Royal Borough of Kensington & Chelsea, Stuart.Priestley@rbkc.gov.uk, 0207 361 2799

Adam Taylor – Community Safety Commissioner, Westminster City Council, ataylor3@westminster.gov.uk, 0207 641 4513



Tri-Borough Equality Impact Analysis Tool

Conducting an Equality Impact Analysis

An EqIA is an improvement process which helps to determine whether our policies, practices, or new proposals will impact on, or affect different groups or communities. It enables officers to assess whether the impacts are positive, negative or unlikely to have a significant impact on each of the protected characteristic groups.

The tool has been updated to reflect the new public sector equality duty (PSED). The Duty highlights three areas in which public bodies must show compliance. It states that a public authority must, in the exercise of its functions, have due regard to the need to:

- 1. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under this Act;**
- 2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;**
- 3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.**

APPENDIX 3

Whilst working on your Equality Impact Assessment, you must analyse your proposal against the three tenets of the Equality Duty.

General points

1. In the case of matters such as service closures or reductions, considerable thought will need to be given to any potential equality impacts. Case law has established that due regard cannot be demonstrated after the decision has been taken. Your EIA should be considered at the outset and throughout the development of your proposal, it should demonstrably inform the decision, and be made available when the decision is recommended.
2. Wherever appropriate, the outcome of the EIA should be summarised in the Cabinet/Cabinet Member report and equalities issues dealt with and cross referenced as appropriate within the report.
3. Equalities duties are fertile ground for litigation and a failure to deal with them properly can result in considerable delay, expense and reputational damage.
4. Where dealing with obvious equalities issues e.g. changing services to disabled people/children, take care not to lose sight of other less obvious issues for other protected groups.
5. If you already know that your decision is likely to be of high relevance to equality and/or be of high public interest, you should contact the Equality Officer for support.
6. Further advice and guidance can be accessed from the separate guidance document (link), as well as from your service or borough leads:

LBHF Opportunities Manager: PEIA@lbhf.gov.uk or ext 3430	RBKC Corporate Equalities Officer: angela.chaudhry@rbkc.gov.uk	WCC Senior Policy Officer: doleary@westminster.gov.uk
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APPENDIX 3

	020 7361 2654	020 7641 8024
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Tri-Borough Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	11 / 14 Q3
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: New Tri-borough Violence Against Women and Girls Procurement.</p> <p>Short summary:</p> <p>In March 2013, LBHF, RBKC and WCC submitted a Tri-borough bid to MOPAC’s London Crime Prevention Fund (LCPF). All three boroughs agreed to pool their resources to co-commission a TB VAWG service.</p> <p>Reason for Change: Currently the London Borough of Hammersmith and Fulham (LBHF), Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC) each commission some of the same providers to deliver identical services; therefore the pooling of resources and streamlining of contracts will deliver efficiencies and savings which can be re-invested into frontline service provision. Expanding the current domestic abuse and sexual violence service provision delivered across the Tri- B area into broader VAWG casework will improve the service offer for residents who are victims/ survivors of gender based violence.</p> <p>Following this we have engaged both internal and external stakeholders to produce a VAWG Strategy including 7 Strategic Priorities: Access, Response, Practitioners, Children and Young People, Community, Perpetrators, and Justice and Protection. A consultation process was held with the 3rd sector which invited them to input into the service specification.</p> <p>The procurement is divided into two Lots;</p> <p>Lot 1 - Co-ordination Services, including of the Multi Agency Risk Assessment Conference (MARAC) and Dedicated and Specialist Domestic Violence Court (D/SDVC):</p> <p>Lot 1 will include: the coordination of the three separate MARACs, and of the Tri-borough VAWG Risk Management Operational Group. It will also include the coordination of the Tri-borough VAWG Criminal Justice response including management of the Tri-borough Criminal Justice Operation Group and both Westminster Magistrates Court and West London Magistrates Court. The contract will be let on a Tri-borough basis for RBKC, LBHF, and WCC.</p> <p>Lot 2 - VAWG Integrated Support Services (ISS) which includes a range of specialist frontline services to support</p>

APPENDIX 3

	<p>adults and young people, children and families who are victims or affected by gender based violence. The ten strands of VAWG are:</p> <ol style="list-style-type: none"> 1. Domestic Violence/Abuse (DV) 2. Stalking 3. Harassment 4. Female Genital Mutilation (FGM) 5. Forced Marriage (FM) 6. Honour Based Violence (HBV) 7. Faith Based Abuse (FBA) 8. Prostitution and Trafficking 9. Sexual Violence 10. Sexual Exploitation/ Child Sexual Exploitation (SE/CSE) <p>Note: If your proposed strategy will require you to assess impact on staff, please consult your HR Relationship Manager.</p>		
<p>Lead Officers</p>	<p>LBHF Name: Kate Delaney / Pat Cosgrave Position: Community Safety Officer/ Commissioning and Performance Officer Email: kate.delaney@lbhf.gov.uk / Pat.Cosgrave@lbhf.gov.uk Telephone No: 020 8753 2810</p>	<p>RBKC Name: Meghan Field Position: Tri-B VAWG Development Lead Email: meghan.field@rbkc.gov.uk Telephone No: 0207 361 3026</p>	<p>WCC Name: Faye Minshall Position: Assistant Policy Officer Email: fminshall@westminster.gov.uk Telephone No: 02076418574</p>
<p>Lead Borough</p>	<p>RBKC: State which officer is co-ordinating the EIA and other associated documentation</p>		
<p>Date of completion of final EIA</p>	<p>21 / 11 / 2014</p>		

Section 02	Scoping of Full EIA
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Plan for completion	Timing: Resources:		
Analyse the impact of the policy, strategy, function, project, activity, or programme	Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral or negative impact on equality, giving due regard to relevance and proportionality.		
	Protected characteristic	Borough Analysis	Impact: Positive, Negative, Neutral
	Age	<p>LBHF /RBKC /WCC</p> <p>Lot 1: Any change in the coordination of the service will affect all residents, irrespective of age.</p> <p>Lot 2: The service will include provision for early intervention for young women and girls for ages 13-21 who are victims of VAWG including awareness raising and educations. Children and young people were identified as one of the 7 Tri-borough VAWG Partnership Strategic Priorities. This indicates that the service will aim to support CYP if they witness or are subject to abuse, as well as understanding healthy relationships and acceptable behaviour. It is expected that the chosen provider will deliver services that support victims between the age of 13-21 years and support women with children.</p> <p>The move from DV to the ten strands of VAWG means the service will now aim to support victims of FGM. This new element of service will predominantly support young females.</p>	<p>Neutral</p> <p>Positive.</p>
	Disability	<p>LBHF /RBKC /WCC</p> <p>Lot 1: Any change in the coordination of the service will affect all residents, irrespective of Disability.</p> <p>Lot 2: The new service will support victims with disabilities. Access is one of the</p>	<p>Neutral.</p> <p>Neutral</p>

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		TB VAWG Partnership 7 Strategic priorities and aims to provide high quality services which are accessible and available in a timely way to a wide range of survivors including women with protected characteristics. No specific action is set out the service specification regarding service users with disability but it is stated that the provider should put in place relevant measures to improve access for those who may otherwise find it difficult to access services.	
	Gender reassignment	<p>LBHF /RBKC /WCC</p> <p>Lot 1: Any change in the coordination of the service will affect all residents, irrespective of Gender Reassignment.</p> <p>Lot 2: The new service will aim to support those who have had a gender reassignment to the same standard as all residents. Any change in response to domestic violence as a result of the new VAWG service will impact residents, irrespective of gender reassignment. However, as the service is predominantly aimed towards females, those re-assigning as a male will not have access to the same services. As in the ‘Sex’ category male survivors will have access to Pan-London services, for which the Tri-borough contribute funding via the London Councils Fund.</p>	<p>Neutral</p> <p>Neutral (female)</p> <p>Negative (male)</p>
	Marriage and Civil Partnership	<p>LBHF /RBKC/WCC</p> <p>Lot 1: Any change in the coordination of the service will affect all residents, irrespective of marriage and civil partnership.</p> <p>Lot 2: Any change in response to domestic violence as a result of the new VAWG service will impact all residents, irrespective of marriage or civil partnership.</p> <p>The service will be available irrespective of the marital status of the service user.</p>	<p>Neutral</p> <p>Neutral</p>

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	Pregnancy and maternity	<p>LBHF /RBKC /WCC</p> <p>Lot 1: Any change in the coordination of the service will affect all residents, irrespective of Pregnancy and maternity.</p> <p>Lot 2: The service will continue to provide support for pregnancy and maternity. Any change in response to domestic violence as a result of the new VAWG service will affect all residents, irrespective of Pregnancy and Maternity.</p>	<p>Neutral</p> <p>Neutral</p>
	Race	<p>LBHF /RBKC /WCC</p> <p>Lot 1: Any change in the coordination of the service will affect all residents, irrespective of race.</p> <p>Lot 2: The new service will provide support for all 10 strands of VAWG including cultural practices such as Female Genital Mutilation, Forced Marriage, Honour Based Violence and Faith-Based Abuse. The new service will improve the response to BME victims. The service will aim to provide further support for people who do not speak English, such as the improved use of interpreters. By tackling the new strands as above we will look at cultural specific issues and provide a better quality of service for residents belonging to these cultures.</p> <p>The contract specification states that: “The Contractor shall put in place relevant measures to improve access for those who may otherwise find it difficult to access Services. The Contractor shall ensure that the Service is accessible to all Service Users and shall where necessary provide additional services, such as translation and interpreting for case work purposes, to ensure access to the Service.”</p>	<p>Neutral</p> <p>Positive.</p>
	Religion/belief (including non-belief)	<p>LBHF /RBKC /WCC</p> <p>Lot 1: Any change in the coordination of the service will affect all residents, irrespective of religion or belief.</p> <p>Lot 2: The new service will provide support for all 10 strands of VAWG including</p>	<p>Neutral</p>

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		<p>cultural practices such as Female Genital Cutting, Forced Marriage, Honour Based Violence and Faith-Based Abuse. The new service will improve the response to BME victims.</p> <p>By seeking to protect the rights and well-being of women and girls who are or may be subject to these practices the service will challenge a range of beliefs held by a number of religious and cultural groups.</p>	Positive
	Sex	<p>LBHF /RBKC /WCC</p> <p>Lot 1: Any change in the coordination of the service will affect all residents, irrespective of sex.</p> <p>Lot 2: The new service will not provide services directly to male survivors as the service is based on need. As a reflection of the proportionality of male victims, direct services to men do not form part of this commissioning process; the TB councils contribute to funding for pan London services for male victims; we would expect this commissioned service to signpost men to these Pan London services and have a good working pathway. Consultation reflected that there is not enough demand for male services to warrant a separate service for males.</p> <p>A stronger response to VAWG may result in increased convictions against perpetrators of which there are a higher level of males.</p>	<p>Neutral</p> <p>Negative (male)</p> <p>Positive (female)</p>

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	Sexual Orientation	LBHF /RBKC /WCC	Neutral.
		<p>Lot 1: Any change in the coordination of the service will affect all residents, irrespective of sexual orientation.</p> <p>Lot 2: Any change in response to domestic violence as a result of the new service will affect all residents, irrespective of sexual orientation. The new service will offer support to LBT victims but as a reflection of the proportionality GBT victims specialist services will not be included for this group; we would expect this commissioned service to signpost men to these Pan London services and have a good working pathway.</p>	Neutral
<p>Human Rights or Children’s Rights If your decision has the potential to affect Human Rights or Children’s Rights, please contact your Borough Lead for advice</p>			

Section 03	Analysis of relevant data Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.
Documents and data reviewed	LBHF/ RBKC/ WCC: Tri-borough population data determined the need for BME services to reflect the proportion of BME people in the area.
New research	If new research is required, please complete this section LBHF: N/A RBKC: N/A WCC: N/A

Section 04	Consultation
	Complete this section if you have decided to supplement existing data by carrying out additional consultation.

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<p>Consultation in each borough</p>	<p>LBHF/ RBKC/ WCC: A consultation was completed with 3rd sector providers of services as well as survivors. The consultation was done on a Tri-borough basis and invited providers and survivors from all three boroughs to have an input on the specification. Prior to the consultation it was intended that the service would include a 24 hour helpline and central hub for the service, however feedback showed that this would not be an effective use of resource and funding and this was taken into account when designing the service.</p> <p>The consultation also highlighted a need for an effective response to BME survivors which has been taken into account when designing the service, particularly around access with the issue of languages and understanding specific cultural practices.</p>
<p>Analysis of consultation outcomes for each borough</p>	<p>LBHF/ RBKC /WCC: the consultation found that we needed to ensure our proposed service took sufficient account of BME groups, and this area needs to be a focus. It was also fed back that the specification should provide proportional support and improved referral pathways for homosexual men and trans-spectrum people, therefore as the proportion of victims in this group is low the focus will be on effective referral pathways and representation from these groups in the Governance processes. Work should be done with children including young women exiting prostitution.</p>

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<p>Section 05</p>	<p>Analysis of impact and outcomes</p>
<p>Analysis</p>	<p>What has your consultation (if undertaken) and analysis of data shown? You will need to make an informed assessment about the actual or likely impact that the policy, proposal or service will have on each of the protected characteristic groups by using the information you have gathered. The weight given to each protected characteristic should be proportionate to the relevant policy (see guidance).</p> <p>LBHF /RBKC /WCC: The information collected has helped to confirm the specification. This has resulted in a more informed proposed specification and has involved survivors and providers in the process of developing the new service.</p>

<p>Section 06</p>	<p>Reducing any adverse impacts and recommendations</p>
<p>Outcome of Analysis</p>	<p>Include any specific actions you have identified that will remove or mitigate the risk of adverse impacts and / or unlawful discrimination. This should provide the outcome for each borough, and the overall outcome.</p> <p>LBHF: RBKC: WCC:</p>

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Section 07	Action Plan					
Action Plan	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer and borough	Expected outcome	Date added to business/service plan
	No specialist services for LGBT victims	Continue to support GBT and male victims by effectively signposting to Pan-London services for which the Tri-borough currently contributes via the London Councils Fund. Encourage representation from LGBT services and services that support male victims in the TB governance structure.	on-going	Meghan Field	We do not expect that new specialist services for GBT victims will be introduced but these measures should help to support those in this category to the best possible ability based on the budget and needs of the service which reflects the make-up of service users.	

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		Pan-London services will be looked at in relation to LGBT to ensure that services offered are sufficient for the needs of Tri-borough residents. This is bigger issue for Westminster City Council due to the higher GBT population and male and transgender sex working industry.				
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Section 08	Agreement, publication and monitoring		
Chief Officers' sign-off	LBHF Name: David Bennett Position: Tri-Borough Head of Change Delivery Email: david.bennett@lbhf.gov.uk Telephone No:	RBKC Name: Name: Tony Redpath Position: Director of Strategy and Local Services Email: tony.redpath@rbkc.gov.uk	WCC Name: Tim Hopkins Position: Recourse and Knowledge Manager Email: t.hopkins@wcc.gov.uk Telephone No:
Key Decision Report (if relevant)	LBHF Date of report to Cabinet/Cabinet Member: 13/04/15 Key equalities issues have been included: Yes	RBKC Date of report to Cabinet/Cabinet Member: 07 / 04 / 15 Key equalities issues have been included: Yes	WCC Date of report to Cabinet/Cabinet Member: 07 / 04 / 15 Key equalities issues have been included: Yes
Lead Equality Manager (where involved)	LBHF Name: Position:	RBKC Name: Angela Chaudhry Position: Equalities Manager	WCC Name: Position:

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	Date advice / guidance given: Email: Telephone No:	Date advice / guidance given: January 2015 Email: Angela. Chaudhry@rbkc.gov.uk Telephone No:	Date advice / guidance given: Email: Telephone No:
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	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>27 APRIL 2015</p>
<p>IMPLEMENTATION OF NEW WEBSITE CONTENT MANAGEMENT SYSTEM WITH NEW SHARED HOSTING ARRANGEMENTS</p>	
<p>Report of the Cabinet Member for Finance: Councillor Max Schmid</p>	
<p>Open report</p> <p>A separate report on the exempt part of the Cabinet agenda provides exempt information on projected project and ongoing support costs.</p>	
<p>Classification: For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Nigel Pallace, Interim Chief Executive</p>	
<p>Report Author: Ed Garcez, Tri-Borough Chief Information Officer</p>	<p>Contact Details: Tel: 0208 753 2900 E-mail: ed.garcez@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report seeks approval for the implementation for a new website content management system with the procurement of new shared web hosting arrangements with RBKC and WCC.
- 1.2. The proposal is to move to an externally-hosted shared Drupal platform with H&F retaining full sovereign control of content and design. HFBP have evaluated Drupal and confirmed it meets H&F's requirements. The Council's current intranet would be hosted for a period on the RBKC TriBbnet platform (to which much of the shared services content has already been transferred) as an interim before being hosted on an alternative cloud based platform.
- 1.3. This project costs are set out below and cover the H&F share of creating a new Drupal platform, on-going shared support costs, the technical rebuild of the H&F site in the new Drupal CMS, new mobile-responsive site designs, and the detailed content migration to the new site.

- 1.4. Projected project and ongoing support costs are shown in the appendix of the exempt report.

2. RECOMMENDATIONS

- 2.1. To replace the current website content management system and implement a new responsive accessible design with the procurement of new shared web hosting arrangements.
- 2.2. To approve the operating model to share a hosting provider across Westminster, Hammersmith and Fulham and Kensington and Chelsea.
- 2.3. To approve the procurement route using call off from G-cloud.
- 2.4. To approve RBKC as the contracting authority and the implementation of an Inter-borough service agreement to apportion costs.
- 2.5. To agree to total implementation costs of £413,670 to be met from the IT Strategic Fund (£0.250m) and Efficiency Projects Reserve (£0.164m).

3. REASONS FOR DECISION

- 3.1. H&F's current Tridion website and intranet Content Management System (CMS) is out of formal support with increasing risk that technical difficulties cannot be fixed.
- 3.2. Our current CMS cannot provide design that is responsive to mobile phones and tablets which currently account for one third of our users and is rising.
- 3.3. Our current systems will need upgrading to ensure continued Payment Card Industry Data Security Compliance (PCI-DSS).
- 3.4. Moving to a new CMS will enable development of additional online functionality, such as embedded video, integrated translations and social media integration.
- 3.5. A new CMS creates an opportunity for a redesign to reprioritise content, improve the online customer experience and make the site more socially inclusive by improving accessibility.
- 3.6. Moving to a common system and shared platform will enable content to be updated more efficiently by staff working in shared services and enable future moves to a single IT support team to provide support and web development more efficiently.
- 3.7. Improving the design and accessibility of our website should help drive increased web transactions and help enable further efficiencies.

- 3.8. H&F will be purchasing an essentially commoditised service with limited requirement for management and monitoring via the inter authority agreement with RBKC. The Shared ICT service will manage a single contract for hosting which will be used by all three boroughs.
- 3.9. The contract is of a relatively low value and will be initially for a maximum duration of 24 months after which time H&F could decide to contract individually if it so wished.

4. BACKGROUND

- 4.1. The Council's current web design is now five years old and looks dated, with some reputational disadvantages. Moving to responsive design necessitates significant changes to page structures, which makes a redesign inevitable. This provides an opportunity to update the look and feel of the site and to address some of the issues and complaints made over recent years about the usability of the site. It also enables the new corporate identity to be fully deployed across the site and across linked line-of-business applications (e.g. Councillor and committee data, planning search, My Account).
- 4.2. A third of the visitors to our website now use mobile phones or tablets and this proportion is growing all the time. Our current CMS does not provide the facility to detect which device the visitor is using to access the site and serve up tailored designs responsively. This puts us behind most Councils and commercial organisations across the country. Website visitors who cannot use the Council's website easily on mobile devices will, inevitably, turn to higher cost channels such as phone or email. A good mobile device experience is therefore essential to improving accessibility and delivering existing savings from channel migration across the Council.

5. PROPOSAL AND ISSUES

- 5.1. A single CMS across all three boroughs would make content editing more manageable leading to better content quality. It would also enable a move to a single web IT support team, again enabling better-value development in future.
- 5.2. Sharing a common platform, reusing code across the three sites, and having a single support model will take advantage of both economies of scale and of scope. The three Councils will all be able to benefit from the pooling of resources and the sharing of developments, hosting and support whilst retaining sovereignty over brand, content and customer service / integration as required.
- 5.3. Neither H&F nor HFBP have the specialist technical support in house that is required to do the initial build of the new website in Drupal. However, HFBP are able to pull in specialist Drupal developers and designers through Agilisys.

- 5.4. The Council's transactional portal, My Account, is also currently being redesigned and made mobile responsive by Agilisys. Using the same designers and developers would enable H&F Council to access the Drupal specialist required while also aligning the two substantial design projects to achieve a consistent and integrated user experience across the site. Using one web designer for both projects, rather than two, represents better value for money.
- 5.5. A client-side project team will be established to set the design and presentation framework; to work with services across the Council to prepare their content for migration; and to undertake the detailed rebuilding of pages. The estimated project cost includes additional temporary web editors to undertake this work.

6. OPTIONS AND ANALYSIS

- 6.1. Tridion, the current content management system used to create the website and the intranet, is out of support and no longer considered fit for purpose. If a major fault were to develop, the Council is currently running a significant risk that it would not be able to fix it. The Council therefore needs to upgrade or move to a new CMS.
- 6.2. Upgrading the Microsoft software products to allow fixing the website code would also require upgrading the current Tridion content management system used to publish material to the website, as older versions of Tridion are not supported on the more recent Microsoft software products.
- 6.3. The tri-borough Drupal CMS and the hardware platform on which the H&F Drupal website is to be hosted, will be able to support the recent Microsoft software products and ensure continued PCI-DSS compliance.
- 6.4. Newer versions of Tridion support responsive styling, but the whole site would need to be rebuilt and content migrated to an upgraded version. Newer versions of Tridion come with increased licensing costs.
- 6.5. If H&F want to realise the savings from using a shared platform, using Drupal to provide that platform seems sensible. HFBP have evaluated Drupal and confirmed it meets H&F's specific requirements.
- 6.6. The H&F site has grown and developed over the last 20 years and now supports very wide ranging content and functionality. Rendering the intricacies of the site for a sufficient variety of devices is a complex task. Whatever the content management system, extensive bespoke tailoring of content and design would be required to make the current website responsive.
- 6.7. Drupal uses a wide range of responsive design templates and can be readily tailored to provide the Council website with a bespoke, responsive 'look and feel' that supports and enhances our visual identity without the need to buy in an additional responsive design solution.

- 6.8. Moving to a modern content management system should give the Council a broader range of options in the future, should it wish to move transactional elements of the website to a different provider.
- 6.9. A client side project team will be established and resourced with a team of digital editors capable of rationalising, improving and reformatting content to be transferred onto the new site.
- 6.10. Proposed Timeline

Milestone	Date
Project Kick-off	30-04-15
Website information architecture agreed	03-06-15
Interface specifications agreed	03-06-15
Interfaces completed	02-09-15
Drupal components completed	02-09-15
Website page templates completed	02-09-15
Website content ready for migration	02-09-15
Website content migrated	23-09-15
New website ready for testing	23-09-15
System testing completed	07-10-15
UAT completed	28-10-15
Handover to BAU Support	04-11-15
New website launched	04-11-15
Project closure	20-11-15

7. CONSULTATION

- 7.1. As well as creating a sleek and efficient transactional portal, we want an interactive site that encourages local people's views and participation, a site that speaks to the whole experience of living and working in the borough. Getting that balance right is the primary design requirement.
- 7.2. Our website is a valuable communications tool for the Council and has become our primary shop window. The design of the site must show our multiple audiences what is important in H&F and provide rapid access to news updates, consultations, resident participation events and feedback mechanisms, as well as transactional channels. It must support the democratic role of local Councillors, highlighting decision-making processes and enabling residents to hold the Council to account through easy access to planning applications, transparency data, budget decisions etc.

7.3. Content will be focussed on the customer's needs, not descriptions of Council structures. Key principles include:

- Prioritising key tasks and functions on each page
- Providing succinct page summaries where required
- Using plain English and best practise tone and style
- Consistent title and sub-header presentation and use of graphics, icons and visual elements
- Consistent positioning of page elements such as related links, sub menus, contact information and calls to action.

7.4. The H&F website refresh project will be based, as far as feasible, on the Government's design guidelines which cover the following principles:

- Start with needs
- Do less
- Design with data
- Do the hard work to make it simple
- Iterate. Then iterate again.
- Build for inclusion
- Understand context
- Build digital services, not websites
- Be consistent, not uniform
- Make things open: it makes things better

7.5. The site currently consists of more than 7,000 pages (excluding all business applications), plus a very large number of pdfs and media files. A review of the content of the entire site is underway in readiness for migration to a new CMS. In addition to the long-standing guidelines for presenting content on the web site, a responsive design presentation guide has been produced to ensure consistent quality of content across the site.

8. CONCLUSION and BENEFITS

8.1. Sharing a common platform, reusing code across the three sites, and having a single support model will take advantage of both economies of scale and of scope. The three Councils will all be able to benefit from the pooling of resources and the sharing of developments, hosting and support whilst retaining sovereignty over brand, content and customer service/integration as required.

- 8.2. To ensure a value for money hosting provider is identified to meet the timeframes for RBKC and LBHF website go live, procurement via the G-cloud framework is recommended. A detailed requirements specification has been produced and approved by the project board which will be used to shortlist and identify a preferred supplier.
- 8.3. The proposed Shared ICT service will manage one contract for hosting which will be used by all three boroughs.
- 8.4. As RBKC require the hosting arrangements first it is recommended that RBKC call off the hosting provider from the G-cloud and that an Inter borough service agreement sets out how the costs will be apportioned.
- 8.5. Approval to award the contract will be provided by Contracts Management Board (CMB).
- 8.6. In addition to the reduced operating and support costs transfer and improvement of our website will bring a number of non-cashable benefits, such as;
 - Providing an opportunity to systematically rationalise, review and improve our current content
 - Improving our customer journeys and helping our residents and customers to self-serve where they are able
 - Helping to drive and increase the number of digital transactions
 - Improving accessibility and language translation
 - Avoid the costs of having to upgrade our current platform
 - Be better able to embed social media
 - Facilitate better engagement, consultation and communications with our residents
 - Being mobile responsive

9. EQUALITY IMPLICATIONS

- 9.1. This project will aim to make our website accessible to people with disabilities and should aim for AAA compliance and to improve access to information for people for whom English is not a first language. The replacement will seek to address the failings of the current site identified in recent SOCITM reviews.

10. INFORMATION, COMMUNICATIONS AND TECHNOLOGY (ICT) IMPLICATIONS

- 10.1. The IT proposed here is in line with the three Councils' current IT strategy for both digital and mobility and will considerably enhance the service offer to residents.
- 10.2. Verified by Jackie Hudson, Director for Procurement and IT strategy 020 8753 2946.

11. LEGAL IMPLICATIONS

- 11.1. There are no particular legal implications arising from this report as the proposed use of the G-Cloud framework to procure the service is in keeping with the Public Procurement Regulations, 2015 and the Council's governance requirements.

Completed by Tolu Akinosun, Solicitor (Contracts), Legal Services.
07876846131.

12. FINANCIAL AND RESOURCES IMPLICATIONS

- 12.1. The one-off implementation costs of this project are £0.367m. £0.25m has previously earmarked from the IT Strategic Investment fund as a contribution to this project. It is proposed that the balance of £0.117m come from the Efficiency Project Reserve.
- 12.2. The project will deliver estimated direct annual revenue savings of £0.057m per annum from year 3. These will need to taken account of within the Medium Term Financial Strategy Process. In year 1 there will a net revenue cost of £0.047m during the implementation phase. It is proposed that this also be funded from the Efficiency projects reserve. This makes the total contribution from this reserve of £0.164m.
- 12.3. As well as delivering direct revenue savings the project will also act as an enabler to further IT savings from shared services work with the Royal Borough of Kensington and Chelsea and the City of Westminster.
- 12.4. Impementations verified/completed by: Andrew Lord, Head of Strategic Planning and Monitoring. 020 8753 2531

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

13.1. The Director of Procurement and IT Strategy agrees with the recommendation contained in the body of this report and notes the intention to put in place and Inter-borough agreement for the provision of services by RBKC to H&F.


13.2. Implications verified/completed by: Mark Cottis, e-Procurement Consultant, 020 8753 2757

Ed Garcez
Tri-Borough Chief Information Officer

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

Contact officer(s): Nicholas Austin Director for Environmental Health 0208 753 3904

Agenda Item 8

	London Borough of Hammersmith & Fulham CABINET 27 APRIL 2015
CONTRACT FOR THE RECRUITMENT RESOURCING AND HR CONSULTANCY SERVICES LOTS	
Report of the Cabinet Member for Finance: Councillor Max Schmid	
Open report A separate report on the exempt part of the Cabinet agenda provides exempt financial information.	
Classification - For Decision Key Decision: Yes	
Wards Affected: None	
Accountable Executive Director: Debbie Morris Bi-Borough Director of Human Resources	
Report Author: Valerie Bolger Bi-Borough Business Manager	Contact Details: Tel: 020 8753 2621 E-mail: val.bolger@lbhf.gov.uk

1. EXECUTIVE SUMMARY

1.1. Once every four years, a framework agreement is procured called the Local Government Recruitment Partnership (LGRP), originally known as the London Borough Recruitment Partnership (LBRP). The LBRP Framework allows all London Boroughs to join. Cabinet Member approval is sought for H&F to join the framework.

1.2. Framework Composition

The framework comprises 4 separate Lots:

Lot 1 Strategic HR Management Consultancy Service

This includes microsites, organisational design and redesign, workforce delivery models, people management business options, organisational development, executive coaching and development, social media management, outplacement, employer branding, market intelligence, optimisation of employer recruitment and resourcing strategies and job fairs.

Lot 2 Executive and Interim Search and Selection

This lot provides consultancy services for executive search and selection covering permanent and interim appointments with salaries over £50K.

Lot 3 Redeployment Portal

This is a software that will be used for a redeployment site, with candidates loading their profiles (akin to LinkedIn rather than traditional CV's) as well as jobs boards for hiring councils to promote job opportunities.

Lot 4 Recruitment Advertising

LB Sutton's proposal for Lot 4 is the purchase of Papirfly's software that a new team at Sutton will use to prepare advertisements for paper and on-line media. We are recommending that we do not join that Lot initially and that we join the Eastern Shires Purchasing Organisation (ESPO) Framework which allows councils to use recruitment advertising agents to place the advertisements. This would maintain the same service as we currently operate.

- 1.3. All pricing is contained in the appendices (contained in the exempt report) and remains commercially sensitive.
- 1.4. Key benefits of the partnership include:
 - 1) achievement of savings from large economies of scale
 - 2) modernisation of recruitment and resourcing to ensure the Council can business process re-engineer their approaches for efficiency, savings and optimisation of people resource
 - 3) commission services that support the transformation of the workforce.

2. RECOMMENDATIONS

Lot Number	Description	Recommended Contractor	Recommended Contractor
Lot 1	Strategic HR Management Consultancy Service	LGRP Penna PLC	
Lot 2	Executive and Interim Search and Selection	LGRP Allen Lane, Gatenby Sanderson, Green Park, Hays, Penna PLC Solace Enterprises	
Lot 3	Redeployment Portal	LGRP Gatenby Sanderson	
Lot 4	Recruitment Advertising		ESPO Framework (3A) for Recruitment Advertising Services

2.1. Lot 1 – Strategic HR Management Consultancy Service

The recommendation is to appoint Penna PLC on a pay as we use basis for Strategic HR Management Consultancy Services for an initial term of 2 years with the option to extend for up to 2 years (2+1+1) from 1st April 2015 to 31st March 2019. This is a pay as you use service so the cost is unknown and will depend on department requirements over the 4 year period.

2.2. Lot 2 – Executive and Interim Search and Selection

Should we require to undertake Executive and Interim search and selection we invite the recommended recruitment companies to bid against each assignment on both quality and price.

To recommend the appointment of Allen Lane, Gatenby Sanderson, Green Park, Hays, Penna PLC and Solace Enterprises for Executive & Interim Search and Selection Services for an initial term of 2 years with the option to extend for up to 2 years (2+1+1) from 1st April 2015 to 31st March 2019. This is a pay as you use service so the cost is unknown and will depend on department requirements over the 4 year period.

2.3. Lot 3 – Redeployment Portal

We do not recommend joining this Lot at the current time due to the fact that the costs are not known. Gatenby Sanderson is currently building a system to utilise software (Talent Wave Portal) which will provide a London wide redeployment platform. Until we can evaluate if this portal is effective and how many other boroughs may join, we are unable to make a recommendation. The table below shows the costs depending on the number of boroughs joining the framework. Appendix 8 (contained in the exempt report) shows the cost for up to 150 boroughs.

Number of partners	1st year cost (per partner)	2nd year cost (per partner)	3rd year cost (per partner)	4th year cost (per partner)	Total cost over 4 years	Average cost per year
1	£443,065	£30,000	£30,000	£30,000	£533,065	£133,266
2	£221,533	£15,000	£15,000	£15,000	£266,533	£66,633
3	£147,688	£10,000	£10,000	£10,000	£177,688	£44,422
4	£110,766	£7,500	£7,500	£7,500	£133,266	£33,317
5	£88,613	£6,000	£6,000	£6,000	£106,613	£26,653
6	£73,844	£5,000	£5,000	£5,000	£88,844	£22,211
7	£63,295	£4,286	£4,286	£4,286	£76,152	£19,038
8	£55,383	£3,750	£3,750	£3,750	£66,633	£16,658
9	£49,229	£3,333	£3,333	£3,333	£59,229	£14,807
10	£44,307	£3,000	£3,000	£3,000	£53,307	£13,327
11	£40,279	£2,727	£2,727	£2,727	£48,460	£12,115
12	£36,922	£2,500	£2,500	£2,500	£44,422	£11,106
13	£34,082	£2,308	£2,308	£2,308	£41,005	£10,251
14	£31,648	£2,143	£2,143	£2,143	£38,076	£9,519
15	£29,538	£2,000	£2,000	£2,000	£35,538	£8,884
16	£27,692	£1,875	£1,875	£1,875	£33,317	£8,329
17	£26,063	£1,765	£1,765	£1,765	£31,357	£7,839
18	£24,615	£1,667	£1,667	£1,667	£29,615	£7,404
19	£23,319	£1,579	£1,579	£1,579	£28,056	£7,014
20	£22,153	£1,500	£1,500	£1,500	£26,653	£6,663

Once we have that information, we may wish to bring back a recommendation to join this Lot.

2.4. Lot 4 – Recruitment Advertising

The recommendation is for Recruitment Advertising to remain with the current supplier Penna by joining the ESPO framework (3A) for the period 1st April 2015 to 30th September 2016. We do not recommend joining

LGRP's process to appoint Papirfly and LB Sutton to process our advertisements for paper and on-line media.

Once we assess how effective and the cost of the LB Sutton's model, we may wish to bring back a recommendation to join this Lot.

- 2.5. Any further decisions to be delegated to the Cabinet Member for Finance on implementing LB Sutton's Lot 3 and 4.

3. REASONS FOR DECISION

- 3.1. The LGRP partners have let a Framework Agreement for all councils across England to participate in. The tender process was led by the London Borough of Sutton and comprised of representatives from other London Boroughs. Advertising the framework for such a large consortium, has resulted in better prices through increased leverage, which it is doubtful would have been achieved had the Council exposed the services to competition on its own.

4. BACKGROUND

- 4.1. In 2011 H&F joined the LBRP framework which was made up of 28 members and the two Lots H&F covered Recruitment Advertising and Executive Search and Selection. The contract was for a period of two years with an option to extend for a further period of up to two years, expiring 31st March 2015. Notable financial savings have been achieved as a result with approximately £1.5 million per annum shared amongst the partners.
- 4.2. The Royal Borough of Kensington and Chelsea and Westminster City Council also access the LBRP Framework.
- 4.3. As a result of the savings previously achieved, interest was received from local authorities across the country to be included in the next Framework Agreement which was subsequently let on behalf of 171 participating boroughs and commences on 1st April 2015 to 31st March 2019 (2 years + 1 year+ 1 year). To reflect these changes the Partnerships name was changed to Local Government Recruitment Partnership (LGRP).

5. PROPOSAL AND ISSUES

- 5.1. Recruitment and resourcing services have undergone extensive change and development in the last 10 years. With the emergence of digital recruitment solutions there has been a considerable reduction in hard copy press and journal advertising; replaced by the rapid emergence of online jobs boards and social media as an alternative means of advertising.

- 5.2. Research has been undertaken across a spectrum of advertising media sources, ranging from social media, online jobs boards, national press, and specialist journals apropos the future direction of recruitment advertising and the role of the recruitment advertising agent. It is clear in the medium term (likely to be within the life-cycle of these contracted services) that traditional recruitment advertising agencies will cease to operate in the same way, or at all. In the past the advertising agent held a pivotal role between client hiring managers and the media, in terms of preparing advertisements for the media including typesetting and production. The advertising agent has charged the client a rate for the service (including profit margin) whilst also charging the media a commission for the advertising placement.
- 5.3. The council is decreasing its use of expensive creative advertising approaches with over 90% of advertising now being in a standard format, requiring transactional processing only in the form of lineage advertisements.
- 5.4. The contract is designed so that we can adopt a pick and mix approach across the lots. There is a proposed management fee of £500 per Lot accessed under the framework per annum. This is to fund work the LB Sutton carry out for the LGRP.
- 5.5.1 ***Lot 1 Strategic HR Management Consultancy Service.***

The recommendation is for us to join the Penna PLC contract on a pay as you go service.

See Appendix 1 for Penna PLC's pricing schedule, Appendix 2 for Penna PLC's Outplacement pricing matrix and Appendix 3 for the rebate based on volume spend (all appendices contained in the exempt report).

Penna PLC are able to provide interview and assessor training plus awareness training to cover diversity and disability to ensure there are no adverse impacts on our processes and procedures. They can bespoke 1 to 1 coaching and development for individual's needs.

5.5.2 *Lot 2 Executive and Interim Search and Selection*

The Council's on-going requirement for senior managers on a permanent or interim basis remains a key issue. The use of executive search consultants (who have specialist market knowledge and influence) remains a feature of local government recruitment market and with the scale and pace of change across the sector, this aspect of the contract is highly unlikely to change. Skills requirements and the ability to source niche talent for the sector is if anything likely to increase.

The agents fee is a fixed percentage of the annual salary cost of the executive manager placement. The LBRP Framework has made an

average percentage rate saving of 5%. In terms of the interim placement, there are additional suppliers (the current contract has 4) and whilst the existing providers' rates have not decreased in value, the new suppliers' rates are more competitive. Further competition (call-off) between suppliers on the framework should also result in further reductions in cost for participating boroughs.

This Lot was awarded to 6 companies; Allen Lane, Gatenby Sanderson, Green Park, Hays, Penna PLC and Solace Enterprises. Managers can choose this option alongside or separate from the Comensura agency route for rolls with a salary of above £50K p.a. The framework requires that all 6 companies are given the opportunity to bid for the work. This will avoid negotiating a fee rate for every appointment.

See Appendix 4 and 5 for the pricing schedule, Appendix 6 for the Permanent Appointments fee and Appendix 7 for the turnover bandings (all appendices contained in the exempt report).

5.5.3 Lot 3 Redeployment Portal

The Chief Executives' London Committee have expressed keen interest in improving the redeployment opportunities for staff displaced as a result of the severe financial challenges many councils face. A specification has been developed by Gatenby Sanderson for a redeployment portal (Talent Wave) to assist with the successful placement of otherwise redundant staff which will reduce the associated costs as well as having wider socio-economic benefits. Staff, Redeployees and other job seekers would be connected through hyperlinks to council job sites and/or applicant tracking systems.

This Lot was awarded to Gatenby Sanderson who will build the software for councils to use. As this is new innovation and concept, there is no previous price comparison. The aim is to reduce the cost of redundancy to the partners' by enabling increased transfer of employment between councils. The go live date is yet to be confirmed.

See Appendix 8 (contained in the exempt report) for the cost which depends on how many councils sign up to it. At this stage it is not certain how many councils wish to join and the costs are exceedingly high, therefore it is proposed that H&F delays participating until the cost is known.

5.5.4 Lot 4 Recruitment Advertising

It is recommended that the alternative to Lot 4 is to join the ESPO framework (3A) for recruitment advertising services. Their framework has been established through a collaborative procurement exercise on behalf of the Pro5 group with Cambridgeshire, Leicestershire, Warwickshire, Lincolnshire and Norfolk County Councils. It commenced on the 12th June

2012 to 31st May 2015 with the option to extend up to 31st May 2016. It allows H&F to join and to either choose one agency or run a mini competition between the 4 agencies appointed in accordance with the terms and conditions of the Framework Agreement. There are 4 companies to choose from; CJA Group, Havas People, Penna PLC and TMP Worldwide.

This will enable H&F to continue placing advertisements with a recruitment advertising agent for the period 1st April 2015 to 30th September 2016 whilst the Agresso system which goes live on the 1st April 2015 is fully implemented. The Council will not have a recruitment team as BT will be managing the placement of adverts for the manager. There is the potential to switch on functionality on the Agresso system when the new provider is on-board and settled in to business as usual. This will also allow LB Sutton to manage the surge in councils' wanting to use this service and sort out any teething problems with the software in the first year.

H&F can remain with Penna PLC who it has used for the last 4 years and reduce costs as the framework gives us a discount on media costs: they have H&F's template adverts and this will cause minimal disruption to managers and BT.

See Appendix 10 (contained in the exempt report) for the 4 agencies costs, including fixed fees, Media discounts, Variable fees, Other charges, CJA Group prices' Havas People media card rate, Penna PLC media card rate and TMP Worldwide media card rate.

As covered earlier in the report, recruitment advertising has undergone significant changes with the emergence of social media and online jobs boards, replacing the traditional press and journal advertising. Traditional advertising agents are either no longer in business, or moving to strategic consultancy services such as LOT1. The LGRP has undertaken extensive research and soft market testing to address future needs. Intelligent software has been developed to provide a direct interface between hiring organisations and the media.

Spend per financial year including media costs and Penna's fees

2012-13	£88,838
2013-14	£132,832
2014-15	£72,483

Penna's fees

	Production fees	Additional/ creative fees	Retrospective Rebate for LBRP volume spend	Media Charges	No. of adverts placed
1-4-13 to 31-3-14	1,190	6,367	-8,284	175,705	123 adverts - 107 basic, 15 semi creative, & 1 search engine optimisation
1-4-14 to 31-1-15	90	4,987	To be confirmed	91,504	85 adverts - 79 basic, 6 semi creative,

See Appendix 9 (contained in the exempt report) for the cost which depends on how many council's sign up to it. At this stage it is not certain how many councils wish to join therefore we are proposing to join the ESPO framework.

6. OPTIONS AND ANALYSIS

- 6.1. Please see the table under recommendation which details the options and analysis.

7. CONSULTATION

- 7.1. All Boroughs have participated in the procurement exercise for the 4 Lots as detailed above.

8. EQUALITY IMPLICATIONS

- 8.1. There are no equality implications.

9. LEGAL IMPLICATIONS

- 9.1. The procurement of the Framework Agreement for various HR related services was led by the Local Government Recruitment Partnership. It is understood that H&F are able to access the Framework Agreement. Legal Services will carry out a review of the terms and conditions for each call-off prior to execution and will work with officers to arrange for the execution of these contracts.

- 9.2. Implications verified/completed by: Kar-Yee Chan, Solicitor (Contracts), Legal Services, 020 8753 2772.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. Although the cost of these contracts are unknown, they are expected to replicate the functionality of existing pay as you go contracts used by H&F and RBKC as part of the LGRP which are managed within existing departmental budgets. The costs will depend on departmental requirements and budget availability over the contract period, therefore savings cannot be quantified at this stage.
- 10.2. The newer Lot 4 contract where there is higher uncertainty regarding cost will be revisited in 18 months to ensure it is fit for purpose and delivering value for money.
- 10.3. Implications verified by: Maria Campagna, Head of Financial Controls, Payments and Systems (Acting), 020 8753 6014.

11. RISK MANAGEMENT

- 11.1. Local government continues to face significant change and financial challenges, this is a risk recognised on the corporate risk register as risk number 1, managing budgets. The report proposals contribute positively to the management of this risk. Market testing is also acknowledged as a corporate risk, risk number 4 so as to ensure that best value is achieved to the taxpayer. Officers will benefit from the familiarity and use of the same systems as the Royal Borough of Kensington and Chelsea and Westminster City Council should the recommendations be approved. Any necessary changes to the delivery of the service will need to be reflected in the council's service continuity plans. Information management risks are to be considered by the completion of a privacy impact assessment.
- 11.2. Implications verified by: Michael Sloniowski Telephone 020 8753 2587

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1. The proposal to call off from the framework is commercially beneficial and therefore the Director of Procurement and IT Strategy agrees with the recommendations contained within this report
- 12.2. Implications verified/completed by: Mark Cottis, e-Procurement Consultant, 020 8753 2757

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

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

LIST OF APPENDICES (contained in the exempt report):

Lot 1 Appendix 1 for the pricing schedule,
 Appendix 2 for the Outplacement pricing matrix
 Appendix 3 for the rebate based on volume spend.

Lot 2 Appendix 4 and 5 for the pricing schedule,
 Appendix 6 for the Permanent Appointments fee
 Appendix 7 for the turnover bandings.

Lot 3 Appendix 8 for the cost

Lot 4 Appendix 9 for the cost

ESPO Framework (3a) Appendix 10 for the costs

Pricing of fixed fee for CJA Group, Havas People, Penna PLC and TMP Worldwide:

Media discounts

Variable fees


Other charges

CJA Group prices

Havas People media card rate

Penna PLC media card rate

TMP Worldwide media card rate.

	<p align="center">London Borough of Hammersmith & Fulham</p> <p align="center">CABINET</p> <p align="center">27 APRIL 2015</p>
<p>H&F EMPLOYER SUPPORTED VOLUNTEERING SCHEME</p>	
<p>Report of the Cabinet Member for Social Inclusion : Councillor Sue Fennimore</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: ALL</p>	
<p>Accountable Executive Director: Nigel Palace, Interim Chief Executive</p>	
<p>Report Author:</p> <p>Debbie Morris – Bi-Borough Director of HR</p>	<p>Contact Details: Tel: 020 8753 3068 E-mail: debbie.morris@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1 To allow all employees of H&F to participate in the volunteering scheme for up to 14.5 hours per annum within Hammersmith & Fulham.

2. RECOMMENDATIONS

- 2.1 That the employee supported volunteering scheme be approved with immediate effect.

3. REASONS FOR DECISION

- 3.1. The scheme contributes to the Council's commitments to:
 - Staff who wants to apply to undertake a volunteering opportunity.
 - Teams who want to undertake a volunteering opportunity.
 - Line Managers receiving requests to undertake volunteering opportunities.
 - Supporting local community projects.

4. INTRODUCTION AND BACKGROUND

4.1 Employer Supported Volunteering is the term used for volunteering supported by the Council and delivered during working hours. Employer Supported Volunteering is acknowledged to offer a variety of positive benefits - to the employer, the employee volunteers and the community organisations they support.

4.2 Employer Supported Volunteering Scheme (ESV):

Volunteering England defines Employer Supported Volunteering as: providing employees with the opportunity to volunteer with support from their employer. This may be in the form of time off for individual volunteering, or in a programme developed by the employer, such as a team challenge event or ongoing arrangement with a community partner. Employer Supported Volunteering provides real benefits to the employer, the volunteers and community organisations they support. By helping tackle local issues, employers can benefit both themselves and the communities in which they operate.

4.3 H&F's Employer Supported Volunteering Scheme has been designed to better enable staff to volunteer in the communities that the Council serves.

4.4 Research has shown that volunteering strengthens business, motivates staff and makes a real difference in communities. Outcomes for employees, who volunteer, via their employer, may include:

- A sense of achievement.
- A greater understanding of local communities.
- Increased team working and better relationships.
- Increased level of engagement with their employer.
- Learning and additional skills gained.

(Source: employee.volunteering.co.uk)

4.5 Furthermore, expected benefits both for H&F employees participating, include greater networking due to contacts made, up-skilling due to the different skills utilized when volunteering, an active way to demonstrate their commitment to the values of the Council, closer working with residents and as the experience will be locally based a better understanding of the borough. The Chartered Institute of Personnel and Development carried out research in 2014 and in their paper (Volunteering to Learn: Employee Development through Community Action) they talk about the positive impact of employee volunteering on learning and development. From their research they say "many (who carried out volunteering) highlighted how their volunteering activities have helped them to develop their own skills, leading to further progression in their careers".

4.6 Types of volunteering under this Scheme might include:

Team volunteering events (Community Challenges) - these enable employees to volunteer their labour in the community on organised projects. Recent local examples are the revamp of the local Law Centre, gardening at the Community Art Centre and a painting project at a local Primary School.

Skills based volunteering - where employees volunteer their particular business and work skills to help a community organisation or individual, this may be face to face or virtual (on-line).

The above are examples only and are not an exhaustive list.

5. PROPOSAL AND ISSUES

- 5.1 To participate in the employee supported volunteering scheme which allows Council employees up to 14.5 hours volunteering time per annum (calendar year). Initially this scheme is open to H&F employees only (including those who work in shared services). These 14.5 hours are in addition (i.e. not part of the employee's annual leave or flexi-time allowance).
- 5.2 The above volunteering time is during normal working hours (subject to departmental needs and agreement by the Director or Head of Service).
- 5.3 In addition to the 'core' 14.5 hours volunteering per annum, employees are encouraged to consider matching hours spent volunteering during work time with added time spent volunteering outside of their working hours. This should be taken into consideration by the line manager when agreeing to grant time for volunteering.
- 5.4 Requests for volunteering time should not conflict with other work related responsibilities; create need for overtime or cause conflicts with employees' schedules.
- 5.5 The following process is an outline; it may be amended depending on staff/team requirements:
 1. Volunteering opportunities regularly communicated to Council employees.
 2. Employees who may be interested in volunteering opportunities discuss this with their line manager in the first instance (e.g. in regard to possible time off for volunteering).
 3. Employee completes the volunteer application form and sends this to the central coordinator.
 4. The volunteering is arranged. The employee volunteering may be asked to sign a volunteer agreement with the organisation or charity he/she is volunteering for.
 5. The employee undertakes the volunteering.

6. The employee feeds back to the central coordinator. Records updated.
- 5.6 The employee may use the volunteering experience as further evidence to support skills and competencies discussed at their annual appraisal.
- 5.7 The Council employees who complete volunteering under this scheme, and record the hours they have volunteered, will receive a thank you letter from the Council at the end of the year.
- 5.8 In addition to volunteering carried out under this scheme directly, employees of the Council who volunteer through their own arrangements are encouraged to notify the central coordinator of the volunteering they have done each year in order to build up an accurate picture of the volunteering activity carried out by Council employees, and to inspire others for example.
- 5.9 This is a new scheme for the Council and will be monitored, especially in the first year of its operation.
- 5.10 The following set out plans to launch the scheme to employees of H&F. It utilises a staged timeline in order to give this issue a prominence and keep it in people's thoughts.

In advance of the launch of the Employer Supported Volunteer Scheme document

- Council senior managers to be asked to self identify individuals willing to volunteer (leading the way).

Day of launch of the Scheme

- Scheme document available on the intranet.
- Specific volunteering opportunities listed.
- Message of the day

Month 1 following launch of Scheme document

- HR Business Partners to cascade the message about employer Supported volunteering via the department management teams they attend.
- Lunchtime stall in the Town Hall foyer to publicise the Scheme and Specific current local volunteering opportunities.

By month 3

- Follow up communications to staff targeting particular groups (suggested groups: those who have never volunteered before; those who have volunteered before – e.g. as London 2012 Games Makers; those who as well as working for the Council also live in the Borough).
- Feature a 'good news story' of an employee who has volunteered and the

Positive benefits etc. Re-publicise specific volunteering opportunities available.

- Ask for employee suggestions of other possible volunteering Opportunities in the Borough as a way to increase interest and engagement in the Scheme.

5.11 Further information:

At the Works4u website (www.works-4u.com), details of current local volunteering opportunities can be viewed. Contact details for Works4u are as follows:

Tel: 020 8741 9876

Email: enquiries@works-4u.com

Other general sources of information on volunteering as part of employment can be found at:

- www.hfvc.org.uk (Hammersmith & Fulham volunteer centre)
- www.sobus.org.uk (Sobus is a new Community Development Agency for Hammersmith & Fulham)
- www.employeevolunteering.co.uk
- www.volunteering.org.uk

6. EQUALITY IMPLICATIONS

6.1. There are no equality implications.

7. LEGAL IMPLICATIONS

7.1. None.

8. FINANCIAL AND RESOURCES IMPLICATIONS

8.1 There are no costs expected other than staff time.

11. IMPLICATIONS FOR BUSINESS

11.1 None.

12. RISK MANAGEMENT


12.1 None.

13. **PROCUREMENT AND I.T. STRATEGY IMPLICATIONS**

13.1 None.

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

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

	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>27 APRIL 2015</p>
<p>PARKING PROJECTS PROGRAMME FOR 2015/16</p>	
<p>Report of the Cabinet Member for Environment, Transport & Residents Services : Councillor Wesley Harcourt</p>	
<p>Open report</p>	
<p>Classification - For Decision Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Mahmood Siddiqi, Director for Transport and Highways</p>	
<p>Report Author: Chris Bainbridge, Head of Transport Policy and Network Management</p>	<p>Contact Details: Tel: 0208 753 3354 chris.bainbridge@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report outlines the key parking priorities for the Council and presents a parking projects and policy programme. The report seeks formal approval for these proposals to be agreed for implementation during 2015/16. The projects will be funded from the Parking Reserve account, with the possibility of some additional funding from S106, and work on the housing estates will be funded from the Housing Revenue Account.
- 1.2. The key priorities set out in the proposals for the 2015/16 financial year relate to maintaining and improving existing parking provision with particular emphasis on encouraging use of greener vehicles.

2. RECOMMENDATIONS

- 2.1. That approval be given to the parking projects & policy programme for the 2015/16 financial year and the estimated funding, as set out in Section 5 of this report.
- 2.2. That orders be placed with the Council's term highway contractors for the works outlined in the programme, with each order with a value of £20,000 or greater being signed off by the Cabinet Member for Environment, Transport and Residents Services.

3. REASONS FOR DECISION

- 3.1. In order to ensure that the Council's parking controls are serving the needs of residents, businesses, visitors and other stakeholders and ensure the maintenance of the smooth flow of traffic within the borough it is important to monitor, review and consult on parking schemes.

4. INTRODUCTION AND BACKGROUND

- 4.1. This report relates to Chapter 3 of the second local implementation plan for transport 2011-31 whereby the Council will:

- Ensure the smooth flow of traffic and alleviate congestion in the borough through the introduction and enforcement of moving traffic contraventions, such as yellow box junctions
- Review some of the 28 Controlled Parking Zones (CPZs) in the borough depending on annual parking stress surveys, verified problems and issues reported by residents' and businesses such as the effects of the Westfield Shopping Centre and the football grounds in the borough and also developments in the borough
- Introduce new parking bays within CPZs where safe to do so, and upgrade single yellow lines to double yellow lines at informal crossing points to facilitate pedestrian safety. Additionally, removing/de-cluttering signage to reduce maintenance costs and ensure clarity, and review waiting and loading restrictions to ensure they are still applicable and appropriate for the needs of the area.

The report also relates to the emerging Corporate Plan, with its aims of providing fair parking and encouraging the use of greener vehicles.

- 4.2. The parking projects team covers a broad area of work relating to reviewing parking policy, reviewing and consulting on existing parking provisions within

the Council's 28 CPZs and implementing schemes and policy interventions (a glossary of parking terminology is provided in Appendix 2).

- 4.3. The last parking programme lasted two years between 1 April 2013 and 31 March 2015. During that time, the parking projects team worked on two key priority areas:
1. Investigating, trialling and reporting on the progress of card-only ticket machine trial in Zone K and the Pay-by-phone parking trial in Zone E.
 2. Consulting on, investigating and delivering schemes that provide parking priority to residents and their visitors – we reviewed Zones QQ, J and K and consulted on match-day parking around the QPR football ground.

5. PROPOSALS AND ISSUES

- 5.1. Appendix 1 summarises the proposed parking projects and policy programme for 2015/16, with Table 1 giving expenditure and Table 2 summarising the proposed projects using revenue expenditure. Table 3 identifies projects which would be implemented should the work involved in Table 2 be less than expected, e.g. if as a result of consultation no further work was required, and projects which can be brought forward if there is underspend in the 2014-5 programme.

- 5.2. The main features of the programme are :

*Reviews of CPZs E,F and S, with D,H and T in the “reserve” list. Prioritisation of zones for review is based on a number of factors, including when a zone was last reviewed, the number of representations from residents, businesses and other stakeholders, and changes in local circumstances such as major developments. For example, in Zone E residents are concerned about the increase in Olympia traffic resulting from its increased use for exhibitions following the closure of Earl's Court.

*Introducing Traffic Orders on housing land so that parking controls can be enforced. (Funding for this will be provided by the Housing Revenue Account).

* Better signing of parking controls following revised directives from the government on what types of signs are permitted.

These works are subject to change if Council priorities change and the programme indicated in Table 2, could result in a larger workload than what is detailed if stakeholders in Zones D, E, F and S, H or T opt for changes to the existing parking controls in their respective parking consultations. If changes to the parking controls are required then this would generate additional

projects. Officers will provide a detailed summary of the results to these consultations and provide recommendations based on the results.

6. CONSULTATION

- 6.1 As part of any parking review the Council carries out a consultation by means of a questionnaire that is sent to residents, businesses and other stakeholders by post and it is also made available online. Respondents are encouraged to respond within 21 days, as this is generally the duration of a parking consultation. Consultations are held outside of school holiday periods in order to ensure that stakeholders are available to respond and make their views known.
- 6.2 The statutory traffic management order notices form part of the formal consultation process for the alteration to parking, waiting and loading restrictions on the public highway.
- 6.3 Our consultations are open and accessible online and by post. If requested, the consultations can be made available in different languages and Braille.
- 6.4 Further details of how parking consultations are carried out have been provided in Appendix 1.

7. EQUALITY IMPLICATIONS

- 7.1 Proposals under the programme will undergo consultation. Should adverse impacts be identified, officers will consider mitigating actions and if these are not possible, the overall benefits of any proposal must be considered before members make a final decision including the need to give due regard to the needs identified in the public sector equality duty in s149 of the Equality Act 2010.
- 7.2 The approval of the parking projects programme for 2015/16 is considered to have positive impacts on disabled people, older people with mobility impairments, pregnant women and parents with small children. Any proposals that impact places of worship will be considered as and when proposals are developed and faith groups will be consulted as part of that process. At this stage, any such impacts are not yet known.
- 7.3 A completed Equality Impact Assessment is attached in Appendix 4.

8. LEGAL IMPLICATIONS

- 8.1 Any proposed changes to the Controlled Parking Zones or other Traffic Regulation Orders (TROs) will require the council to comply with and follow the statutory procedure set out in the Road Traffic Regulation Act 1984 and secondary legislation. Any proposals to amend TROs by way of the prohibition of loading or unloading of vehicles may lead to an inquiry if objections are made.
- 8.2 By virtue of section 122 of the 1984 Act, the Council must exercise its powers under the 1984 Act so as to secure the expeditious, convenient and safe movement of vehicular and other traffic including pedestrians and the provision of suitable and adequate parking facilities on and off the highway.
- 8.3 Where further consultation is to be carried out, this must follow public law principles in that it must be carried out at a formative stage of the decision making process, last for a reasonable period, provide sufficient information for consultees to make an informed representation and all representations must be taken into account before any decision is made.
- 8.4 The proposal to introduce a card-only payment mechanism is not regulated by highways legislation. It is considered possible pursuant to the Local Government Act 1972 and s.1 of the Localism Act 2011 but members should be aware of the equality impacts arising from it in light of its public sector equality duty before making a decision.
- 8.5 The Council has a public sector equality duty which will require that if agreed, the recommendations in the report are implemented in a way that will ensure that no group protected by section 4 of the Equality Act 2010 suffer disproportionate adverse impact as a result. Care should be taken to ensure that any new arrangements or schemes would include appropriate provision for disabled parking and the protection of other vulnerable road users such as children and older people.
- 8.6 Implications completed by Alex Russell, Senior Lawyer, Legal Services, ext 2771.

9. FINANCIAL AND RESOURCES IMPLICATIONS

- 9.1 Parking Projects have funding of £425,000 in 2015/6, of which at least £150,000 must be capital funding. There may be an underspend of up to £33,000 from 2014/5 projects, which can be used to bring forward one or more projects from the reserve list in table 3 or enhance projects in Tables 1 or 2. This funding is provided from the Parking Account. The section 106 funding from Fulham Reach is dependent on the implementation of the

development. The Housing Estates Parking project is funded by the Housing Revenue Account.

- 9.2 The funding is limited to the amounts detailed above. If extra work is required then the mix of projects would need to be reviewed to ensure that the overall programme remains within budget.
- 9.3 Implications completed by Giles Batchelor, Finance Manager, ext 2407.

10. IMPLICATIONS FOR BUSINESS

- 10.1 The roll-out of phone payment for parking will make it easier for shoppers to pay for parking and could encourage shoppers to shop for longer.
- 10.2 Introducing controls on Mitre Way would reduce commuter parking and will enable more visitors to visit businesses in the area by car.
- 10.3 The aim of the CPZ reviews is to achieve the best possible balance between the sometimes conflicting needs of residents and businesses, while ensuring the safe and efficient operation of the road network and improving the environment for residents and businesses by encouraging the use of sustainable transport modes.

11. RISK MANAGEMENT

- 11.1 The project is to be managed within the TTS programme and risks identified and communicated to the Public Accounts Committee Parking Sub-group and Cabinet Member. Moving towards electronic payments will require suitable controls being applied and designed to ensure that adequate counter fraud, continuity and customer service provisions are made in advance of the pilot. Trialling a number of green initiatives contributes positively to the management and control of risk including reducing noise and air pollution. These will form part of the overall management of risk within the project.
- 11.2 Risk Management Implications verified by Michael Sloniowski Principal Consultant Risk Management, ext 2587.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1 The majority of schemes in this report will be covered by the existing Term Contract with Bouygues and Colas and F.M.Conway. Term contractors will be used for the majority of work detailed in this report. For projects not covered

by the term contract officers will seek quotations or tenders in accordance with the Council's Contracts Standing Orders, and this is indicated in Tables 1 to

12.2 Implications verified by Alan Parry, Procurement Consultant, ext: 2581.

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

No	Description of Background Papers	Name/ext of holder of file/copy	Department/location
	None		

LIST OF APPENDICES:

Appendix 1 - Parking Projects Programme 2015/6

Appendix 2 – Glossary of parking terminology

Appendix 3 – Borough CPZ map indicating controls, P & D tariffs etc

Appendix 4 – Equality Impact Assessment

Appendix 1: Table 1: Proposed capital parking projects and policy programme 2015/16

Area	Project	Expenditure (£)	Description
Moving Traffic Contraventions and Bus Lanes	Yellow box junction enforceability work (Phase 3)	£18,000	We will review waiting and loading restrictions within 300m of box junctions with CCTV enforcement. We may need to alter camera signs and yellow box markings and possibly seek DfT for authorisation.
	Borough wide bus lane enforceability audit and amendments	£22,000	We will be looking at compliance of bus stands and bus cages and modelling of bus lanes borough wide to see if the bus lane times are still relevant and appropriate. We may need to make some adjustments to ensure the smooth flow of traffic along busy corridors. Review of the borough's bus routes will include Fulham Palace Road, Peterborough Road, Shepherds Bush Green and Holland Park Roundabout. DfT guidance may be required and we may need DfT authorisation for some sections of bus lanes which we propose to alter.
	ICO Traffic Enforcement Signage	£40,000	Following an investigation by the Information Commissioners Office (ICO) and with pending changes to the DfT's Traffic Signs and Regulations Guidance and Directions we will be displaying reviewing and improving our parking and CCTV information signage.
Projects	Begin roll out of Pay-by-phone parking to all CPZs	£32,000	Subject to the outcome of the trial in Zone E being successful, we expect to begin the roll out paying for parking using mobile phone to all zones in 2015/16. This is subject to the tender process and a Key Decision Report. The £40,000 cost is based on £20,000 for officer time for the project and £20,000 for the cost of preparing traffic management orders. It is anticipated that the programme will start with CPZ A and focus on zones in the northern half of the borough, with one or two zones per month being activated. This program is subject to change depending on the capacity of the contractor and whether other zones request changes to controls as a result of consultations.
	General Decluttering works	£22,000	As part of the phone payment zonal installation, opportunities will be taken to declutter and improve zone signage where possible. This could include the thinning of existing ticket machine stocks.

Area	Project	Expenditure (£)	Description
	On-going review and streamlining of the Smart Visitors Permit	£13,000	As part of the review of current Smart Visitor Permits (SVP), there will be ongoing works aimed at improving the existing SVP.
	Electric Vehicles charging points	£20,000	The trial of a number of Electric Vehicle charging points. It is anticipated that most of the costs of the scheme will be paid for by Source London, the partner in this scheme. However negotiations with them are currently on-going.
	Expansion of Car Club Network	£30,000	There are currently 26 on-street Car Club bays within Hammersmith & Fulham. Usage data from Car Club operators and the growing number of members within the borough suggests that additional locations are required borough wide.
	Playstreets	£17,000	Report and potential rollout of 20 Playstreets in the borough, following a successful trial Playstreets in 2014 in Roxwell Road.
Total		£214,000	
Section 106 and external funded works (provisional)			
Development related	Fulham Reach	£30,000	The Fulham Reach s106 is for the review of parking controls around the development and if necessary to correct controls. If the Consultation of Zones T and H results in any changes to controls, this money would be used to fund the change in signage in these two zones. There is a total of £60,000 available but it is dependent on the phasing of the development so only half the amount, £30,000, is likely to be available in 2015/6.
Total		£243,000	

Table 2: Proposed revenue parking projects and policy programme 2015/16

Area	Project	Expenditure (£)	Description
Routine	General CPZ correspondence	£90,000	The Parking Project Team receives high levels of correspondence throughout the year. Many of the requests are investigated with site inspections and assessments by officers, and an increased number of Freedom of Information requests that need to be investigated and responded to.
	Annual Parking Report	£5,000	This report is a DfT requirement and details current parking trends, future projects and schemes as well as statistical and financial data about the parking services of LBHF.
	Annual daytime and overnight parking stress surveys	£18,000	The annual daytime and overnight parking stress surveys are required to maintain an accurate picture of the level of demand for parking in the borough. This data is used for a variety of purposes across the authority, particularly in planning and transport policy. This will include a tender for the survey.
	Quarterly amendments to traffic orders	£53,000	To save on advertising costs for individual waiting and loading amendments, the changes to yellow lines and kerb blips are grouped into four larger amendments every year. Yellow line amendments from all groups in the environment department are included in the quarterlies in order to save overall departmental cost. The cost includes fees, works orders and advertising.
CPZ Reviews	CPZ review – Zone E	£10,000	Following the trial of Phone payment and as part of the strategy to periodically review CPZs, it was agreed that CPZ E would be notified about a zone review in mid-2015
	Review of Zone F and S	£20,000	We receive complaints from Fulham Town Centre businesses that the current restrictions on pay and display parking on Saturday afternoons and in the early evenings are detrimental to their viability. The costs of the review will include physical decluttering works as well as the costs of full consultation of all residents and businesses via mail and online. There is also the cost of officer time in analysis and report writing. Additional funding may be required if major changes to signage are required depending on results. There may be future Section 106 funding available to contribute towards these schemes.

Area	Project	Expenditure (£)	Description
Projects	Formulate a borough wide strategy for pay and display parking payment options	£8,000	Based on a comparison of results of phone/card payment technologies, we will formulate a borough wide strategy for pay and display parking payment options and a phased introduction of the removal or replacement of machines. This will include a tender for new ticket machines.
	Emission based resident permit charges	£7,000	A feasibility study into the potential to change the current parking permit structure to include discounts for drivers of low emission vehicles.
Total		£211,000	
External funded works			
	Traffic Orders for Housing Land	Costs recovered from the Housing Revenue Account	Even though this project is not funded by TTS, it will occupy a significant amount of officer time. This may mean that other projects in the work programme may not be able to be completed in 2015/16 as this work is prioritised.

Table 3: Proposed prioritised list of projects which will be implemented if any of the projects identified in Table 2 require less work than expected and/or if funding is available from an underspend in 2014/5.

Area	Project	Expenditure (£)	Description
CPZ reviews	CPZ review – Zones D, H and T	£35,000	CPZ Zone D requires a match day parking review. As CPZ zones H and T have the same hours of control, we propose to extend the CPZ consultation to all three zones so that all three zones in the south of the borough that have Mon-Fri controls are consulted at the same time. Half of the cost is for works, including consultation booklet and postage. The other half is for officer time in analysis and report writing. Additional funding may be required if major changes to signage are required depending on results.
	Potential implementation as a result of review of Zone O	£12,000	Parking controls in Zone O were last reviewed in 1997. It is recommended that a standard review and consultation is carried out which will provide residents and businesses the opportunity to alter the way in which Zone O operates. As part of the Council's standard review, an on-site assessment will be carried out to maximise parking provision and installing double yellow lines at junctions to improve junction safety. Signage will also be reviewed to remove excessive street clutter in accordance with the Council's street smart policy. The provisional cost estimate of this project is: Consultation including officer fees £8k, remedial works £4k
	Assessing the introduction of parking controls on Mitre Way (potentially incorporating into Zone N)	£7,000	Residents and Businesses of Mitre way have reported excessive commuter parking and abandoned vehicles. As one of Hammersmith & Fulham's only uncontrolled roads, it is recommended that a mini consultation is carried out by providing several options to regulate parking in Mitre way including, incorporating it as part of Zone N or introducing standalone parking restrictions such as pay & display or time limited parking bays. The provisional cost estimate of this project is: Consultation including officer fees £5k, remedial works £2k
	Review of Zone I	£12,000	Residents from St Elmo Road and Jeddo Road in the north of Zone I have reported increased parking stress due to the LB of Hounslow altering parking controls in the neighbouring streets. Zone I was last reviewed in June 2010 and results from the consultation were inconclusive at the time and there was no

Area	Project	Expenditure (£)	Description
			overall consensus to alter the way in which the zone operated. It is recommended that a review of the zone is carried out. It is anticipated that the streets north of Cobbold Road are most affected by commuter displacement and may request changes to the operational hours of Zone I. The forecast costs of this project are: Consultation including officer fees £8k, remedial works £4k
Moving Traffic Contraventions and Bus Lanes	Mapping Moving Traffic Orders	£42,500	In order to develop the Traffic Orders Service and provide helpful and readily available information, which would save hours in dealing with queries and FOI requests, the Parking Projects and Traffic Orders Team need to collaborate to bring all Moving Traffic Restrictions / Orders onto ParkMap (a propriety software application). A Privacy Assessment has been completed for these works
Total		£108,500	

APPENDIX 2 – Glossary of parking terminology

Parking Review (Review of controlled parking zone)

This is a full review of all parking restrictions in a controlled parking zone. This is carried out via a consultation with all residents and businesses within the controlled zone. Aspects such as the length and days of operation of the parking bays are reviewed and other options such as a maximum stay for pay and display parking are offered. Changes are made based on a majority support via the consultation. Yellow lines are installed in front of all dropped kerbs in order to facilitate pedestrian movement, and parking bays are extended where possible as part of the review in order to maximise parking in the borough and reduce parking stress. All signage in the area is updated where required.

Consultation –

- **Full Consultation**

A full consultation is carried out for all parking reviews. All residents and businesses of a controlled zone are sent a consultation document with a reply paid questionnaire which gives them the opportunity to either maintain or alter the current parking controls. Consultations usually run for a period of 3 weeks. The statutory consultation period is also observed through the advertisement of the legal traffic order.

- **Local Consultation**

A local consultation is carried out for smaller projects such as the installation of a loading bay, the introduction of short stay shopper bays, the alteration of a significant section of single or double yellow line, etc. This is usually in the form of a letter requesting comments or objections. The statutory consultation period is also observed through the advertisement of the legal traffic order.

- **Statutory Consultation**

For all minor amendments such as the installation of a double yellow line in front of a private crossover or other small changes to waiting and loading restrictions the statutory consultation process is observed. All changes to waiting, loading or parking restrictions must be accompanied by an amendment to the legal traffic order. The amendments are advertised in two local papers for 4 weeks whereby objections to the changes can be made in writing to the Highways Department.

Legal Traffic Order (TRO)

All on street restrictions are covered by a legal traffic order. This includes waiting restrictions (single and double yellow lines), loading restrictions, parking

restrictions (including loading bays, disabled bays, doctor bays, and motorcycle bays), bus lanes, 20mph zones and so on. The legal traffic order states the extent of the restrictions, their operating times, etc and is a vital part of parking and traffic enforcement. Without a legal traffic order detailing the restriction, it cannot be enforced. Therefore any change on street must be accompanied by a change to the legal order.

Traffic Order Consolidation

For traffic orders such as the waiting and loading order, or a parking place order for a specific zone, minor amendments are made on a regular basis. In order to combine all the amendments back in to one document again, the order can be consolidated. To ensure traffic orders are easy to manage and refer to, consolidations should be carried out on a regular basis.

Smart Visitor Permit

An electronic visitor permit that is currently available in all controlled parking zones. The permit acts as a cashless alternative to the on-street pay and display machines. Residents can top up the permit with credit then activate it and deactivate it over the phone when their visitor arrives and leaves. It charges by the minute (P+D machines charge by the half hour) and offers a small reduction on the on-street tariff.

APPENDIX 3 – Borough CPZ map indicating controls, Pay and Display tariffs etc



APPENDIX 4: EIA Document

LBHF Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2014/15 Q4
Name and details of policy, strategy, function, project, activity, or programme	PARKING PROJECTS & POLICY PROGRAMME: APPROVAL OF THE 2015/16 PROGRAMME To note and approve the 2015/16 parking projects & policy programme. This report is produced every year.
Lead Officer	Name: Antoneta Horbury Position: Interim Parking Projects & Policy Manager Email: Antoneta.Horbury@rbkc.gov.uk Telephone No: 020 7361 2094
Date of completion of final EIA	03/02/2013

Section 02	Scoping of Full EIA
Plan for completion	Timing: By March 2015 Resources: Parking Projects Team
Analyse the impact of the policy, strategy, function, project, activity, or programme	Examples of works that are likely to impact more on older and disabled people include: Improving Pedestrian Environment - Street Decluttering During the planned maintenance schemes streets are analysed for 'Decluttering'. This involves reducing and consolidating, where possible, the amount of street furniture. Removal of redundant signs posts and attaching signs to lamp columns as well as the removal of bollards all helps reduce the 'clutter' on the street. These small improvements can make the street easier to negotiate for vulnerable road users such as the disabled and elderly by removing potential obstructions. Improving pedestrian environment - Ensure dropped kerbs protected from parked cars

During the review of CPZs road markings are reviewed to ensure they are DDA compliant. Single yellow lines at informal crossing points are upgraded to double yellow lines. These small improvements can make the street easier to negotiate for vulnerable road users such as the disabled and elderly because they ensure that vehicles do not obstruct the crossing points.

As a result of the overall works, there may be benefits associated with certain groups and not others as detailed below:

Protected characteristic	Analysis	Impact:
Age	Older people are more likely than others to benefit from resurfaced carriageways and footways, as it provides a smoother ride and reduces the likelihood of trip hazards. Making it easier for disabled people to get about removes barriers and encourages participation in public life.	+
Disability	Disabled people are more likely than others to benefit from protection of informal crossing points. Making it easier for disabled people to get about removes barriers and encourages participation in public life.	+
Gender reassignment	N/A	Neutral
Marriage & Civil Partnership	N/A	Neutral
Pregnancy & maternity	Continued upgrading of single yellow lines at informal crossing points to double yellow lines will ensure that vehicles do not obstruct crossing facilities for prams/pushchairs	Neutral
Race	N/A	Neutral

	Religion/belief	Places of worship within a controlled parking zone are consulted when the parking controls within that Zone are reviewed. Any impact would be unknown until a full consultation is carried out and the responses are assessed.	Unknown	
	Sex	N/A	Neutral	
	Sexual Orientation	N/A	Neutral	
	<p>Human Rights or Children's Rights Will it affect Human Rights, as defined by the Human Rights Act 1998? No</p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)? No</p>			
Section 03	Analysis of relevant data			
	Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.			
Documents & data reviewed	Annual parking stress survey data helps to determine which controlled parking zones are reviewed as part of the annual parking projects programme. Those Zones that have consistently high level of parking demand are given priority.			
New research	N/A			

Section 04	Consultation
Consultation	Our consultations are open and accessible online and by post, and can be made available in different languages and Braille when requested.
Analysis of consultation outcomes	N/A

Section 05	Analysis of impact and outcomes
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Analysis	Following any parking consultation the results are analysed and presented to the Cabinet Member for a decision.
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Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	N/A

Section 07	Action Plan
Action Plan	N/A

Section 08	Agreement, publication and monitoring
Chief Officers' sign-off	Name: Chris Bainbridge Position: Head of Transportation Policy & Network Management Email: Chris.Bainbridge@lbhf.gov.uk Telephone No:0208 7533354
Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: 20/02/2013 Key equalities issues have been included: Yes

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 27 APRIL 2015 AND AT FUTURE CABINET MEETINGS UNTIL JUNE 2015

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 2014/15

Leader:	Councillor Stephen Cowan
Deputy Leader:	Councillor Michael Cartwright
Cabinet Member for Children and Education:	Councillor Sue Macmillan
Cabinet Member for Economic Development and Regeneration:	Councillor Andrew Jones
Cabinet Member for Finance:	Councillor Max Schmid
Cabinet Member for Health and Adult Social Care:	Councillor Vivienne Lukey
Cabinet Member for Housing:	Councillor Lisa Homan
Cabinet Member for Social Inclusion:	Councillor Sue Fennimore
Cabinet Member for Environment, Transport & Residents Services:	Councillor Wesley Harcourt

Key Decisions List No. 31 (published 27 March 2015)

KEY DECISIONS LIST - CABINET ON 27 APRIL 2015

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>
27 April				
Cabinet	27 Apr 2015	<p>Property Asset Data Management Lot 3 pricing model - proposed call-off</p> <p>Seeking approval to a proposed call-off contract.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) 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 Finance	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	27 Apr 2015	<p>Travel, Care and support arrangements</p> <p>Report summarising outcomes from consultation and recommendations for future passenger transport service arrangements.</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>	Cabinet Member for Children and Education, Cabinet Member for Health and Adult Social 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	

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.	Turner@rbkc.gov.uk	
Cabinet	27 Apr 2015 Reason: Affects 2 or more wards	Corporate Plan 2015-18 A new Corporate Plan for H&F, setting seven key priorities and new corporate objectives to deliver on over the next three years.	Leader of the Council Ward(s): All Wards Contact officer: Peter Smith Tel: 020 8753 peter.smith@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	27 Apr 2015 Reason: Expenditure more than £100,000	Shared services contract for Internal Audit services The current contracts for Internal Audit services held by LBHF and RBKC are due to expire in June 2015 and need to be replaced with a single shared services 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 maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Geoff Drake Tel: 020 8753 2529 geoff.drake@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	27 Apr 2015	Shared Services Strategy regarding violence against women & girls	Deputy Leader	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	For Cabinet to approve the VAWG strategy for LBH&F, RBKC and WCC	Ward(s): All Wards	
			Contact officer: Claire Rai Tel: 020 8753 3154 claire.raai@lbhf.gov.uk	
Cabinet	27 Apr 2015	Appointment of contractor to deliver services relating to Violence Against Women & Girls across LBH&F, RBKC and WCC	Deputy Leader, Cabinet Member for Social Inclusion	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	The report requests the approval of the recommendation to allocate contracts for: The coordination of Specialist Domestic Violence Courts and Multi Agency Risk Assessment Conferences (lot 1); and Integrated Support Services (ISS) which includes a range of specialist frontline services to support adults and young people, children and families who are victims or affected by gender based violence (lot 2) across the three boroughs	Ward(s): All Wards	
		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.	Contact officer: Mina Cobbinah, Pat Cosgrave Tel: 020 8753 2810 Mina.Cobbinah@rbkc.gov.uk, Pat.Cosgrave@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	27 Apr 2015 Reason: Expenditure more than £100,000	<p>Recruitment Resourcing and HR Consultancy Services Lots</p> <p>Report on tender for Lot 1 Strategic HR Management Consultancy Service, Lot 2 Executive and Interim Search & Selection, Lot 3 Talent Wave Portal and Lot 4 Recruitment Advertising.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Finance</p> <p>Ward(s): All Wards</p> <p>Contact officer: Debbie Morris Tel: 020 8753 3068 debbie.morris@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	27 Apr 2015 Reason: Affects 2 or more wards	<p>Parking Projects Programme 2015/16</p> <p>This report outlines the key parking priorities for the Council and presents a parking projects and policy programme. The report seeks formal approval for these proposals to be agreed for implementation during 2015/16.</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Antoneta Horbury Tel: 020 7361 2094 Antoneta.Horbury@rbkc.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	27 Apr 2015 Reason: Expenditure more than £100,000	<p>Day services for people with dementia</p> <p>The report seeks agreement to directly award contracts for the provision of day services for people with dementia.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Steven Falvey Tel: 020 8753 5032 Steven.Falvey@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be

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		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.		considered.
Cabinet	27 Apr 2015 Reason: Expenditure more than £100,000	<p>Request from Serco for novation of waste contract</p> <p>To enter into a novation and variation agreement for the Waste Collection and Street Cleansing Contract to Serco Environmental Services Limited, subject to the Council being no worse off</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Lyn Carpenter Tel: 0208 753 5710 lyn.carpenter@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	27 Apr 2015 Reason: Expenditure more than £100,000	<p>Implementation of a new website content management system</p> <p>The report seeks approval for the implementation of new website content management system with procurement of new shared web hosting arrangements</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from</p>	<p>Cabinet Member for Finance</p> <p>Ward(s): All Wards</p> <p>Contact officer: Nick Austin Tel: 020 8753 nick.austin@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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		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	27 Apr 2015 Reason: Expenditure more than £100,000	<p>Agreement for direct award of contracts for the provision of day services for people with dementia</p> <p>The report requests authority from Cabinet (in accordance with paragraph 20.1.2 of Contract Standing Orders) to approve the direct award of two contracts for dementia day service provision for 18 month from 1 May 2015 to 31 October 2016.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Steven Falvey Tel: 020 8753 5032 Steven.Falvey@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
19 May				
Cabinet	19 May 2015 Reason: Expenditure more than	<p>Shared ICT Services – Strategy and procurement of cloud based collaboration tools.</p> <p>Approval of the strategy and funding to procure cloud based</p>	<p>Cabinet Member for Finance</p> <p>Ward(s): All Wards</p>	A detailed report for this item will be available at least five working days before the date of the meeting and

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	£100,000	<p>collaboration tools enabling convergence of a suite of productivity and collaboration tools across the three councils of the London borough of Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea, and Westminster City Council.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk</p>	<p>will include details of any supporting documentation and / or background papers to be considered.</p>
Cabinet	<p>19 May 2015</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p>Approval to establish a framework for the provision of new temporary accommodation and enter into a Development Agreement to develop Lavender Court</p> <p>The report is aimed at improving services for homeless people. It seeks to establish a framework for the provision of new, good quality temporary accommodation and to award a contract for the redevelopment of Lavender Court.</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</p>	<p>Cabinet Member for Housing</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Matin Miah Tel: 0208753 3480 matin.miah@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>

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		maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	19 May 2015 Reason: Income more than £100,000	<p>Land adjoining 95 Goldhawk Road</p> <p>Disposal of surplus land.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Housing</p> <hr/> <p>Ward(s): Hammersmith Broadway</p> <hr/> <p>Contact officer: James Adam Tel: 020 8753 2833 James.Adam@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	19 May 2015 Reason: Expenditure more than £100,000	<p>Carers Hub Hammersmith & Fulham</p> <p>Report to extend the Carers Hub Service with Carers Network.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Mike Potter Tel: 020 7745 4112 mpotter@westminster.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	19 May 2015 Reason: Affects 2 or more wards	<p>London Borough of Hammersmith & Fulham Cycling Strategy</p> <p>The Cycling Strategy sets out how the London Borough of Hammersmith & Fulham will improve the quality and extent of provision for cyclists, encourage more people to use bicycles, increase the number of journeys made by cycle, and improve public health outcomes.</p> <p>In order to achieve this, the Cycling Strategy develops an Action Plan that can be used to direct funding in a way that responds to the cycling needs of Hammersmith and Fulham residents / businesses.</p> <p>The Cycling Strategy is not a statutory document. However it has been identified as playing a crucial role in reducing congestion on our roads, relieving pressure on the public transport system, and improving the health of residents and visitors.</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Rory Power Tel: 020 8753 6488 rory.power@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	19 May 2015 Reason: Affects 2 or more wards	<p>Housing Strategy - Delivering the Change We Need in Housing</p> <p>Seeking to agree a new Housing Strategy (and associated documents) to reflect changes in policies required to meet the Administration's Manifesto commitments.</p>	<p>Cabinet Member for Housing</p> <p>Ward(s): All Wards</p> <p>Contact officer: Aaron Cahill, Erin Macgalloway Tel: 020 8753 1649, Tel: 0208 753 5727 Aaron.Cahill@lbhf.gov.uk, Erin.Macgalloway@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	19 May 2015 Reason: Expenditure more than	<p>Transition of the HFBP ICT Service Desk, Data Centres and distributed computing to new service providers</p> <p>At the end of the HFBP service</p>	<p>Cabinet Member for Finance</p> <p>Ward(s): All Wards</p>	A detailed report for this item will be available at least five working days before the date of the meeting and

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	£100,000	<p>contract the Council will need to transition all ICT services to other suppliers. By changing the service desk earlier than contract expiry, H&F will be able to reduce the effort, costs and risk and align to the one team Tri-borough. This paper recommends an early transition from the current service desk provider to the new service desk provider by calling off the Tri-borough framework contract which has the benefit of providing a consistent user experience for staff.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk</p>	<p>will include details of any supporting documentation and / or background papers to be considered.</p>
Cabinet	<p>19 May 2015</p> <p>Reason: Expenditure more than £100,000</p>	<p>Stebbing House and Poynter House, Lift Modernisation</p> <p>This report seeks approval to let a contract to undertake works to modernise the existing 6No passenger lifts within the existing buildings at Poynter House and Stebbing House, Edward Woods Estate, London, W11, London, W6.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information)</p>	<p>Cabinet Member for Housing</p> <p>Ward(s): Shepherds Bush Green</p> <p>Contact officer: Velma Chapman Tel: 020 8753 4807 velma.chapman@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>

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		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.		
1 June (date to be confirmed)				
Cabinet	1 Jun 2015 Reason: Affects 2 or more wards	Tomorrow's Hammersmith - Reimagining Hammersmith Town Centre A summary of Hammersmith's Assets, challenges and opportunities and how the Council will work with the wider community and the Greater London Authority to deliver a new town centre.	Cabinet Member for Economic Development and Regeneration Ward(s): Hammersmith Broadway Contact officer: Nick Boyle Tel: 020 8753 3069 nick.boyle@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	1 Jun 2015 Reason: Expenditure more than £100,000	Procurement of a Homecare service for the London Borough of Hammersmith and Fulham (H&F); Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC) Seeking Cabinet agreement to the awarding of three new contracts for the provision of Homecare services in the London Borough of Hammersmith and Fulham. 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 Health and Adult Social Care Ward(s): All Wards Contact officer: Michael Gray Tel: 0208 753 1422 Michael.Gray@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	1 Jun 2015	<p>Fulham Palace</p> <p>Boiler System Replacement.</p> <p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Environment, Transport & 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: Expenditure more than £100,000		Ward(s): Palace Riverside	

NOTICE OF CONSIDERATION OF AN ADDITIONAL KEY DECISION PROPOSED TO BE MADE BY CABINET ON 27 APRIL 2015 (published on 11 April 2015)

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 a Key Decision which it intends to consider at its next meeting..

*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*

The decision 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.

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Cabinet	27 Apr 2015 Reason: Affects 2 or more wards	H&F Employer Supported Volunteering Scheme That the employee supported volunteering scheme be approved with immediate effect to allow all employees of H&F to participate in the volunteering scheme for up to 14.5 hours per annum within Hammersmith & Fulham.	Cabinet Member for Social Inclusion Ward(s): All Wards Contact officer: Debbie Morris Tel: 020 8753 3068 debbie.morris@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.