

Cabinet

Agenda

MONDAY
11 APRIL 2016
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 Ben Coleman, Cabinet Member for Commercial Revenue and Resident Satisfaction
Councillor Sue Fennimore, Cabinet Member for Social Inclusion
Councillor Wesley Harcourt, Cabinet Member for Environment, Transport & Residents Services
Councillor Lisa Homan, Cabinet Member for Housing
Councillor Andrew Jones, Cabinet Member for Economic Development and Regeneration
Councillor Vivienne Lukey, Cabinet Member for Health and Adult Social Care
Councillor Sue Macmillan, Cabinet Member for Children and Education
Councillor Max Schmid, Cabinet Member for Finance

Date Issued
31 March 2016

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 item 10 which is 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 **4-7** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Kayode Adewumi 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 6 April 2016.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 13 April 2016**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 18 April 2016 at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Monday 18 April 2016**.

Cabinet Agenda

11 April 2016

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1. MINUTES OF THE CABINET MEETING HELD ON 7 MARCH 2016	1 - 17
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>	
4. CORPORATE REVENUE MONITOR 2015/16 MONTH 9 - DECEMBER	18 - 58
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6. PUBLIC HEALTH, HEALTHY SCHOOLS AND HEALTHY EARLY YEARS, DIRECT AWARD	91 - 103

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| 7. | 2015/16 SECTION 106 EXPENDITURE | 104 - 108 |
| 8. | FORWARD PLAN OF KEY DECISIONS | 109 - 123 |
| 9. | 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.

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| 10. | EXEMPT MINUTES OF THE CABINET MEETING HELD ON ON 7 MARCH 2016 (E) | |
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London Borough of Hammersmith & Fulham

Cabinet Minutes



Monday 7 March 2016

PRESENT

Councillor Michael Cartwright, Deputy Leader
Councillor Ben Coleman, Cabinet Member for Commercial Revenue and Resident Satisfaction
Councillor Stephen Cowan, Leader of the Council
Councillor Sue Fennimore, Cabinet Member for Social Inclusion
Councillor Wesley Harcourt, Cabinet Member for Environment, Transport & Residents Services
Councillor Lisa Homan, Cabinet Member for Housing
Councillor Sue Macmillan, Cabinet Member for Children and Education

ALSO PRESENT

Councillor Adam Connell
Councillor Larry Culhane
Councillor Steve Hamilton

158. MINUTES OF THE CABINET MEETING HELD ON 8 FEBRUARY 2016

RESOLVED:

That the minutes of the meeting of the Cabinet held on 8 February 2016 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

159. APOLOGIES FOR ABSENCE

Apologies for Absence were received from Councillors Vivienne Lukey, Andrew Jones and Max Schmid.

160. DECLARATION OF INTERESTS

Councillor Sue Fennimore declared an other Significant interest in item 8 (Enhancement of Alternative Provision at the Bridge and Greswell Street Sites) as a Trustee of TBAP (Bridge School) Board of Schools.

161. CORPORATE REVENUE MONITOR 2015/16 MONTH 8 - NOVEMBER

RESOLVED:

- 1.1. That the General Fund and HRA month 8 revenue outturn forecast, be noted.
- 1.2. That all overspending departments to agree proposals/action plans for bringing spend in line with budget.

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.

162. ICT TRANSITION PHASE 3 - THE TRANSITION TO THE INFORMATION TECHNOLOGY AND COMMUNICATIONS SERVICE DELIVERY MODEL AND NEW SERVICE PROVIDERS

RESOLVED:

- 1.1 To approve the new in-house delivery model that will work in partnership with both external and internal service providers to deliver data networks, unified communications and telephony services, working collaboratively to deliver the management of steady state in the short term.
- 1.2 To delegate to the Chief Information Officer (CIO) approval of appropriate Section 113 and inter-authority agreements for staffing and service delivery to enable the growth of a team that would consist of shared ICT services staff employed by LBHF and RBKC providing services to both councils in line with their respective telephony strategies.
- 1.3 That the shared ICT services assist the HTH refurbishment programme with the transformation of key services, some during and some after the transition from HFBP.

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.

163. PROCUREMENT OF MANAGED SERVICES PROVIDER FOR THE PROVISION OF AGENCY WORKERS

Cabinet noted that BT Managed Services had caused the Council a lot of problems. Officers were thanked for sorting this issue out in a timely fashion.

RESOLVED:

- 1.1. That approval be given to enter into an access agreement with ESPO in order to formally utilise ESPO Framework (No 653F_15) for Managed Services for Temporary Agency Resource (MSTAR2).
- 1.2. That subject to 2.1, above, the ESPO Framework (No 653F_15) for Managed Services for Temporary Agency Resource (MSTAR2) should be accessed to call off the services of a Managed Services Provider for Agency Workers.
- 1.3. That the Potential Provider should be awarded a call off contract under the ESPO Framework (No 653F_15) with effect from 1 July 2016 for a period of two years with the option of extending on 1 July 2018 for a further one year and also on 1 July 2019 for a further 1 year, providing for a maximum contract period of four years.
- 1.4. That the contract award should be in relation to Lot 1, Neutral Supply Chain management for both Transactional and certain Strategic Services as detailed in the MSTAR2 Framework.
- 1.5. That the Council continues with the requirement that the chosen supplier operates 'pay between assignments'.
- 1.6. That conditional to the award of contract and in accordance with terms of the MSTAR2 Core Specification for Transactional Services, the Potential Provider should be required to commit to delivery proposals that will provide target savings of up to £170,000 against anticipated MSTAR2 expenditure. Further information is provided in Section 8 of this report.
- 1.7. That integral to the pricing matrix, an additional marginal management fee (0.005p per hour transacted) should be introduced to part fund a contract management resource within the Shared Human Resources Service. At current usage this would equate to £22,500 per annum to be combined with an identical recommendation in RBKC to provide combined funds of circa £39,500 per annum. Further information is provided in Section 9 of this report.

1.8. That the appropriate Cabinet Member should be delegated with authority to exercise the option to extend the term of the contract in accordance with paragraph 1.3 above.

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.

164. EXTERNAL REFURBISHMENT OF THE ELEVATIONS, ROOF WORKS AND SOME DEFINED INTERNALS FOR HAMMERSMITH CENTRAL LIBRARY

RESOLVED:

That approval be given for the works to be procured from Amey Community Limited to commence on 4th April for a period of twenty-six weeks in accordance with the approved Terms and Conditions of the Shared Service - TFM 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.

165. ENHANCEMENT OF ALTERNATIVE PROVISION AT THE BRIDGE AND GRESWELL STREET SITES

Councillor Macmillan introduced Mr Seamus Oates, TBAP Multi Academy Trust, Executive Head Teacher. He welcomed the Council's proposal to invest a significant amount of money in the Academy which will strengthen and broaden the curriculum offer to Hammersmith and Fulham students through the redevelopment of the Finlay Street site. The Academy supports pupils with challenging behaviour who are unable to attend main stream schools. The Academy had been twice rated as Outstanding by OFSTED. The Academy

propose to have other agencies such as the police and school psychologists co-locate within the premises. Plans are being developed to deliver post 16 education in the future.

RESOLVED:

- 1.1 That the Council supports the enhancement of the curriculum offer to H&F students at the borough's Alternative Provision Academy at the Finlay Street site run by The TBAP Multi Academy Trust (TBAP), through the redevelopment of the site
- 1.2 That the Council agrees to contribute £6 million from S106 contributions subject to confirmation that the balance of the funding is secured by TBAP.
- 1.3 Subject to the approval of the Secretary of State, that the Council agrees to incorporate the Greswell St site in a 125 year academy lease to TBAP.
- 1.4 That the Cabinet agree to the appointment of LSI architects to develop the scheme to Royal Institute of British Architects Stage 7 (occupation) as outlined below and in accordance with the procurement process advice given in Part B.
- 1.5 That the Council delegates to the Cabinet Member for Children and Education the appointment of a construction contractor, subject to the proper procurement processes being followed, the scope being agreed and the costs being within budget.

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.

166. COMMISSIONING AND PROCUREMENT STRATEGY FOR CHILDREN'S CENTRE SERVICES FOR HAMMERSMITH AND FULHAM

In introducing the report, Councillor Macmillan noted that the proposals requested approval to award contracts to the existing service providers. There were no plans to close any children centres within the borough.

RESOLVED:

- 1.1 That the application of the Council's Standing Orders (CSO) be waived and for Cabinet to approve the direct award contracts to the existing service providers from 1st April 2016 up to 31st March 2017 with the scope to extend up to a further year if required. The maximum lifetime value of each of the 12 contracts will not exceed £572,000 (see appendix 1).
- 1.2 That Cabinet delegates authority to the Cabinet Member for Children and Education to approve:
 - i. any further actions necessary to ensure that the Council meets its statutory duties for the provision of children's centres and;
 - ii. any further extensions to the contracts to existing providers to run up to, but no longer, than 31st March 2018.

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.

167. APPROVAL TO EXTEND EXISTING CONTRACTS WITH CURRENT YOUTH SERVICE PROVIDERS TO ENABLE DEVELOPMENT OF A NEW COMMISSIONING STRATEGY WITHIN THE CONTEXT OF A PARTNERSHIP FOR YOUNG PEOPLE IN HAMMERSMITH AND FULHAM

RESOLVED:

- 1.1. That approval be given to waive Contracts Standing Orders and extend the existing contracts with current youth service providers for a further one year.
- 1.2. That the Council's Contract Standing Orders, requiring public quotes to be sought for contracts be waived.
- 1.3. That specific approval be given to modify and extend the following service provision arrangements until 31st March 2017:
 - a) Provision of youth club services for North End and Fulham Broadway wards by the Brunswick Club with a contract value of £50,000.

- b) Provision of youth club services for College Park and Old Oak wards by the Harrow Club with a contract value of £50,000.
 - c) Provision of youth club services for Wormholt and White City & Shepherds Bush wards by the Harrow Club with a contract value of £50,000.
 - d) Provision of youth club services for Sands End ward by the Harrow Club with a contract value of £50,000.
 - e) Provision of youth club services for Askew & Shepherds Bush wards by the Sulgrave Club with a contract value of £50,000.
 - f) Provision of youth club services for Avonmore and Brook Green, and Addison wards by Masbro Youth Club with a contract value of £50,000.
 - g) Provision of targeted holiday services by Action on Disability with a contract value of £50,000.
 - h) Provision of targeted term-time services by Action on Disability with a contract value of £50,000.
 - i) Provision of 'Sport, Fitness' and 'Well-being' holiday services by Let Me Play with a contract value of £49,600
 - j) Provision of universal community youth holiday Art and Fashion services by Let Me Play with a contract value of £49,700
 - k) Provision of universal community youth holiday Music and Performing Arts services by Let Me Play with a contract value of £49,200
 - l) Provision of a school-based term-time youth club by United Church School Trust at Hurlingham and Chelsea School with a contract value of £65,000
 - m) Provision of a school-based term-time youth club by Phoenix School with a contract value of £65,000
 - n) Provision of a term-time youth club with a contract value of £24,000 for children with disabilities. The service is currently under review and will be developed in partnership with key local organisations.
- 1.4. That a total budget of £741,060 be allocated for commissioned youth services in 2016-17. £702,500 of this funding will be made available for the direct award to existing youth providers, whilst £38,560 will be used for the Duke of Edinburgh Award Scheme and the printing of the 'Summer in the City' brochure.

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.

168. PUBLIC HEALTH, SCHOOL NURSE SERVICE, DIRECT AWARD

RESOLVED:

- 1.1. That the Executive Director of Adult Social Care and Health in consultation with Cabinet Member for Adult Social Care and Public Health, in addition to other borough specific delegates, for each authority approve the recommendation to directly award the contracts.
- 1.2. To note that each Authority's governance procedure applies applicable to the value of contract award.
- 1.3. To note that the total spend for the school nurse services, across the three boroughs, for the 12 month period from 1st April 2016 to 31st March 2017 is £4,584,255 pa. This figure now includes the 10% saving achieved on previous year total spend for the provision.

For Hammersmith and Fulham Council, Cabinet is requested:

- 1.4. That Cabinet gives approval to award a contract for additional School Nurse services to the Central London Community Health Trust for the period 1st April 2016 to 31st March 2017 for the value of £1,728,119 pa, in accordance with Regulation 72 (1)(b)(ii) of the Public Contracts Regulations 2015 and on the grounds that not to do so will result in a temporary loss of service and significant inconvenience to vulnerable children, young children and their educational establishments.
- 1.5. Cabinet should note the potential legal implications of this direct award as reported in sections 7 and 11 of this report, to which commissioning officers recommend the Council(s) should take a balanced approach to risk.

For Royal Borough of Kensington and Chelsea, the Cabinet Member is requested:

- 1.6. To approve a waiver in accordance with paragraph 2.09-2.12 (exemption/waivers of contract regulation) of the RBKC Contract Regulations to waive the requirement to seek tenders in order to allow

the local authority to directly award the contract to CLCH as listed in Appendix A, Table 1.

- 1.7. To approve the direct award of the contract to CLCH as listed in Appendix A, Table 1 for the values of £1,039,092 pa, effective from 1st April 2016 to expire on 31st March 2017.

For Westminster City Council, the Cabinet Member is requested:

- 1.8. The cabinet member approve a waiver in accordance with section 2.2 of the Westminster Procurement Code to allow the local authority to extend the contract to CLCH as listed in Appendix A, Table 1.
- 1.9. To approve the extension of the contract to CLCH as listed in Appendix A, Table 1 and for the values of £1,817,044 pa effective from 1st April 2016 to expire on 31st 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.

169. 20MPH SPEED LIMIT EXTENSION

Councillor Steve Hamilton stated that there was no clear evidence in the report supporting the fact that accidents happen above 30 mph nor was there proof that a reduction of the speed limit on North End Road will reduce accidents. He suggested that the existing policy should remain unchanged.

The Leader sought clarification whether he was proposing no change or a variable speed limit in North End Road as there was evidence that lower speed limits in some areas were worthwhile and reduced accidents. Councillor Hamilton repeated that the existing policy was adequate for the area.

Mr Bainbridge was asked to comment on the proposals. He reported that the Council had introduced several 20mph zones and limits since 2001. The police would only record speed as a factor in collisions if the vehicles were travelling at over 30mph. They do not record whether the collision would have been avoided or less severe if the speed limit have been lower. It is generally accepted that the likelihood of a child being killed in a collision at 20mph was

around 20% rising to 50% at 30mph. He noted that 29% of the respondents opposed introducing more 20mph roads while 71% were in favour of extending 20 mph limits (either for all Borough roads or with the exception of some roads).

The Leader noted that there was sufficient evidence in the consultation response to show that residents do not want 20 mph on all main roads. The introduction of a 20 mph speed limit cuts deaths. The Council's policy is to support a policy that would cut the number of road accidents and deaths in the Borough. He said that the Mayor of London and TfL supports the introduction of 20mph limits and are doing it on their own roads in town centres.

Councillor Coleman stated that he had spoken to members of the North End Action Group and many residents in the area who supported the introduction of a 20mph limit. He asked Councillor Hamilton whether the Royal Society for the Prevention of Accidents support for the introduction of 20mph limit to reduce the number of accidents was wrong. Councillor Hamilton responded that the limits introduced should be acceptable and reasonable. Limits could be lowered where there was a good reason to do so. Councillor Harcourt noted that the report evidenced that lowering the speed limit will lead to a reduction of accidents and serious injury.

The Leader concluded that there were many good reasons to extend the 20 mph speed limit. A reduction will save lives, cut serious injuries caused by accidents to children, cyclists and other road users and improve the quality of life for many residents. The 20mph speed limit extension was part of a strategy to reduce deaths on the Borough roads.

RESOLVED:

- 1.1. That approval be given to implement 20mph speed limits on the remaining non-main roads in the borough that currently have a 30mph limit, but only on main roads as they pass through the borough's three town centres as shown on the map, at Appendix 2. The scheme to be fully funded from the £500,000 set aside from the TfL funded integrated transport programme for 2016/17 as approved by Cabinet on 2 November 2015.
- 1.2. That approval be given to carry out initial design and consultation on a range of measures to support a reduced speed limit in certain roads. The studies to be informed by (a) the response to the public consultation in which specific roads were identified as needing physical measures to reduce traffic speeds, and (b) monitoring exercises to identify locations where non-compliance with the limit and a high number of collisions remain.
- 1.3. That authority be delegated to the Cabinet Member for Environment, Transport and Resident's Services in consultation with the Director for Transport and Highways to approve the implementation of such traffic calming measures.
- 1.4. That subject to Cabinet approving the proposals as set out in the recommendations above, that delegated authority be given to the Director of Transport and Highways (or such other duly Authorised Officer) to deal with any

representations arising out of the statutory consultation process under the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996 (as amended) (“The Regulations”) for the purposes of making the Traffic Regulation Order referred to in this report as the (“Order”).

- 1.5. That all substantial objections (other than those matters previously raised through the consultation process that would normally be dealt with at officer level and therefore not regarded as having a material or otherwise adverse effect on the council’s decision-making process) in respect of the proposed Order/s be referred to Cabinet for consideration.

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.

170. PARKING ON HOUSING ESTATES - PHASED ROLLOUT

RESOLVED:

- 1.1. To approve the introduction of Traffic Management Orders (TMOs) where resident consultation supports this as the favoured approach for Phase 2 and 3 consultations.
- 1.2. To approve a borough wide TMO that permanently restricts parking to incorporate all areas of hard standing where no formal parking is provided to ensure that these areas can be kept clear of obstructive parking at all times. (Example addresses listed in Appendix 1).
- 1.3. To note the TMOs will be aligned as a minimum to the Controlled Parking Zone (CPZ) hours of operation immediately adjacent to the estates, and residents advised accordingly.
- 1.4. To agree the implementation of physical controls where TMOs are not supported by residents or are not suitable.
- 1.5. To give delegated authority to the Cabinet Member for Housing, and the Cabinet Member for Environment, Transport & Residents Services to agree any changes to the proposed implementation schedule should this be required in response to changes to local parking stress, or to amend the list of addresses included as Appendix 1 as necessary.

- 1.6. To give delegated authority to the Cabinet Member for Housing, and the Cabinet Member for Environment, Transport & Residents Services to review the outcome of any further engagement work required where initially resident opinion is divided, and decide upon the options to be pursued and the timeline for implementation.
- 1.7. To approve expenditure as a budget of £2.4m for the borough wide rollout of parking controls across the remaining housing sites, to be financed from the Housing Revenue Account (HRA).
- 1.8. To approve the commencement of Phase 3 of consultation as set out at Appendix 1, to commence April 2016.

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.

171. AWARD OF LEASEHOLD BUILDINGS INSURANCE CONTRACT

RESOLVED:

- 1.1. To note Officers' recommendation that the cover be placed with the successful tenderer, Ocaso S.A on the basis of a 5 year contract, and subject to comments of leaseholders during the second stage consultation under section 20 of the Landlord and Tenant Act 1985 (as amended).
- 1.2. That authority be delegated to the Cabinet Member for Housing in conjunction with the Joint Lead Directors for Housing to:
 - a) Award the contract for the provision of building insurance to the successful tenderer for a period of 5 years, on the basis of the option preferred by majority of those leaseholders who respond to the second stage consultation and subject to due regard being taken of the outcome of the section 20 consultation as described in paragraphs 7.3 to 7.5 of this report.
 - b) Approve any necessary amendments and variations to the contract in light of the consultation.

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.

172. HRA HOUSING CAPITAL PROGRAMME 2016/17 TO 2018/19

RESOLVED:

- 1.1. To approve the projects and schemes identified in this report (see Appendix 1) which form the 2016/17 Housing Capital Programme to the value of £50.964 million (this envelope being considered at Budget Council on 24th February 2016).
- 1.2. To approve the budget envelope of £27.106 million for 2017/18 and £26.527 million for 2018/19 and note the funding streams identified as part of the Financial Plan for Council Homes: Housing Revenue Account Financial Strategy 2016/17. This recommendation is subject to future quarterly / annual changes to the overall Council capital programme as set out in future reports to Cabinet.
- 1.3. To delegate authority to the Cabinet Member for Housing, in conjunction with the Lead Directors for Housing, to issue orders for work and projects to be carried out using, where appropriate, the council's ten year Term Partnering Contract with Mitie Property Services, approved by Cabinet 8th April 2013 or any other suitable contracts which are put in place in the period in accordance with Contract Standing Orders and recommendation 2.4 below
- 1.4. To delegate authority to the Cabinet Member for Housing, in conjunction with the Lead Directors for Housing 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 Lead Directors for Housing, to approve future amendments to the 2016/17 programme for operational reasons where such amendments can be contained within the overall approved 2016/17 – 2018/19 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.

173. GARAGE REVIEW – AMENDMENT OF LICENCE, CHARGING AND LETTINGS POLICY

RESOLVED:

- 1.1. To approve the amended garage licence agreement as set out at Appendix 1.
- 1.2. To approve that all existing garage licences be varied as above by service of an appropriate Notice, ensuring consistency between existing and new licences.
- 1.3. To amend the current garage charging policy (see Appendix 2) to:
 - 1.3.1. Apply the same net charge to all new private resident licencees as is applied to Council tenants and leaseholders, and their household members. New private garage licences will attract VAT at 20% on this net charge. This change will not apply to existing private residents renting a garage from us.
 - 1.3.2. Offer all LBHF blue badge holders irrespective of tenure, a 25% discount on the garage charge upon application.
 - 1.3.3. Offer all LBHF residents in receipt of a state pension irrespective of tenure, a 10% discount on the garage charge upon application.
 - 1.3.4. Where an LBHF has a Blue Badge and in receipt of state pension, the larger of the 2 discounts will be applied (ie 25% for the Blue Badge).
 - 1.3.5. Agree a fairer charging policy for double garages, introducing a 25% 'shared amenity' discount per licencee where a garage is shared with another licence holder, and to increase charges for new licencees to the equivalent to 2 garages where the new licencee wants exclusive use of a double garage. The proposed reduction will apply to current eligible licencees. The proposed increase will not be applied to existing sole licencees of double garages.
 - 1.3.6. Promote affordability and take up, reducing the requirement to pay 4 months in advance to 2 months in advance at sign up for Council tenants and leaseholders, and their household members, and then to stay at least 1 month in advance. This will apply to all licences let after September 2013, subject to the provisions in 5.3.

- 1.4. To note that the change at 2.3.6 will not apply to private residents (4 months in advance payment at sign up, with the requirement to stay at least 3 months in advance will continue), nor to Council tenants and leaseholders with licences pre September 2013 (1 month requirement will continue).
- 1.5. To give delegated authority for the Cabinet Member for Housing to agree alternative uses for existing garage sites where there is persistent low demand and these have been deemed unsuitable for hidden homes.

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. FORWARD PLAN OF KEY DECISIONS

RESOLVED:

The Key Decision List was noted.

175. 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.]

176. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 8 FEBRUARY 2016 (E)

RESOLVED:

That the minutes of the meeting of the Cabinet held on 8 February 2016 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

177. ICT TRANSITION PHASE 3 - THE TRANSITION TO THE INFORMATION TECHNOLOGY AND COMMUNICATIONS SERVICE DELIVERY MODEL AND NEW SERVICE PROVIDERS : EXEMPT ASPECTS (E)

RESOLVED:

That the recommendation contained in the exempt report 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.

178. PROCUREMENT OF MANAGED SERVICES PROVIDER FOR THE PROVISION OF AGENCY WORKERS : EXEMPT ASPECTS (E)

RESOLVED:

That the appendices 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.

179. EXTERNAL REFURBISHMENT OF THE ELEVATIONS, ROOF WORKS AND SOME DEFINED INTERNALS FOR HAMMERSMITH CENTRAL LIBRARY : EXEMPT ASPECTS (E)

RESOLVED:

That the recommendation contained in the exempt report 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.

180. ENHANCEMENT OF ALTERNATIVE PROVISION AT THE BRIDGE AND GRESWELL STREET SITES : EXEMPT ASPECTS (E)

RESOLVED:

That the appendix 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: 7.35 pm

Chair

Agenda Item 4

London Borough of Hammersmith & Fulham CABINET 11 APRIL 2016	
CORPORATE REVENUE MONITOR 2015/16 MONTH 9 – DECEMBER 2016	
Report of the Cabinet Member for Finance – Councillor Max Schmid	
Open Report	
Classification: For Decision	
Key Decision: YES	
Wards Affected: ALL	
Accountable Director: Hitesh Jolapara – Strategic Finance Director	
Report Author: Jade Cheung – Finance Manager	Contact Details: Tel: 020 8753 3374 E-mail: Jade.Cheung@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. The General Fund 2015/16 outturn forecast variance at month 9 is an underspend of (£0.205m); a decrease of £1.390m from month 8, with budget risks of £5.100m.
- 1.2. The HRA is forecast to underspend by (£0.751m) as at 31st March 2016. HRA general reserves of (£16.390m) are forecast to be carried forward into 2016/17. The HRA budget risks are £0.050m.
- 1.3. Due to the on-going implementation of the Agresso financial system the CRM9 forecast is still not based on actual expenditure data from Agresso. CRM9 is focused on high risk areas and reflects discussions with service managers and information obtained from other systems (e.g. Adult Social Care framework-i care payments & management system). Whilst this provides some assurance to the forecast figures it does expose the authority to a higher than normal financial risk. The longer the transition takes the greater the financial risk.
- 1.4. Departments have requested that they be allowed to carry forward budgets of £2.021m from year-end underspends. These will be considered at the year-end, in the context of the Councils' overall position and other priorities.

- 1.5. Virements are requested totalling £1.250m. This comprises £0.223m from Unallocated Contingency and £0.097m from the Private Sector (Direct Lettings) Incentive Payments Reserve; in order to fund Housing General Fund Temporary Accommodation Incentive Payments demand pressures totalling £0.320m. A transfer of £0.930m is requested from the Corporate Demands & Pressures reserve to the Managed Services Programme(MSP) reserve to fund additional costs of MSP implementation and stabilisation to end of June 2016.
- 1.6. In order to produce the final accounts to the statutory deadline of 30th June, a significant amount of activity is necessary. There are a number of areas where actions will be required which normally need Cabinet approval, for example; final budget carry-forwards, use of reserves, budget virements, level of bad debt provision etc. In order to meet the final accounts deadline, it is therefore proposed that decision making in relation to these issues is delegated to the Strategic Finance Director in conjunction with the Cabinet Member for Finance.

2. RECOMMENDATIONS

- 2.1. That the General Fund and HRA month 9 revenue outturn forecast variance be noted.
- 2.2. That all overspending departments to agree proposals/action plans for bringing spend in line with budget.
- 2.3. To agree the virement totalling £1.250m (Appendix 10). This comprises £0.223m from Unallocated Contingency and £0.097m from the Private Sector (Direct Lettings) Incentive Payments Reserve; in order to fund Housing General Fund Temporary Accommodation Incentive Payments demand pressures totalling £0.320m. A transfer of £0.930m is requested from the Corporate Demands & Pressures reserve to the Managed Services Programme(MSP) reserve to fund additional costs of MSP implementation and stabilisation to end of June 2016.
- 2.4. To note that departments have requested that they be allowed to carry forward budgets of £2.021m from year-end underspends. These will be considered at the year-end, in the context of the Councils' overall position and other priorities.
- 2.5. To note that in order to produce the final accounts to the statutory deadline of 30th June, a significant amount of activity is necessary. It is therefore proposed that decision making in relation to these issues is delegated to the Strategic Finance Director in conjunction with the Cabinet Member for Finance.

3. REASONS FOR DECISION

The decision is required to comply with the Councils' Financial Regulations.

4. CORPORATE REVENUE MONITOR (CRM) 2015/16 MONTH 9 GENERAL FUND

Table 1: General Fund Projected Outturn – Period 9

Department	Revised Budget At Month 9 £000	Forecast Year End Variance At Month 9 £000	Forecast Year End Variance At Month 8 £000
Adult Social Care	61,242	308	840
Centrally Managed Budgets	25,040	(220)	(220)
Children's Services	48,323	1,372	1,575
Corporate Services	16,399	175	185
Environmental Services	45,465	(176)	119
Controlled Parking Account	(20,318)	(1,664)	(1,302)
Housing General Fund	6,694	0	(12)
Library Services (Shared Services)	3,221	0	0
Public Health Services	0	0	0
Net Operating Expenditure*	186,066	(205)	1,185
Key Risks		5,100	4,524

*note: figures in brackets represent underspends

- 4.1. Detailed variance and risk analysis by department can be found in appendices 1 to 8. Details of the main adverse variances can be found in appendices 1 (Adult Social Care), 3 (Children's Services), and 4 (Corporate Services).
- 4.2. The favourable variance for Centrally Managed Budgets excludes any unspent contingency funds. Currently £1.9m of contingency balances are uncommitted.

5. CORPORATE REVENUE MONITOR 2015/16 HOUSING REVENUE ACCOUNT

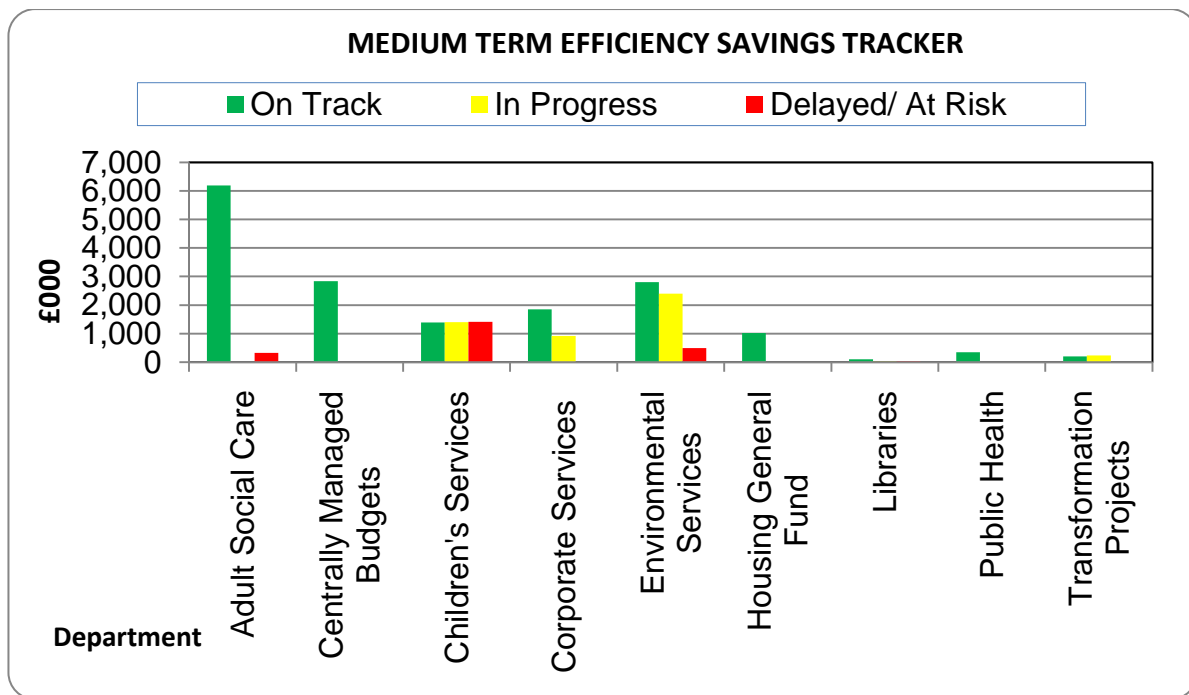
Table 2: Housing Revenue Account Projected Outturn - Period 9

Housing Revenue Account	£000
Balance as at 31 March 2015	(13,165)
Add: Budgeted Contribution to Balances	(2,474)
Add: Forecast Underspend	(751)
Projected Balance as at 31st March 2016	(16,390)
Key Risks	50

- 5.1. Detailed variance and risk analysis can be found in Appendix 9.

6. MEDIUM TERM FINANCIAL STRATEGY EFFICIENCY TRACKER SUMMARY

- 6.1. The 2015/16 budget included efficiency proposals of £24m. Progress against these is summarised below and detailed in appendices 1 to 9.



7. VIREMENTS & WRITE OFF REQUESTS

- 7.1. Cabinet is required to approve all budget virements that exceed £0.1m. The virements requested in month 9 total £1.250m (£0.320m Housing; and £0.930m FCS).
- 7.2. A package of incentive payments to landlords associated with the Council's temporary accommodation portfolio is currently forecast to cost £0.320m in 2015/16. Cabinet is requested to approve the virement of £0.223m from Unallocated Contingency and £0.097m from the Private Sector (Direct Lettings) Incentive Payments Reserve to fund this expenditure (appendix 10).
- 7.3. A transfer of £0.930m is requested from the Corporate Demands & Pressures reserve to the Managed Services Programme(MSP) reserve to fund additional costs of MSP implementation and stabilisation to end of June 2016. This is a result of additional costs for hosting existing systems (£0.320m), programme management (£0.230m) and Backfill/MSP stabilisation team (£0.380m). This funding is required to ensure progress of MSP implementation and stabilisation and help facilitate the production of the 2015/16 statement of accounts within statutory deadlines.
- 7.4. There are no write-off requests at month 9.

8. CARRY-FORWARD PROPOSALS

- 8.1. Departments have presented justifications to carry-forward underspend budgets of £2.021m into 2016/17 subject to any appropriate corporate adjustments based upon the final outturn position (appendix 11). These will be considered at the year-end, in the context of the Councils' overall position and other priorities.

9. CONSULTATION

9.1. N/A.

10. EQUALITY IMPLICATIONS

10.1. Adjustments to budgets are not considered to have an impact on one or more protected groups so an equality impact assessment (EIA) is not required.

11. LEGAL IMPLICATIONS

11.1. There are no legal implications for this report.

12. FINANCIAL AND RESOURCES IMPLICATIONS

12.1. The General Fund outturn forecast at month 9 is an underspend of (£0.205m), (a decrease of £1.390m from month 8), with budget risks of £5.100m. In month 9 the main Service underspends have arisen from Centrally Managed Budgets, Environmental Services and Controlled Parking Account.

12.2. The HRA is forecast to underspend by £0.751m as at 31st March 2016. HRA general reserves of £16.390m are forecast to be carried forward into 2016/17. The HRA budget risks are £0.050m.

12.3. Departments have requested that they be allowed to carry forward budgets of £2.021m from year-end underspends. These will be considered at the year-end, in the context of the Councils' overall position and other priorities.

12.4. The virements requested in month 9 total £1.250m (£0.320m Housing; and £0.930m FCS). A package of incentive payments to landlords associated with the Council's temporary accommodation portfolio is currently forecast to cost £0.320m in 2015/16. Cabinet is requested to approve the drawdown of £0.223m from Unallocated Contingency and £0.097m from the Private Sector (Direct Lettings) Incentive Payments Reserve to fund this expenditure (appendix 10). A transfer of £0.930m is requested from the Corporate Demands & Pressures reserve to the Managed Services Programme(MSP) reserve to fund additional costs of MSP implementation and stabilisation to end of June 2016.

12.5. In order to produce the final accounts to the statutory deadline of 30th June, a significant amount of activity is necessary. There are a number of areas where actions will be required which normally need Cabinet approval, for example; final budget carry-forwards, use of reserves, budget virements, level of bad debt provision etc. In order to meet the final accounts deadline, it is therefore proposed that decision making in relation to these issues is delegated to the Strategic Finance Director in conjunction with the Cabinet Member for Finance.

12.6. Due to the on-going implementation of the Agresso financial system the CRM9 forecast is still not based on actual expenditure data from Agresso. CRM9 is focused on high risk

areas and reflects discussions with service managers and information obtained from other systems (e.g. Adult Social Care framework-i care payments & management system). Whilst this provides some assurance to the forecast figures it does expose the authority to a higher than normal financial risk. The longer the transition takes the greater the financial risk.

12.7. Implications verified/completed by: Jade Cheung – Finance Manager

13. IMPLICATIONS FOR BUSINESSES

13.1. There are no implications for local businesses.

14. RISK MANAGEMENT

14.1. Details of actions to manage financial risks are contained within departmental appendices (1-9).

15. PROCUREMENT AND IT STRATEGY IMPLICATIONS

15.1. N/A

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

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

LIST OF APPENDICES

- Appendix 1 Adult Social Care Revenue Monitor
- Appendix 2 Centrally Managed Budgets
- Appendix 3 Children's Services Revenue Monitor
- Appendix 4 Corporate Services Revenue Monitor
- Appendix 5 Environmental Services Revenue Monitor
- Appendix5a Controlled Parking Account Revenue Monitor
- Appendix 6 Housing Department General Fund Revenue Monitor
- Appendix 7 Library Services (Shared Services) Monitor
- Appendix 8 Public Health Services Monitor
- Appendix 9 Housing Revenue Account Monitor
- Appendix10 Virements
- Appendix11 Budget Carry Forward Proposals

APPENDIX 1: ADULT SOCIAL CARE**BUDGET REVENUE MONITORING REPORT – PERIOD 9****1: Variance by Departmental Division**

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
Integrated Care	45,767	301	797	<p>Similar to the previous year, there are increasing pressures on the Home Care Packages and Direct Payments budgets as part of the out of hospital strategy, including 7 days social care services to support customers at home and avoid hospital admission or to enable early discharge. This has led to an increase in home care costs above that which would have normally occurred. There is a gross projected overspend of £2,046,000 which has been managed downward by Community Independence Service (CIS) Investment allocation of (£358,000), Care Act funding of (£557,000) and new health care funding (still to be agreed) leaving a net £731,000 overspend. Since the commencement of the year there has also been an increase in customer numbers of 144 in 2015/16 which accounts for some of the projected overspend.</p> <p>The department jointly with the Clinical Commissioning Group (CCG) have commissioned a piece of work to understand the pressures on the health system and what is causing the overspend in homecare. Constructive discussions continue with Health towards a contribution to the additional Home care costs in 2016/17 and will be subject to CCG Board approval. There will be additional cost pressures on the Homecare budget with the tendering of the new Home care contracts during 2015/16 - both from an increase in prices to improve quality and a potential increase in demand, although this is excluded from the current projections. The modelling of the effects of the contract will also include mitigations such as negotiating a</p>

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
				<p>contribution from the CCG and potential economies from new ways of working.</p> <p>There is an underspend in the Private Finance Initiative (PFI) budget of (£329,000) in 2015/16 due to an out of court settlement reached in April 2015 with Care UK under the Private Finance Initiative (PFI) contract. This settlement resulted in significant one off savings for the Council and for Health. The Council saved (£1.66m) which was reflected in the outturn figures in 2014/15.</p> <p>Within the Learning Disability (LD) Service, there is a net projected underspend of (£560,000). Since last month's report, the projections have improved due to a number of management actions with a review of packages and the closure of one case, the transfer of two customers who meet Continuing Health Care and a lowering of the risk factored in for Transitions customers.</p> <p>The Mental Health Team budget is projecting a net underspend of (£136,000) relating to staffing costs and relocation of staff from Old Oak Common to Claybrook Centre from the 1st October 2015 resulted in a rental underspend of (£80,000), which is partly offset by the Community Independence Service staffing pressures of £113,000, leaving a net underspend of (£103,000).</p> <p>There are pressures continuing in the Assistive Equipment Technology budget due to the out of hospital strategy and the additional spending on the CIS to prevent entry into hospital.</p> <p>The total projected overspend was £148,000 which has been offset by one off budget virement of (£120,000) from earmarked reserve leaving a balance</p>

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
				<p>of £28,000. From 2015/16, there is CCG funding from the CIS model to assist with the budgetary pressure.</p> <p>There is an income shortfall of £280,000 on the Careline services. The Department is funding the shortfall by a transfer from an earmarked reserve.</p> <p>Within the ASC 2015/16 base budget is an MTFS efficiency of £2m following the negotiations with health over the first year of the Better Care Fund. The £2m efficiency target has various target measures to deliver this saving which include avoidance of care in residential and nursing placement, reduction in home care hours, saving from jointly commissioning section 75 contracts and securing lower prices from placement providers.</p> <p>To date the department is projecting the delivery of the following against this target: Reductions in residential and nursing placements is moving in the right direction with some reduction in volumes of placements with savings of (£605,000) factored in. A number of contracts have been renegotiated relating to Elgin and Olive House homes with savings of (£133,000). There is a projected underspend of (£650,000) from savings from Better care Fund and working closer with Health leaving a net shortfall of £612,000.</p>
Strategic Commissioning & Enterprise	7,342	35	56	<p>The main variances in this Division are a projected net underspend of (£50,000) from Supporting People procurement savings. There is net overspend of £33,000 of unachievable MTFS savings relating to Advocacy contract. There has been work undertaken on the salary budgets, resulting in a net projected overspend of £117,000 due to the need to recruit additional resources to cover workloads, which is partly offset by a projected under spend of (£65,000) within Meals services.</p>
Finance & Resources	7,351	0	0	

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
Executive Directorate	782	(28)	(13)	There is a projected underspend of (£90,000) within the workforce development training budgets which is offset by salary overspends of £62,000 .
Total	61,242	308	840	
Funding from Pressures and Demand Reserve	0	0	0	Cabinet approved £1.237m from the ASC Pressures and Demand reserve to partly offset the budget pressures. The total Reserve at the commencement of the financial year was £4.4m. After allowing for the total drawn down of £1.237m, the balance of the reserve of £3.163m is earmarked for further pressures resulting from the new Home Care contracts and demand pressures in Learning Disabilities and Older people care groups over the next two financial years.
Variance Post Reserve Funding	61,242	308	840	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000	£000
There is an aging population as growth is expected to be 1% per annum. The budget has been set with no overall growth for this financial year.		150
Total		150

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Adult Social Care	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings	6,514	6,190	0	324

Schemes Delayed / At Risk	£000	Reason
	324	Factored into the month 9 projections to be managed as part of the overall departmental budget.

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

Adult Social Care (ASC) is projecting a net overspend of £308,000 as at end of period nine, this is an decrease in the overspend of £532,000 compared to the period eight projected overspend of £840,000.

The department is expected to deliver savings of £6,514,000 in this financial year and at this stage of the year 95% are on track to be delivered in full.

Similar to last month's report, the projections should be treated with caution due to difficulties experiencing of the introduction of the Agresso new Managed Services system.

5: Action Plan to Monitor Budget Overspend.

The Department has an action plan to work with budget managers to reduce overspend and bring the budget to break-even. Since last month's report, the management actions have reduced the projected overspend by £532,000 mainly from a further review of Learning Disability (LD) customers with care packages or placements and from negotiated discussions with Health on contributing to home care services as part of the out of Hospital strategy.

In addition, the Adult Social Care (ASC) Transformation Programme reviews progress on a two-weekly basis of the projects and programmes which will bring about the savings, with deep dives to check on progress.

The reviews have focused on the LD budget overspend, the emerging supported living customers and, the review of homecare costs pressures.

The Executive Director and Deputy Executive Director have commenced funding negotiations with Health colleagues for 2016/17, in liaison with the LBHF Director for Finance. The department's has negotiated funding from Health to contribute to the Home care costs as part of the out of hospital strategy to support customers at home and avoid hospital admission or to enable early discharge which will be presented to CCG boards for approval.

6. Transfer of Independent Living Fund (ILF) to Local Authorities

Hammersmith and Fulham took responsibility for the payment of Independent Living Fund (ILF) to 48 customers on 1st July 2015. These customers have had annual reviews of their Adult Social Care needs by social workers and have been kept informed via a series of meetings and letters regarding the transfer of ILF. The unringfenced grant determination issued by the Department of Communities and Local Government confirmed funding for LBHF of £671,292, which covers the ILF payments of the 48 ILF customers for the period 1st July 2015 to 31st March 2016. This grant has been vired into the ASC budget to fund the full ILF financial requirements for 2015/16. This has been actioned and now included in the ASC net budget.

The grant determination also advises that funding beyond April 2016 will be decided as part of the next Government spending review. The financial commitments from 2016/17 is estimated at an annual figure of £894,458 which is included in the proposed 2016/17 ASC budgets.

7: Carry forward request

- The department is projecting an overspend of £308,000 and therefore under Financial regulations is unable to request any carry forwards in the report. Given the forecast has improved by £930,000 over the last two periods should there be a favourable movement at outturn, the department have a number of budget pressures in 2016/17 which require consideration at year end.
- There is an income shortfall of £280,000 on Careline which will need a carry forward from 2015/16 until the future of the service has been reviewed.
- MTFs Transformation Project Customer journey operations alignment: delays in transformation for 3 months of full year saving proposed of £334,000.
- Placement demand and pressures included in risks of £546,000.

APPENDIX 2: CENTRALLY MANAGED BUDGETS**BUDGET REVENUE MONITORING REPORT – PERIOD 9****1: Variance by Departmental Division**

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
Corporate & Democratic Core	5,857	(20)	(20)	Audit Fees are forecast to be under budget
Housing and Council Tax Benefits	(91)	0	0	
Levies	1,570	0	0	
Net Cost of Borrowing	1,082	0	0	
Other Corporate Items (Includes Contingencies, Insurance, Land Charges)	6,786	0	0	
Pensions & Redundancy	9,836	(200)	(200)	Unfunded pension costs (from historic redundancies) are forecast to be under budget.
Total	25,040	(220)	(220)	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000	£000
Shared Services Office Accommodation Costs are currently under review.	0	720
Land Charge Income risk due to housing market activity levels.	0	80
Total	0	800

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Centrally Managed Budgets		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000	£000	£000	£000
Total MTFS Savings		2,833	2,833		
Schemes Delayed / At Risk	£000	Reason			

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

The favourable variance for Centrally Managed Budgets excludes any unspent contingency funds. Currently £1.9m of contingency balances are uncommitted.

APPENDIX 3: CHILDREN'S SERVICES**BUDGET REVENUE MONITORING REPORT – PERIOD 9****1: Variance by Departmental Division**

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000s	£000s	£000s	
Family Services	31,518	625	1,078	<p>Following an audit of placements within Family Services at the end of December, the in-year forecast costs across Adoption, Residential Looked After Children (LAC) and Scheme Fostering placements have been revised.</p> <p>There has also been a reduction in spot purchase residential parenting & mother and baby assessments, and grant funding has now also been confirmed from the DfE for the Staying Put programme.</p> <p>In addition, two children previously in high cost residential placements have returned with their parents, thereby reducing the forecast expenditure on children homes. This has contributed to the favourable movement from last month variance of £453k.</p> <p>There are staffing cost pressures across the service of £253k. Within this pressure, £141k is in relation to the LAC and Leaving Care teams as expenditure on agency workers has been higher than expected due to difficulties in the recruitment to permanent posts, although Parenting assessment workers have recently TUPE over to the new provider.</p> <p>There are pressures on Virtual Schools as a result of a shortfall on the MTFS target and a reduction in grant funding of £189k, and a shortfall of income at the Haven short break residential unit is forecast as a result of non-achievable MTFS target resulting in a pressure of £89k.</p>

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000s	£000s	£000s	
				<p>There are other departmental variances including unfunded budget pressures at the Multi Agency Safeguarding Hub (MASH), Youth Offending teams where a reduction in grant income has presented an in-year pressure, and other pressures, which are partially offset by underspends to result in a pressure of £94k in month 9. This pressure has been reflected with a growth bid for 2016/17.</p> <p>These are being reviewed by the service with a view to reducing expenditure in the financial year.</p>
Schools Commissioning and Education Services	4,531	(85)	(40)	<p>There are favourable variances in the division due to staffing underspends within the Sensory and Language Support (SLS) and Schools Standards (£184k) teams, plus a forecast underspend within Educational Achievement (£90k)</p> <p>There are further forecast underspends on building expenditure at the Professional Development Centre (£51k), and small underspends throughout the division (£35k)</p> <p>A pressure of £275k is forecast as a result of the requirement for additional unfunded posts required to support service stability through the conversion of Special Educational Needs (SEN) Statements into the new Education, Health and Care Plan (EHCP) format.</p>
Children's Commissioning	5,290	453	328	<p>As previously reported, the delay in the implementation of the divisional restructure plus additional one-off costs associated with the transition to the new structure has resulted in a pressure across team costs within Commissioning of £654k. It is expected however that once the restructure is implemented it will deliver MTFs savings earmarked for 16/17.</p> <p>This pressure is partially offset by in year savings on LAC (Looked After Children) Designated Nurse (£66k) and Childrens and Adolescents Mental Health Services (CAMHS) (£52k) budget, plus contract savings within the Young Peoples Provision service. (£83k)</p>

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000s	£000s	£000s	
				The increase in forecast from the previous month is due to confirmation that the service restructure has been delayed until April 2016.
Safeguarding, Review and Quality Assurance	1,737	142	209	The projected overspend is due to staffing costs pressures within the Safeguarding team, mainly as a result of previous years MTFS target not being achieved in full. The movement in forecast is due to Child Sexual Exploitation (CSE) funding now being received and the confirmation of the sharing of staff costs with RBKC and WCC.
Finance & Resources	5,247	237	0	There are pressures in relation to delivery of savings within the Finance team due to the delay in full implementation of the Managed Services project of £346k , plus costs to support the development of major projects and service reviews within Family and Children's Services and ICT team costs of £88k . Offset partially by additional rental income.
Total	48,323	1,372	1,575	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
21+ Increase in Education	0	267
Staying Put	0	241
Consequential Costs of Staying Put Arrangements	0	95
18+ Children With Disabilities not meeting ASC criteria	0	0
Impact of Secure Remand on Leaving Care	0	0
Serious Case Review Costs	43	25
Unaccompanied Asylum Seeking Children 18+ (unfunded 25 FTEs)	0	377
No Recourse to Public Funds	0	0

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
Southwark Judgement	0	70
Delayed start to Assessment Contract	92	92
ICT Costs	30	92
New users to SEN Transport service	0	30
LAC and Leaving Care Team	141	225
Tower Hamlets Kinship Fee Payments	0	297
Multi Systemic Therapy (MST) contribution	0	50
YOT Grant Reduction	14	20
Delay in Commissioning restructure	654	700
Total	974	2,581

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Children's Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000s	£000s	£000s	£000s
Total MTFS Savings	4,199	1,386	1,400	1,413
Schemes Delayed / At Risk	£000s	Reason		
People Portfolio Savings	128			
Commissioning staff reduction	140	Implementation of service restructure delayed to April 2016.		
IFA Review	250	The profile of the current LAC population and the un-availability of suitable in-house foster carers has meant an over reliance on more expensive Independent Fostering Provider placements. Strategies to increase the pool of available in-house foster carers are currently being scoped.		
Finance Restructure	250	Delay in the proposed restructure of the service as resources are retained for the full implementation of the Managed Services project.		
Better support to foster carers to reduce	250	There has been an increase in the number of children presenting with		

residential need		complex needs and requiring residential placement in 15/16, in some cases where fostering placements have proved to be unsustainable, there has been no other alternative available to the service.
Substitution funding (Education DSG, PHS, Troubled Families)	200	The strategy to deliver the £200k saving has not yet been defined. The strategy of using one off grant funding or Performance By Results will not result in long-term efficiencies and is uncertain.
10 more relative placements	70	The service will explore the availability and willingness of connected persons to care for LAC children in all appropriate cases, however may not be able to achieve this target.
New model for Respite overnight care (The Haven)	125	The strategy to deliver this saving has not yet been clearly defined.

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

Children Services continue to be affected by changes in practice forced by legislation and Government policies including changes in Youth Justice Funding. In total current pressures are forecast at £1,372k.

In terms of the remainder of the spending pressures, the department continues to review proposals to contain expenditure for the rest of the year. These steps will include consider deferring expenditure until 2016-17 where it does not impact significantly on service delivery.

At present, we have 5 children who were taken into care as a direct result of concerns over Child Sexual Exploitation (CSE). These children are typically moved away from their local area and we forecast that we are currently spending £362k towards their placement costs. In addition, 2 children who were Looked After Children (LAC) have had to be moved to different placements due to ongoing concerns over CSE, with a resulting increase in the placement forecasts of £117k from the previous year.

Within the Commissioning directorate, there are potential opportunities in Youth, Health Commissioning and funding on Fulham College (£202k) to mitigate the current overspend, but these are still being assessed and will be confirmed later in the year.

APPENDIX 4: CORPORATE SERVICES**BUDGET REVENUE MONITORING REPORT – PERIOD 9****1: Variance by Departmental Division**

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
H&F Direct	19,259	230	230	The main pressure remains a projected £230k (£200k in CRM7) shortfall in court costs recovery (due to an expected reduction in recovery resulting from Agresso delays and a shortfall against income targets). Work continues to mitigate budget pressures elsewhere.
Innovation & Change Management (ICM)	(5)	0	0	Work continues to mitigate the previously reported risks.
Legal and Electoral Services	(181)	65	65	The legal service is forecasting an adverse variance of £65k. This is mainly as a result of not fully delivering staff reductions until period 5 due to the late implementation of shared legal services. The unit will continue to review costs to find alternative savings to offset this variance. Electoral services may generate a small underspend which will be added to the reserve held for this service to offset pressures in future years.
Finance & Audit	256	0	0	No change
Shared ICT Services & Procurement	(2,622)	0	0	Expected to be within budget, provided budgets are vired for special projects that were funded centrally in previous years.

Departmental Division	Revised Budget £000	Variance Month 9 £000	Variance Month 8 £000	Variance Analysis
Commercial Directorate	(8)	0	0	Expected to be within budget, but there is a risk of £60k overspend if MTFS efficiency savings from the stationery contract cannot be clawed back from the departments.
Executive Services	(716)	(10)	0	10k underspend are due to vacancies held for this service.
Human Resources	393	(110)	(110)	This is due to the early achievement of next year's £80k savings, use of graduates and holding vacancies
Delivery and Value	23	0	0	Expected to be within the overall budget by the year end. It is anticipated that the unachievable income targets in media, communications and Hammerprint will be offset by underspends in other areas in the division.
Total	16,399	175	185	

2: Key Risks

None to report that have not been reported elsewhere.

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Finance & Corporate Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings	2,762	1,845	917	
Schemes Delayed / At Risk	£000	Reason		

APPENDIX 5: ENVIRONMENTAL SERVICES**BUDGET REVENUE MONITORING REPORT – PERIOD 9****1: Variance by Departmental Division**

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
Cleaner, Greener & Cultural Services	20,935	(1,138)	(1,122)	<p>(£1,074k) Waste Disposal – Western Riverside Waste Authority (WRWA) has been able to freeze waste disposal tonnage prices for 2015/16 and as a result we are expecting to underspend by £440k on overall waste tonnages. Year to date total waste tonnages are broadly in line with last year, but recycle tonnages have reduced by an average 4%. No commodity income from the sale of recycle is forecast (only £50k was achieved last year). An additional £634k one off rebate has also been received relating to the period 2011/2012 to 2014/15, arising from the treatment of government payments to electricity generators set out in the contract between WRWA and Cory. We do not know at this stage whether such payments will flow in the future.</p> <p>(£37k) Waste Policy – staffing underspends due to vacancies pending implementation of a new structure, partly offset by £25k income shortfall on waste sack advertising.</p> <p>(£49k) Waste Contract and Enforcement – Forecast underspend on the contract is due to negative inflation in 2015/16.</p> <p>£22k Other smaller net overspends</p>
Safer Neighbourhoods	7,781	601	657	<p>£120k Transport – The Transport budgets were set on the assumption that the Passenger Transport service would be brought back in house for 2015/16, meaning £100k p.a. additional management and repair income for the Transport workshop. It has now been agreed that this service will remain outsourced and so the full year shortfall is included in the forecast. Budget growth to remove the ongoing pressure is being pursued.</p>

Departmental Division	Revised Budget £000	Variance Month 9 £000	Variance Month 8 £000	Variance Analysis
				<p>£54k Coroners Service - Pressure due mostly to increased legal fees for high profile cases and one off office moves (potentially to be funded corporately). Partially offset by savings on undertakers contract.</p> <p>£71k Mortuary - £46k pressure on salaries due to additional resource required to deal with a high volume of cases and a £25k MTFS target for digital autopsies not expected to be achieved due to two reasons; delays in implementation and uncertainty over the long term future of the site.</p> <p>£70k Hammersmith All Weather Pitch – the arrangements for the leisure facility have been reviewed and the prior year saving in this area will not be achieved.</p> <p>£279k Phoenix Fitness Centre – invest to save. The £319k one off investment required to deliver ongoing annual savings of £350k is included in the forecast. This was approved by Cabinet.</p> <p>£58k Parks and Open Spaces - pressure due to not drawing down from the reserve to fund Bishops Park/Fulham Palace maintenance. This will enable the reserve to last longer and fund more of the future year spend commitments as set out in the Heritage Lottery funding agreement.</p> <p>(£51k) Other smaller net underspends</p>
Customer & Business Development	600	119	87	<p>£59k Registrars – A forecast income shortfall of £115k (£23k improvement on last month), is partially offset by a £58k staffing underspend due to vacant posts. Resourcing and opening hours are currently under review with the aim of maximising income generating potential and reducing the forecast overspend before year end.</p> <p>£267k Ducting contract – overspend reflects slippage on the contract commencement date.</p> <p>(£167k) Commercial Waste – mostly due to waste disposal charges attributable to commercial waste being less than budget.</p> <p>(£77k) Director post – early delivery of 2016/17 MTFS saving</p> <p>£37k Other net overspends</p>

Departmental Division	Revised Budget £000	Variance Month 9 £000	Variance Month 8 £000	Variance Analysis
Former ELRS Executive Directorate & Finance	(94)	114	114	£153k People Portfolio Saving – the savings target is not expected to be met, neither in this year nor in future years. (£51k) Executive Director post – early delivery of 2016/17 MTFS saving £12k Other smaller net overspends
Sub-total	29,222	(304)	(264)	
Building & Property Management (BPM)	(1,913)	647	772	£731k in Advertising Hoardings – There was a significant shortfall in income from the Two Towers advertising hoarding site during the first half of the year. The position has since improved but not enough to offset the entire earlier shortfall. Negotiations are ongoing with the contractors to address the position. £19k in Civic Accommodation – This is due to a combination of unachievable rental income target of about £39k, offset by a favourable net variance of (£20k) on Utilities and Third Party Payments. £46k Technical Support and BPM Business Support – This is made up of staffing overspend of £27k in Technical Support and £17k in BPM Business Support. (£61k) Facilities Management – The staffing restructure in BPM services resulted in a favourable variance of (£55k). There is a further underspend of (£17k) from the EC Harris contract. These underspends are offset by an overspend of £12k in the Carbon Reduction Section where a budget reduction is assumed. (£49k) Building Control – This favourable variance is due to additional income from large building schemes. (£27k) Rent and Other Properties . Higher than expected income in Commercial rents. (£13k) Valuation Services – Staffing underspend in the Asset Management Team of (£13k). There is a risk that the Property Disposal section will overspend due to costs incurred on properties that may not be sold. These overspend will be offset

Departmental Division	Revised Budget £000	Variance Month 9 £000	Variance Month 8 £000	Variance Analysis
				by a drawdown from reserve with a current balance £100k.
Transport & Highways	12,684	(278)	(240)	(£278k) Network management – (£270k) It is expected overall that Transport and Highways will be on budget this year. However this includes an underspend of £261k on the DEFRA flood grant which is proposed to be carried forward to be spent next year (See carry forward request below).
Planning	2,622	(134)	(167)	The favourable position is mainly from higher than expected levels of income from Planning Regeneration and a drawdown from the planning reserve. However, there is a risk of slippage on regeneration scheme income if developers do not progress schemes. This is not included in the forecast. (ref: Risks table below)
Environmental Health	3,440	9	0	
Former TTS Support Services	(590)	(116)	18	The overspend of £18k on unachievable savings is offset by a drawdown of (£134k) from reserves.
Sub-total	16,243	128	383	
Total	45,465	(176)	119	The variance for Month 8 included an assumed carry forward of £261k flood grant funding. This has been excluded from the Month 9 variance.

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Due to the delay in the sales to cash module in Agresso becoming operational the ES service group is still catching up with sales invoicing, which increases the likelihood of bad debts. This is a particular risk where services have already been provided but invoicing was delayed (e.g. events and filming).	0	300
Risk that central government funding will not be secured for the additional Coroner and Mortuary costs associated with the terror attacks in Tunisia (LBHF share of the West London costs).	0	100
If expenditure incurred on disposed assets cannot be met by disposal receipts and on properties not	0	400

Risk Description	Lower Limit	Upper Limit
	£000	£000
being sold, this would need to be funded from Corporate Reserves.		
If there is a continuing shortfall for the rest of the year in advertising hoarding income on certain sites (Two Towers and L'Oreal).	0	350
If developers do not progress regeneration schemes then funding for the services of planners may not be forthcoming	0	175
If a legal challenge on license fees is successful.	0	42
Total	0	1,367

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Environmental Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings	5,702	2,805	2,403	494
Schemes Delayed/ At Risk	£000	Reason		
Increased income from CCTV ducting contract	160			
Income from digital autopsies	25	See table one		
Advertising Hoarding Income	200	Lower than expected income from Advertising Hoardings sites.		
LED lighting and Column replacement maintenance budgets.	109	Street lighting LED pilots are running, and plans are in place to extend this. In the current year, only 41% of the savings are expected to be achievable.		

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

The main financial problems that have arisen this year are the drop in advertising hoardings income and the pressures in Safer Neighbourhoods. Set out in the above main tables, are the proposed actions to address these problems. The financial position is being assisted significantly by the underspend in waste disposal due mostly to the one off waste disposal rebate from Western Riverside Waste Authority. Environmental Services are achieving an early implementation of senior management savings which have been brought forward from 2016/17.

A number of other pressure areas exist. Budget growth is in the plans for 2016/17 for Hammersmith All Weather pitch and an invest to save bid will be submitted for the one off pressures on the Phoenix Fitness Centre. Budget growth is also being pursued to remove the ongoing income pressure as a result of the Passenger Transport service not transferring back in house. It would be desirable for the People Portfolio target to be reviewed council-wide to determine whether this is deliverable in the longer term. The pressures on the Coroners Service and Mortuary will continue to be reviewed and reported.

Property Services are actively exploring the possibility of renting out Civic Accommodation to increase rental income. There is also continued monitoring of the expenditure on properties that have been disposed of, and those that are no longer being sold, and how expenditure already incurred on those disposals may be met.

Progress in all budget areas will continue to be regularly monitored by the management team. Where there are significant variances, remedial actions and financial controls (as set out in this report) are being applied to contain actuals within budget for Environmental Services as a whole.

5: Carry Forward Proposals

Environmental Services is currently projecting an overall underspend of (£176k). It has identified one proposal for a carry forward into 2016/17 that will be considered at the year end:

- £261k of the ring-fenced Department of Environment, Food and Rural Affairs (DEFRA) funding for committed and future flood and water management projects. This is required to contribute towards future projects currently estimated at £951k at 31st December 2015. The current reserve balance is £673k.

A carry forward of £261k for flood works would result in a year end variance of £85k adverse for the Environment Services as a whole. There are two carry forwards which the Service would like to make but which are currently unaffordable. If finances improve sufficiently by year end then the service will propose:

- £160k to the Fulham Palace and Bishops Park reserve. There is currently a £160k shortfall in the five-year site maintenance and management budget to 2019/20, as the Council committed to in the Heritage Lottery grant funding agreement (which funded the recent major redevelopment of the site).£140k for the additional budget risk in 2016/17 if the costs of managing the disposal of properties cannot be met from the 4% of capital receipts permitted to be spent on disposal costs.

APPENDIX 5a: CONTROLLED PARKING ACCOUNTS (CPA)**BUDGET REVENUE MONITORING REPORT – PERIOD 9****1: Variance by Departmental Division**

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
Pay & Display (P&D)	(12,229)	667	821	Pay and display receipts are lower in the first nine months of 2015-16 than they were in the same period last year. Other boroughs in London are seeing similar reductions.
Permits	(4,690)	55	46	The amount received for parking permits to the end of December is similar to the previous year.
Civil Enforcement Officer (CEO) Issued Penalty Charge Notice (PCN)	(6,814)	592	577	The number of PCNs issued in the first nine months of 2015-16 is 7% lower than in the same period last year. This has resulted in a forecast shortfall against budget.
Bus Lane PCNs	(915)	(675)	(642)	There has been an increase in the numbers of PCNs issued in the first nine months of the year as compared with the same period in the previous year. This has led to a forecast surplus against budget.
CCTV Parking PCNs	0	(50)	(50)	New legislation came into effect in 2015-16 to no longer allow the enforcement of parking through the use of CCTV, except in certain limited circumstances. The budget has been adjusted to reflect this.
Moving Traffic PCNs	(5,814)	(1,246)	(1,365)	There has been an increase in the numbers of PCNs issued in the first nine months of the year as compared with the same period in the previous year. This has led to a forecast surplus against budget.
Parking Bay Suspensions	(2,423)	(768)	(831)	Income from parking bay suspensions has continued at the level seen last year. The budget for income was increased by £863k for 2015-16.
Towaways and Removals	(352)	34	64	Receipts from towaways are at a similar level to the previous year.
Expenditure and Other Receipts	12,919	(273)	(122)	Staffing is forecast to underspend by (£295k), due to a number of vacant civil enforcement officer posts.
Total	(20,318)	(1,664)	(1,502)	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000	£000
There are no risks to declare this month		
Total		

3: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

Officers will continue to keep a close eye on the performance of Parking income and expenditure and in particular review regularly the Parking Bay Suspension income which may change at short notice due to fluctuations in demand.

A carry-forward request of £300k will be submitted at the year-end to pay for new CCTV signage.

APPENDIX 6: HOUSING DEPARTMENT - GENERAL FUND**BUDGET REVENUE MONITORING REPORT – PERIOD 9****1: Variance by Departmental Division**

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
Housing Options, Skills & Economic Development	6,758	0	(12)	<p>This mainly relates to:</p> <ul style="list-style-type: none"> a reduction in procurement costs (£203k) following the expiry of an expensive lease for temporary accommodation (this relates to an early achievement of MTFS savings to be delivered in 2016/17), a reduction in the net costs of Bed and Breakfast (B&B) accommodation of (£512k) due to lower average client numbers (103 forecast compared to 175 in the original budget) which is offset by a predicted overspend of £581k mainly as a result of inflationary pressures on rents for suitable temporary accommodation from private sector landlords, £134k salaries overspend as a result of resourcing issues in the Reviews and Complex Cases team.
Housing Strategy & Regeneration	7	0	0	
Housing Services	43	0	0	
Strategic Housing Stock Options Appraisal - General Fund				
Finance & Resources	(114)	0	0	
Total	6,694	0	(12)	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
Temporary Accommodation Procurement Costs – recent months have seen increased difficulties in containing the inflationary cost pressures associated with procuring suitable temporary accommodation from private sector landlords. Officers are continuing to make use of incentive payments to private landlords in mitigating this risk. This cost pressure has been further exacerbated by the withdrawal of properties by some landlords due to late payments as a result of the Managed Services implementation. In the event that this risk crystallises, the resultant costs will be mitigated by the Temporary Accommodation reserve.	28	142
Managed Services – the general lack of data available from the system, the lack of systems assurance and reconciliation reporting, the time taken to resolve payment issues, the opportunity cost of officer time in managing issues arising and other factors are expected to have both a financial and non-financial impact on the Council.	Unknown	Unknown
Total	Unknown	Unknown

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Housing Department	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings	1,023	1,023		
Schemes Delayed / At Risk	£000	Reason		

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

The Housing and Regeneration department currently expects the overall outturn for the year 2015/16 to break even against the budget. This represents a minor deterioration in the forecast outturn since last month of £12k.

The movement mainly relates to a forecast reduction in the net cost of Bed and Breakfast (B&B) accommodation of (£164k), further inflationary cost pressures of £185k on the rents for providing suitable temporary accommodation from private sector landlords to enable the Council to meet its homelessness obligations, and a reduction in procurement costs (£9k) following the expiry of an expensive lease for temporary accommodation.

A package of incentive payments to landlords associated with the Council's temporary accommodation portfolio is currently forecast to cost £320k this year. Cabinet in November 2012, approved a package of measures to minimise the costs of temporary accommodation. It is now proposed to drawdown the remaining funding of £320K from the funds earmarked for this purpose: £223k from the Unallocated Contingency and a Housing departmental reserve of £97k. This is a planned draw down from resources specifically set aside for this purpose. If the draw down is not made then the department would need to declare an overspend.

It should be noted that it has not been possible to complete detailed budget monitoring via Agresso this month due to the delay on the roll out of key monitoring reports. However, finance officers have met with Heads of Service in order to identify significant variances from budget and to ensure that appropriate management action is taken in order to contain cost pressures. Nevertheless, there remains a significant risk to the accuracy of forecasts until Managed Services is fully implemented.

Further details relating to the issues arising as a result of Managed Services are outlined in the Key Risks section above.

APPENDIX 7: LIBRARY SERVICES (SHARED SERVICES)**BUDGET REVENUE MONITORING REPORT – PERIOD 9****1: Variance by Departmental Division**

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
Libraries Shared Services	3,221	0	0	At this stage forecast is to budget
Total	3,221	0	0	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000	£000
Reduced income from customer fees and charges due to less demand for increasingly obsolete product formats (DVDs, CDs etc)	10	30
Increased premises and utility costs including Westfield	10	30
Total	20	60

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Libraries Shared Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings	162	107	21	34
Schemes Delayed / At Risk	£000	Reason		
Review of inter-Library transport arrangements	34	There have been delays in this scheme being launched		

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

We are still reflecting items at risk, but anticipate that any shortfall will be mitigated by some other small underspends. As a result, there is no change to the forecast.

APPENDIX 8: PUBLIC HEALTH SERVICES**BUDGET REVENUE MONITORING REPORT – PERIOD 9****1: Variance by Departmental Division**

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
Sexual Health	6,410	(112)	(112)	Estimated underspends on Chlamydia and youth services' contracts.
Substance Misuse	5,464	(47)	(47)	Various minor underspends including homeless outreach and drug testing.
Behaviour Change	2,753	(509)	(383)	Estimated underspends in Behaviour Change services, including health checks, smoking cessation and Community Champions.
Intelligence and Social Determinants	89	(40)	(40)	Underspend caused by delay in commencing new projects.
Families and Children Services	5,135	(270)	(270)	Variance due to the 0-5 programme which was transferred to LBHF in Period 7; actual figures replacing the original estimates included the budgeted figures.
Public Health Investment Fund (PHIF)	2,185	596	616	PHIF projects reviewed for progress, with lower spend in some projects.
Salaries and Overheads	1,435	(200)	(200)	Salaries and vacancy monitoring has identified underspends.
Drawdown from Reserves	(783)	(672)	(818)	The variance shown is the balancing figure of all the other differences.
Public Health – Grant	(20,855)	1,417	1,417	Confirmed grant cut based on Department of Health consultation responses.
Public Health 0-5 Programme Grant (from Oct 2015)	(1,833)	(163)	(163)	Variance due to the 0-5 programme (see Families & Children's above).
Total	0	0	0	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000	£000
There are no risks to declare this month.		
Total		

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Public Health Service	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings	350	350		
Schemes Delayed / At Risk	£000	Reason		

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

The £350,000 MTFS target is achieved by reducing the budgeted contribution from the General Fund from £350,000 in 2014/15 to zero in 2015/16.

Other contributions from Public Health to the MTFS, take the form of transformation funding in other council departments who are contributing to Public Health outcomes. These savings are reported within those departments.

The Public Health Investment Fund has been reviewed and the projected outturn is included in the position set out above.

APPENDIX 9: HOUSING REVENUE ACCOUNT**BUDGET REVENUE MONITORING REPORT – PERIOD 9****1: Variance by Departmental Division**

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
Housing Income	(77,484)	(750)	(750)	It is anticipated that there will be an underspend on the bad debt provision for rental income on Council homes, primarily as a very prudent allowance was made in the budget for the impact of Welfare Reform. The full impact of Welfare Reform has not been felt yet and the Government has not rolled out Universal Credit at the speed allowed for in our budget.
Finance and Resources	15,164	(65)	(65)	Underspends on salaries (£75k) and IT projects (£50k) are expected to be offset by a reduction in the capitalisation of staffing costs resulting from delays in commencing construction on Housing Development programme projects compared to those assumed in the budgets.
Housing Services	9,578	0	0	
Commissioning and Quality Assurance	3,119	0	0	
Strategic Housing Stock Options Appraisal HRA	0	0	0	
Property Services	2,163	0	0	
Housing Repairs	13,748	90	90	This is due to an increase in the forecast number of empty Council homes which need to be brought up to a lettable standard.
Housing Options	369	(9)	(20)	
HRA Central Costs	0	0	0	
Adult Social Care	48	0	0	
Regeneration	267	138	138	This relates to a reduction in the capitalisation of staffing costs resulting from delays in commencing construction on Housing Development programme projects compared to the position assumed when the original

Departmental Division	Revised Budget	Variance Month 9	Variance Month 8	Variance Analysis
	£000	£000	£000	
				budget was prepared.
Safer Neighbourhoods	578	0	0	
Housing Capital	29,976	(155)	(155)	This relates to additional interest receivable on HRA balances following a review of the average interest rate on short term investments and the forecast balances expected within the HRA general reserve, major repairs reserve and Decent Neighbourhoods Fund.
(Contribution to)/ Appropriation From HRA General Reserve	(2,474)	(751)	(762)	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
Managed Services: the general lack of data available from the system, the lack of systems assurance and reconciliation reporting, the time taken to resolve payment issues, the delay in implementing the system for leaseholder service charges, delayed and missing cash files preventing rent arrears from being managed and the associated bad debt risk, the opportunity cost of officer time in managing issues arising and other factors are expected to have both a financial and non-financial impact on the department.	Unknown	Unknown
Housing Repairs - There is a risk of approx. £50k for the CCTV (Chroma Vision) contract where there is no budget provision and where an additional request has been made for further funding by corporate colleagues and a business case is awaited.	50	50
Total	Unknown	Unknown

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Housing Revenue Account		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000	£000	£000	£000
Total MTFS Savings		2,187	2,187		
Schemes Delayed / At Risk	£000s	Reason			

4: HRA General Reserve

	B/Fwd.	Budgeted (Contribution to)/Appropriation from General Reserve	HRA Variance (Surplus)/ Deficit	Forecast C/F
	£000	£000	£000	£000
HRA General Reserve	(13,165)	(2,474)	(751)	(16,390)

5: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

The Housing Revenue Account currently forecasts an under-spend of (£751k) for 2015/16, a minor deterioration in the variance since last month of £11k.

It should be noted that it has not been possible to complete detailed budget monitoring via Agresso this month due to the delay on the roll out of key monitoring reports. Whilst BT has released these reports to LBHF, they still cannot be accessed by key staff. However, finance officers have met with Heads of Service in order to identify significant variances from budget and to ensure that appropriate management action is taken in order to contain cost pressures. **Nevertheless, there remains a significant risk to the accuracy of forecasts until Managed Services is fully implemented.**

Further detail relating to the issues arising as a result of Managed Services are outlined in the Key Risks section above.


APPENDIX 10 - VIREMENT REQUEST FORM**BUDGET REVENUE MONITORING REPORT – PERIOD 9**

Details of Virement	Amount (£000)	Department
GENERAL FUND:		
To fund Housing General Fund Temporary Accommodation Incentive Payments demand pressures:		
<ul style="list-style-type: none"> • Transfer from Unallocated Contingency budget £223K, and • £97K drawdown from the Private Sector (Direct Lettings) Incentive Payments Reserve. 	223 / (223)	HGF / CMB
	97 / (97)	HGF / Reserves
A transfer of £0.930m is requested from the Corporate Demands & Pressures reserve to the Managed Services Programme (MSP) reserve to fund additional costs of MSP implementation and stabilisation to end of June 2016.	930 / (930)	FCS / Reserves
Total General Fund Virements (Debits)	1,250	
HRA:	0	
Total HRA Virements (Debits)	0	

Departmental Name Abbreviations	
HGF	Housing General Fund
CMB	Centrally Managed Budgets

APPENDIX 11: DETAILED BUDGET CARRY FORWARD PROPOSALS

CARRY FORWARD PROPOSALS AS AT CRM9	AMOUNT
	£000
ENVIRONMENTAL SERVICES	
To fund committed and future projects in relation to the Flood and Water Management grant from DEFRA.	261
Fulham Palace. To fund a shortfall in the five-year site maintenance and management budget to 2019/20, as the Council committed to in the Heritage Lottery grant funding agreement (which funded the recent major redevelopment of the site).	160
For the additional budget risk in 2016/17 if the costs of managing the disposal of properties cannot be met from the 4% of capital receipts permitted to be spend on disposal costs.	140
TOTAL ENVIRONMENTAL SERVICES	561
CONTROLLED PARKING ACCOUNT	
Changes in signage to comply with the Information Commissioners Office (ICO) Code of Practice on CCTV surveillance.	300
Total CPA	300
ADULT SOCIAL CARE	
Income shortfall of £0.280m on Careline until the future of the service has been reviewed.	280
Medium Term Financial Strategy (MTFS) Transformation Project Customer journey operations alignment - delays in transformation for 3 months of a full year saving proposed of £0.334m.	334
Placement demand and pressures relating to the London Living Wage of £0.546m.	546
TOTAL ADULT SOCIAL CARE	1.160
TOTAL PROPOSED CARRY FORWARD OF UNDERSPEND	2.021

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>11 APRIL 2016</p>	
<p>ADOPTION OF THE COUNCIL'S HOMELESSNESS PREVENTION STRATEGY</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 Director: Mike England – Lead Director of Housing Options</p>	
<p>Report Author: Helen McDonough – Homelessness Strategy Project Lead</p>	<p>Contact Details: Tel: 020 8753 7926 E-mail: helen.mcdonough@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

1.1 This report seeks Cabinet approval for the adoption of the Homelessness Prevention Strategy (Annex A). Tackling homelessness and improving services to Homeless people is a key priority for the Administration. This is reflected in the Housing Strategy 2015 action plan (Action 8) **The Council will work with third sector agencies and clients to develop and adopt a homelessness prevention strategy.**

1.2 The Homelessness Prevention Strategy sets out the principles underpinning the Council's work in this area and the five key priorities for action which are:

- Shaping Services around early intervention/prevention and a case management approach;
- Mitigating the effects of Welfare Reform;
- Improving customer experience and making every contact count;

- Delivering a range of affordable housing solutions;
- Working in partnership with landlords to improve private sector rented housing.

1.3 The strategy sets out the Council's approach and actions to deliver these priorities with an emphasis on early intervention and prevention, partnership working, improving outcomes and a customer focused approach.

1.4 This report seeks to adopt the Homelessness Prevention Strategy attached to this report as Appendix A following an informal consultation process with external and internal stakeholders during January and February 2016.

2. RECOMMENDATIONS

2.1 That the Homelessness Prevention Strategy be adopted.

3. REASONS FOR DECISION

3.1 The 2002 Homelessness Act places a duty on local authorities to undertake a review of Homelessness for their district and formulate and publish a strategy based on the results of that review. This strategy delivers on this duty and replaces the Homelessness Strategy adopted by the Council in 2012.

3.2 Tackling homelessness and improving services for homeless people is a key priority for this administration and this strategy sets out the Council's priorities for action.

3.3 This report recommends Members adopt the Homelessness Prevention Strategy described above.

4. INTRODUCTION AND BACKGROUND

4.1 The development of a new Homelessness Prevention Strategy delivers on a key action from the Council's Housing Strategy, adopted in May 2015, and captured in the related action plan as Housing Strategy Action 8: **'The Council will work with third sector agencies and clients to develop and adopt a homelessness prevention strategy.'**

4.2 The strategy builds on the administration's manifesto pledge to tackle homelessness. The document is intentionally concise, capturing the overall direction of travel, the principles underpinning our work in homelessness and our priorities for action. It will act as a starting point for more detailed engagement and collaboration with partner agencies on the priority areas.

5. PROPOSAL AND ISSUES

- 5.1 The Homelessness Prevention Strategy sets out how the Council will work with the third sector and other stakeholders on homelessness prevention.
- 5.2 It is intended to set out a direction of travel, outlining key principles that will underpin the Council's work in this area and the key priority areas for action.
- 5.3 The Council is already doing some innovative work in homeless prevention and this is captured within the strategy. However there are a number of ongoing local challenges and factors that contribute to homelessness in the borough. These include high rents, high housing prices and a shortage of affordable housing, alongside a national policy context of welfare reform reducing benefit levels, Local Housing Allowances (capping the level of Housing Benefit that can be paid often well below the market rent), continued cuts to local government funding and reduced social rented stock.
- 5.4 Given all of these challenges the council wants to use its resources to the best effect by tackling the causes of homelessness, acting early to prevent people becoming homeless and support those experiencing homelessness and those at risk through the impact of welfare reform. The council needs to align efforts and services across the authority with those of external agencies with a focus on early intervention and prevention to deliver improved outcomes and budget savings over the medium to long term.
- 5.5 The three principles and priorities for actions set out in the strategy are:

Early intervention and prevention – we want to shape council services around better identifying and working with those at risk of homelessness and shaping services to address issues at an early stage.

Partnership working – The Council has a statutory framework which determines our responsibilities to homeless households. However we recognise that there is a wealth of expertise in the local third sector agencies and we want to ensure better collaboration between council departments and partner agencies to ensure a customer focused cost effective response to homelessness.

Customer focused approach – through better partnership working, early intervention and a case management approach we want to make every contact count and reduce customers having to unnecessarily navigate multiple departments and agencies.

- 5.6 Through consultation with stakeholders we have identified the following priorities which will contribute the most towards reducing homelessness in the borough and we have identified some actions that will contribute towards success:

Priority One - Shaping services around early intervention/prevention and a case management approach.

Priority Two - Mitigating the effects of welfare reform.

Priority Three - Improving customer experience and making every contact count.

Priority Four - Delivering a range of affordable housing solutions.

Priority Five - Working with landlords to improve private sector rented housing.

- 5.7 The next step will be to set up a Hammersmith and Fulham Homelessness Forum in order to further develop the actions under these priorities and identify measures of success. The starting point for developing a joint action plan will be to bring together all internal stakeholders across Public Health, Adult Social Care and Children's Services to identify opportunities and initiatives that will contribute towards the priorities.

6. CONSULTATION

- 6.1 In the development of this strategy the Council has undertaken a 'soft' consultation with a range of stakeholder groups working in the advice and homelessness sector. The organisations we have consulted are listed in Annex C.
- 6.2 Stakeholders have broadly endorsed the priorities and approach contained with the strategy and agreed to work with the Council to further develop the areas for action.

7. EQUALITY IMPLICATIONS

- 7.1 The 2010 Equalities Act places an equality duty on local authorities (and other public bodies) to protect people from discrimination in the workplace and in wider society. To meet this duty, the Council needs to consider all individuals when carrying out their day-to-day work when shaping policy, in delivering services and in relation to their own employees. It also requires that public bodies :
- have due regard to the need to eliminate discrimination
 - advance equality of opportunity
 - foster good relations between different people when carrying out their activities
- 7.2 The adoption of the Homelessness Prevention Strategy requires the Council to undertake an Equalities Impact Assessment (EqIA) to fully assess what the positive and negative impacts of adopting the changed approach will be on defined 'equality groups'. These are:
- women
 - black, Asian and ethnic-minority people

- young people and children
- older people
- disabled people
- Lesbian people, gay people, bisexual people and transsexual people
- people from different faith groups

An Equality Impact Assessment has been completed as part of the development of the Homelessness Prevention Strategy. The strategy has an overall positive impact on several protected characteristics and is neutral on the remainder.

7.3 Implications verified by: Martin Nottage, Innovation & Change Management Tel. 020 8753 1628.

8. LEGAL IMPLICATIONS

8.1 The Homeless Act 2002 places a duty on places a duty on local housing authorities to undertake a review of Homelessness for their district and to formulate and publish a strategy based on the results of that review. Sections 1(5) and (6) of the Act requires that housing and social service authorities take the homelessness strategy into account when exercising their functions.

8.2 Implications completed by: Janette Mullins Principal Solicitor (Housing Litigation); 0208 753 2744.

9. FINANCIAL AND RESOURCES IMPLICATIONS

9.1 There are no new financial or resources implications arising from the adoption of the Council's Homelessness Prevention Strategy.

9.2 Implications completed by Daniel Rochford, Head of Finance x4203

10. IMPLICATIONS FOR BUSINESS

10.1 As part of the homelessness prevention strategy the Council will be promoting good standards amongst landlords and good landlords will benefit from greater efforts to sustain tenancies and prevent homelessness.

11. RISK MANAGEMENT

11.1 Risks associated with the report recommendations remain the responsibility of the Housing Service for their identification and management. The Service maintains a register of risks that are reviewed quarterly by the Management Team ensuring that any risks that escalate are responded to quickly and efficiently.

- 11.2 There are many risk factors associated with homelessness such as substance abuse and mental health problems, but these problems may also arise as a consequence of homelessness. The social, emotional and financial costs of homelessness are significant creating barriers to education, work and training and undermining mental and physical health. Episodes of homelessness bring risks to the household concerned and this strategy will help minimise those risks. Increased levels of homelessness pose a financial risk to the Council and those risks will be mitigated by using less temporary accommodation especially bed and breakfast.
- 11.3 Implications verified by: Michael Sloniowski, Shared Services Risk Manager telephone 020 8753 2587

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1 There are no procurement implications directly arising from this report.
- 12.2 Implications verified/completed by Robert Hillman, Procurement Consultant x 1538

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:

- Annex A – Homelessness Prevention Strategy
 Annex B – Equalities Impact Assessment
 Annex C – List of stakeholders Consulted

Annex A

Hammersmith and Fulham Council

Homelessness Prevention Strategy

April 2016

Foreword from Councillor Fennimore to be inserted

1. Summary

Tackling homelessness and improving services for homeless people is a key priority for this administration. In 2015 Hammersmith and Fulham Council adopted a new Housing Strategy 'The Change We Need in Housing' which sets out the detail of the Council's affordable housing strategy and includes delivering more affordable housing; improving standards in the private rented sector; giving better services to council tenants and, leaseholders; and, improving services for homeless people.

The development of a new Homelessness Prevention Strategy delivers on a key action captured in the Housing Strategy Action Plan - Action 8: **'The Council will work with third sector agencies and clients to develop and adopt a homelessness prevention strategy.'** This strategy is an update and refresh of the 2012 Homelessness Strategy with a specific emphasis on prevention. The intention is to publish a concise strategy setting out our 'direction of travel', key principles underpinning our approach and priority areas for action. The strategy will provide the basis for future engagement and collaboration with key stakeholders and agencies and the development of a more detailed action plan.

The 2002 Homelessness Act places a duty on local housing authorities to undertake a review of Homelessness for their district and formulate and publish a strategy based on the results of that review. This strategy delivers on this duty and the priorities and principles contained within it have been developed in partnership with other stakeholders in the borough. This reflects the Council's determination to work with other agencies in the borough to jointly tackle the causes of homelessness, prevent homelessness, and improve the experience of homeless people in the borough. Our aim is that the strategy provides a framework and approach for agreeing partnership action and collaboration.

The Council's commitments on homelessness are as follows:

- To take measures to tackle the causes of homelessness, support those suffering the many different types of crises that have led to their homelessness, and reduce homelessness in the borough.
- Work with homeless charities, faith communities and homelessness prevention professionals to provide safe, warm accommodation for homeless individuals and homeless families
- Act to help people in danger of homelessness
- Take measures to support homeless people out of homelessness
- Take action to ensure homeless children are provided with suitable homes and support
- Make sure that young homeless people have safe accommodation and access to police-checked mentors who will support their wellbeing and help them back into education or employment.
- To set up a Hammersmith and Fulham Homelessness Forum to facilitate better partnership working and joint action on homelessness.

Local challenges of high rents, high housing prices and shortage of affordable rented housing are well known. These coincide with a national policy agenda of welfare reform reducing benefit levels; Local Housing Allowances capping the level of Housing Benefit that can be paid, often well below the market rent; and, continued cuts to local government funding. Taking into account the on-going impact of welfare reforms, continued upward pressure on the local housing costs and likely negative impact of the Housing and Planning Bill on future social rented supply, it can be anticipated that levels of homelessness and associated approaches for advice and support in the borough will increase.

The causes of homelessness are complex with the majority of in- borough homelessness approaches arising from loss of private rented accommodation; exclusion by parent, relative or friend; and, domestic violence. There are many risk factors associated with homelessness such as substance abuse and mental health problems, but these problems may also arise as a consequence of homelessness. The social, emotional and financial costs of homelessness are significant creating barriers to education, work and training and undermining mental and physical health

Since 2010, Government funding to Hammersmith and Fulham Council has reduced by £66m with a further reduction of £33.6m expected between 2015/16 and 2019/20. The council is facing continued and significant budget pressure. To meet this challenge, it is exploring how to deliver services and improved outcomes with significantly reduced resources. In practice this means that the council needs to look at how it organises itself across departments and within services and structure itself in order to deliver better outcomes in a more cost effective and efficient way. This will be done with a focus on improved customer experience, making every contact count and maximising its links and value created with the third sector.

The council wants to use its resources to the best effect by tackling the causes of homelessness, acting early to prevent people becoming homeless and support those experiencing homelessness and those at risk through the impact of welfare reform. The council needs to align efforts and services across the council with those of external agencies with a focus on early intervention and prevention to deliver improved outcomes and budget over the medium to long term.

2. Context

2.1 Statutory Duties

This Homelessness Prevention Strategy flows from the Council's Housing Strategy 2015 and should be read in this context. The Housing Strategy can be located at: http://www.lbhf.gov.uk/Directory/Housing/Housing_advice/Housing_strategy/42430_Housing_Strategy.asp

The Council has specific duties relating to Homeless Households in the borough that are set out in Part VII of the 1996 Housing Act and we aim to carry out these responsibilities as fairly and efficiently as possible. The Council has specific duties towards households that are;

- Eligible for assistance
- Homeless or threatened with homelessness
- In priority need and
- Unintentionally homeless

This is explained in detailed on the Councils website at http://www.lbhf.gov.uk/directory/housing/housing_advice/homelessness/126877_homeless_our_duties.asp?LGNTF=32#duties

The Council seeks to ensure that each homeless approach it receives is dealt with in a consistent, fair and inclusive manner, taking account of any factors such as disability, race, ethnicity, gender, sexuality, and other equality groups.

Our Housing Allocation Scheme aims to meet the housing needs of those residents who are eligible and most in need of help and to do this we may discharge our duties across a range of tenures including both social rented and private sector rented accommodation.

The Council also provides and funds a range of housing options, advice and preventative services in the borough to help homeless households, prevent homelessness and support people with additional vulnerabilities. The Council has made progress on prevention but we know that there is a limit to what the Council can do by itself through its statutory duties and that the way forward is through collaboration with partner agencies.

2.2 The Local Picture

There are a number of local challenges and national factors that contribute to homelessness in the borough. These include high rents, high housing prices and a shortage of affordable housing. These challenges sit alongside a national policy context of welfare reform reducing benefit levels, Local Housing Allowances (capping the level of Housing Benefit that can be paid often well below the market rent), continued cuts to local government funding and reduced social rented stock. The number of those living in the private sector has increased over the last 10 years and the numbers of landlord evictions from the private sector is increasing.

All of this contributes to the difficulties faced by many families on modest or low incomes finding or keeping a home in the borough.

Although the number of homelessness approaches to the council has declined over the last 5 years the number of homeless acceptances (households to whom the council has accepted a statutory duty) by the council has increased and alongside this has been an increase in the number of households in temporary accommodation including out of borough temporary placements. This increase is in part attributable to the increase in tenants in the private rented sector not having their tenancies renewed and losing their homes, ongoing debt issues and the impact of welfare reforms.

House prices and private sector rents in Hammersmith and Fulham are amongst the highest in London and securing affordable private rented accommodation is a struggle for many people, especially those on low incomes. High house prices in Hammersmith and Fulham mean that there is a large proportion of the population living and / or working in the borough that cannot afford to buy a property here. A household would need an income of £103,000 to purchase an 'entry level' property in the borough.

Average and entry level rents are increasing rapidly in the borough and in 2015 the average monthly rent was £1,922 compared to the London average of £1,599:

- Between the 12 months to June 2011 and the 12 months to June 2014, the average (mean) rent has increased by over 30%, and the lower quartile rent has increased by almost 47%.
- The average annualised income per resident in the borough is 1.89 times the average annualised rent – this is the second lowest rate in London; and the second lowest ratio of all Local Authorities in the country.
- Average rents in Hammersmith and Fulham equate to 52.3% of the average income of households. **This is the 7th highest proportion in London.**

According to the LBHF Strategic Housing Market Assessment 2014/15 the tenure mix within the borough has changed significantly between 2001 and 2011. The percentage of households in the private rented sector has increased from 23% to 33% with a commensurate decline in the percentage of owner occupied households (from 43% to 34%). According to the 2011 Census 12% of properties are overcrowded by at least one bedroom. Private rented and social rented households have proportionally more overcrowding (17% each) than owner occupied households (5%). Those areas with the highest deprivation in relation to barriers to housing and services and living environment tend to closely correlate with the location of large social housing estates. The affordable social rented sector has 42% of properties with one bedroom which is much higher than other London boroughs, and only 24% have three or more bedrooms. Alongside this there is a large percentage of properties in the borough that are second homes and empty. On average the waiting time to be rehoused by the council to a 3 bed property is over two years and over 3 years for a four bed property.

A balance needs to be struck between housing those on the housing register and homeless households. Currently the letting plan allows for broadly 30% of lettings to

residents who are homeless and an annual quota of 50 properties for supporting people in our supported housing pathway, 25 for children leaving care (subject to review) and a there is a new pilot Learning Disability Quota of 5 beds to provide access to general needs housing for single people with a defined Learning Disability who would not otherwise qualify to join the Housing Register. It is expected that this quota will mainly assist those who are capable of living independently but who are living with elderly carers / parents.

The council's Draft Local Plan sets an affordable housing requirement of 40% of new housing, of which 60% should be affordable rented and the remaining 40% be intermediate (e.g., shared ownership). This translates to an annualised target of approximately 240 affordable rented homes and 160 intermediate homes. This requirement is underpinned by evidence from the council's Housing Market Assessment 2014/15 which estimates that there are over 2,500 households currently in housing need in the borough and that over 600 households per year will require assistance with affordable rented housing.

2.3 Homelessness in Hammersmith and Fulham

Looking at the figures for statutory homelessness approaches and acceptances is a useful starting point for understanding homelessness in the borough but it doesn't present a complete picture. The 2015 report from the homelessness monitor England indicate that there are significant levels of hidden homelessness and overcrowding in London and the South East. A mixture of structural pressures in the housing market coupled with the impact of welfare reforms all play a part in contributing to homelessness and overcrowding levels.

- The numbers of households being accepted as homeless in Hammersmith and Fulham has been increasing since 2010/11.
- Since 2010/11 The majority of homeless acceptances are from 25 – 44 age group with the majority of these households female lone parents. The main reasons for homelessness over this period have been loss of private rented accommodation; exclusion from family and friends; and, domestic violence.

2.4 Temporary accommodation

The council provides Temporary Accommodation for homeless households, who have no other alternative accommodation, whilst it makes enquiries into their homelessness application and pending a move into permanent accommodation. The council is committed to keeping families with children out of Bed & Breakfast (B&B) accommodation and securing, where possible, local temporary accommodation to minimise negative impacts on links to local education, health, employment and social ties, but this is not always possible. The council faces significant challenges in securing affordable temporary accommodation in the borough as many landlords will seek to achieve market rents and these are well above the level that can be met by Housing Benefit for non-working households and may well prove to be unaffordable for working households. The council continues to focus on improving the quality of temporary accommodation, reducing length of stay and the cost of temporary accommodation through faster decisions on housing applications and housing options.

- Since February 2014 there have been no families with children in B&B over the statutory limit of 6 weeks and since July 2015 there have been no families at all in B&B and no nightly lets for families.
- Between 2009/10 and 2014/5 the number of households in temporary accommodation increased by 36%.
- There has been an increase in the number of placements in temporary accommodation out of borough but efforts are made to make in borough placements, with currently 55% of temporary accommodation placements still being within the borough .

2.5 Single Homeless People with Support Needs

Analysis from our single homeless team (PATHS) indicates that the majority of single homeless people they see will have one or more of the following support needs: substance misuse, offending behaviour, mental and/or physical health problems, history of offending, history of tenancy breakdowns and rough sleeping. A recent review of the people living in some of the Council's commissioned high support accommodation services for single homeless people indicates that 40% of these residents are verified rough sleepers; 54% have lost a tenancy (many of them social rented); 67% have an offending history or are currently being managed as an offender; 57% are using both drugs and alcohol; 67.5% are 'dual diagnosis' and just over 25% of residents aged 35-55 have a mobility need. These findings illustrate the multiplicity and complexity of support needs affecting residents that our single homeless accommodation services are supporting. It also highlights the need for Health and Adult Social Care service providers to work closely together.

Rough sleeping count figures from November 2015 were 5 rough sleepers which is a slight decrease from the previous year's count.

We work closely with service providers ensuring that our commissioned supported housing provides high quality support aimed at tackling the underlying problems contributing to homelessness. This range of services are designed to prevent problems becoming worse and to achieve better accommodation, health and employment, training and education outcomes for this cohort of people with complex needs. The council commissions a number of providers to deliver housing related floating support to people who are at risk of losing their home. This is a free, short term service to residents in the borough who are living independently in any tenure. Floating Support compliments the range of other homelessness prevention work that the council carries out.

3. What we are already doing

The council provides a range of housing options services to support homeless households and prevent homelessness.

The council has already delivered on its commitment to make the Housing Allocation Scheme fairer and more inclusive for applicants by making changes to the medical and overcrowding eligibility criteria. The Council has also provided additional funding for the Law Centre to provide legal advice and

representation on housing matters and co-ordinate the provision of advice in the borough. We work closely with a range of third sector organisations and statutory organisations including Health, Adult Social Care, Shelter, Citizen's Advice Bureau, St Mungo's Broadway, Centrepont, Standing Together and many other specialist agencies tackling homelessness at a grassroots level. There are a number of council wide initiatives that will feed into the work on homelessness prevention and these include:

- Establishing a Homelessness Forum with our 3rd sector and other partners to build an Action Plan to deliver this Strategy.
- As part of Hammersmith & Fulham's Poverty and Worklessness Commission looking at homelessness under the 'Addressing Affordability of Local Housing' priority.
- Undertaking a council wide Smarter Budgeting Project to support targeting of services.
- Analysis of demographics and services looking at where and how the council should focus its efforts on prevention and this will inform the design of services.
- Setting up a multi-agency Welfare Reform taskforce to examine how agencies might organise in response to the impact of welfare reform.
- Developing a H&F Private Landlord Charter to support improvements in private sector rented provision.

4. Principles and Priorities

4.1 Principles

The council has determined three key principles that need to underpin its work in this area. They are:

Early intervention and prevention – *we want to shape council services around better identifying and working with those at risk of homelessness and shaping services to address issues at an early stage.*

Partnership working – *The Council has a statutory framework which determines our responsibilities to homeless households. However we recognise that there is a wealth of expertise in the local third sector agencies and we want to ensure better collaboration between council departments and partner agencies to ensure a customer focused cost effective response to homelessness.*

Customer focused approach – *through better partnership working, early intervention and a case management approach we want to make every contact count and reduce customers having to unnecessarily navigate multiple departments and agencies.*

4.2 Priorities

Through consultation with stakeholders we have identified the following priorities which will contribute the most towards reducing homelessness in the borough. These are explored further in section five :

Priority One - Shaping services around early intervention/prevention and a case management approach.

Priority Two - Mitigating the effects of welfare reform.

Priority Three - Improving customer experience and making every contact count.

Priority Four - Delivering a range of affordable housing solutions.

Priority Five - Working with landlords to improve private sector rented housing.

5 - Priorities

Priority 1 - Shaping services around early intervention/prevention and a case management approach.

The social, emotional and financial costs of homelessness are significant and episodes of homelessness are known to have a detrimental impact on social ties, employment, health and educational outcomes. We want to avoid these costs where possible by working with those at risk of homelessness at an earlier stage and focusing on prevention. The Council has experienced sustained budget cuts over the last five years and this means we must develop innovative and cost effective ways to deliver services. We plan to develop our case management approach to develop solutions focused around the individual, working closely with other departments and stakeholders.

To achieve this priority we will undertake the following activity:

Work with other front line services such as Adult Social Care and Children's Services and Housing Management to put in place mechanisms to work more efficiently across departments.

Explore the potential to develop predictive models to help identify households that are most at risk of homelessness and would benefit from preventative support

Continue with a flexible case management approach for our direct lettings team using landlord incentives where appropriate to help maintain private sector tenancies and utilising this team to work with no duty household in temporary accommodation to provide planned move on.

Focus on early engagement with Landlords including Registered Providers (i.e., housing associations) and families to explore options to prevent homelessness applications.

Work with Street Outreach and Homelessness service providers to minimise rough sleeping, focus services on prevention and tackling causes of homelessness to avoid repeat cycles of homelessness.

Specifically, in 2016/17 we will:

- **Establish a Homelessness Forum with our 3rd sector and other partners to build an Action Plan to deliver this Strategy;**
- **Harmonise the Council's services with those of other partners and agencies so that they are fully directed at homelessness prevention;**
- **Complete a Smarter Budgeting exercise to devise innovative ways to prevent and reduce homelessness.**

Priority 2 - Mitigating the effects of welfare reform.

Changes to welfare benefits have had a significant impact on low income or non-working families ability to secure and maintain accommodation in the borough. We have responded to these changes in a number of ways including setting up a 'Housing Benefit (HB) Assist' project and developing our links with private sector landlords. The HB assist team works to find a solution for those affected by benefit changes living in temporary accommodation but is now expanding to work with those in the private rented sector. The focus of this work is achieving sustainable outcomes with an emphasis on exemption and working with partner agencies. One of the outcomes in the Council's Smarter Budgeting programme is reducing homelessness and we use the results of this to inform our approach to mitigating the impact of welfare reform.

To achieve this priority we will undertake the following activity:

Using the results of our Smarter Budgeting programme , expand the work of our HB Assist Team, using a case management approach to target support to individuals in temporary and private sector accommodation most likely to be affected by the benefit cap and the rollout of Universal Credit, with a focus on employment and affordability.

Further develop our case management approach and provide outreach to the next tranche of clients likely to be affected by welfare reform.

Work closely with Job Centre Plus and third sector advice agencies with a focus on employment, personal budgeting and alternative payment arrangements to achieve sustainable outcomes aimed at keeping people in their homes.

Work closer with One Place to provide employment support alongside other support.

Develop predictive models to assist in early identification of households at risk of homelessness.

Specifically, in 2016/17 we will;

- **Expand the case management approach of HB Assist to assist residents affected by welfare reform;**
- **Seek co-location of Council services at 145 King St with Job Centre Plus and our 3rd sector partners to provide a comprehensive service to residents affected by welfare reform, including the Overall Benefit Cap and Universal Credit;**
- **Provide support to the Advice Forum in developing its work on welfare reform.**

Priority 3 - Improving customer experience and making every contact count.

Very often customers that approach the housing options service as homeless and at risk of homelessness are in crisis and experiencing a number of stresses in their lives. While the Council is sometimes constrained in the help and assistance it is able to provide and must work within the constraints of the Homelessness legislation, it can do its best to ensure the quality of contact that a customer has is the best it can be.

The council acknowledges that it is important that customers feel supported and listened to during their contact with the service. To this end the Housing Options Service has undertaken a Customer Journey project to look at a snapshot of customer experience and explore how services can be improved. The project provided insight into both customer and staff experience of service provision in housing options and from this work we are aiming to improve customer's experience.

An action plan has been developed to address thematic issues arising from the project and the improvements arising from this project will benefit all housing options customers.

To achieve this priority we will undertake the following activity:

Strive to increase the supply of local affordable temporary accommodation and improve our response to complaints about conditions in temporary accommodation.

Improve support for households in temporary accommodation particularly those in out of borough placements by reviewing current policies and service level agreements with managing agents and supporting providers to improve the resettlement and monitoring process.

Improve current working practices with partner providers to enable bespoke support packages e.g. Schools and GP referrals, community support, income maximisation and budgeting.

**Continue our drive to keep people out of B&B through earlier intervention with landlords where homelessness is threatened, more rapid movement of households out of other temporary accommodation and ensuring Housing Benefit is administered effectively.
Evaluate the impact of our current communications pilot with the third sector which set up direct links for agencies into council departments in order to improve the service they provide to clients.**

(cont. below)

Develop preventative approaches to:

- **address problems earlier.**
- **reduce the cycle of repeat homelessness applications.**
- **improve move on from temporary accommodation and**
- **reduce level of arrears.**

Improve customer experience of the homeless application process ensuring steps in the application process are clear and communicated simply and that staff are supported and trained to provide a high quality service.

Specifically, in 2016/17 we will;

- **Improve the operation of the Reception at 145 King St, including the physical layout, and the range of services available e.g. debt advice;**
- **Improve services to residents through better communication and access by telephone, letter, email and text;**
- **Support and train staff to equip them to provide a high quality to residents.**

Priority 4 - Delivering a range of affordable housing solutions

The Council's 2015 Housing Strategy 'Delivering the Change we Need in Housing' sets out the Council's plans for more and better, well- managed affordable housing in mixed income, mixed tenure successful places. Delivering more affordable housing is central to the Council's approach to tackling homelessness and we are actively working to identify and fast track schemes to maximise affordable housing delivery in the short term.

The council wants to maximise the delivery of affordable housing in the 5 regeneration areas, and directly on sites within its ownership as well as re-engaging with housing associations to initiate the delivery of more affordable homes where all sectors are contributing to providing new affordable housing. In 2015 we set up a Residents' Commission into the future of council housing in the borough and this has recently made recommendations on the best way forward to secure the future of Council Housing in the borough. As well as this we have re-instated lifetime tenancies and made changes to the council's Housing Allocation Scheme creating a fairer system for tenants and residents.

To achieve this priority we will undertake the following activity:

- **Adopt a cost effective housing programme across council, housing association and private sector to deliver 400 new genuinely affordable homes annually to buy or rent.**
- **Identify and fast track schemes that will maximise affordable housing delivery in the short term and provide the platform for maximising affordable delivery from 2018 onwards.**
- **Review existing planning agreements to ensure that existing social housing is protected and opportunities are explored for increasing affordable housing delivery.**
- **Increase opportunities for council tenants to become homeowners and to move to a home more suited to their needs. .**

Specifically, in 2016/17 we will;

- **Bring forward proposals for Home Ownership Bonds, enabling tenants to build notional equity in their home over time, which they are then able to use towards the purchase of another home suitable for their needs**
- **Establish a panel of Housing Association partners to take forward the delivery of affordable housing**

Priority 5 - Working with landlords to improve private sector rented housing

The council wants to achieve better outcomes for our residents in private rented housing. The council has a statutory obligation to take action against unsatisfactory landlords in certain circumstances, especially where they are deliberately letting homes which are unfit to live in and not undertaking appropriate remedial action. We will meet our obligations and publicise enforcement action to dissuade others from doing the same. The Council will work to identify and curtail illegal sub-letting. The Council promotes landlord accreditation through the *London Landlord Accreditation Scheme*. This scheme provides training and support for private landlords. However, the Council recognises that private sector tenants and other interested parties want more to be done. In addition, the Council wishes to explore what steps can be undertaken to provide more security for long-term renters unable to buy their own home. The Council will promote the right to longer term tenancies in the private sector for those that want them and for rent increases to be kept at reasonable levels.

To achieve this priority we will undertake the following activity:

- **Formulate an H&F Private Landlords Charter will reference to conditions and standards in the private rented sector.**
- **Ensure that private sector lettings through our direct lets team meet Health and Safety requirements to ensure a high standard of accommodation.**
- **Build relationships with and encourage local landlords to offer affordable private sector lets.**
- **Build partnerships with other authorities to capitalise on collective buying power for temporary accommodation.**
- **Ensuring good joint working between council services to bring empty properties back into use and increase standards through use of empty dwellings or better homes grant.**
- **Investigate the advantages and disadvantages of licensing schemes within the Borough.**

Specifically, in 2016/17 we will;

- **Bring forward a proposal for a Social Lettings Agency to assist residents on low/modest incomes to access homes in the private rented sector and help landlords find suitable tenants and manage their homes;**
- **Review the services and incentives provided to landlords to make their homes available for renting at affordable rents.**

Equality Issues

The adoption of the Homelessness Strategy document requires the Council to undertake an Equalities Impact Assessment (EqIA) to fully assess what the positive and negative impacts of adopting the changed approach will be on defined 'equality groups'. These are:

- women
- black, Asian and ethnic-minority people
- young people and children
- older people
- disabled people
- Lesbian people, gay people, bisexual people and transsexual people
- people from different faith groups

The impacts of the delivery of the Homelessness Prevention Strategy on members of equality groups identified above are considered to be positive. However, officers will need to identify and be mindful of any unintended impacts that might negatively affect members of specific equality groups identified above.

Monitoring the delivery of the Homelessness Strategy

Outcomes from the strategy actions will be monitored on a six monthly basis and subject to annual review considering performance against measurements of success and in light of any further statutory changes.

LBHF 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.

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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.**

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 the Opportunities Manager: PEIA@lbhf.gov.uk or ext 3430

LBHF Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2015/16 quarter 4
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Homelessness Prevention Strategy - New</p> <p>The 2002 Homelessness Act places a duty on local authorities to undertake a review of Homelessness for their district and formulate and publish a strategy based on the results of that review. This strategy delivers on this duty and replaces the Homelessness Strategy adopted by the Council in 2012. The adoption of the proposed Homelessness Prevention Strategy delivers on a key action from the Council's Housing Strategy, adopted in May 2015, and captured in the related action plan as Housing Strategy Action 8: 'The Council will work with third sector agencies and clients to develop and adopt a homelessness prevention strategy.</p> <p>The strategy builds on the administration's manifesto pledge to attack homelessness. It sets out an approach for homelessness prevention in the borough and identifies priority areas to be developed further in partnership with other agencies.</p>
Lead Officer	<p>Name: Helen McDonough Position: Homelessness Prevention Strategy Lead Email: helen.mcdonough@lbhf.gov.uk Telephone No: 7926</p>
Date of completion of final EIA	23/ 02 /16

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Section 02	Scoping of Full EIA
Plan for completion	<p>Timing: The homelessness Prevention Strategy is complete and is tabled for discussion at Cabinet on 11 April 16. Resources: No additional resources are required.</p>
Analyse the impact of the policy, strategy, function, project, activity, or programme	<p>The Homelessness Prevention Strategy sets out how the Council will work with the third sector and other stakeholders on homelessness prevention. It is intended to set out a direction of travel, outlining key principles that will underpin the Council's work in this area and the key priority areas for action.</p> <p>The focus of the strategy is to set out the principles underpinning the Council's work in this area and the priorities we want to focus on. This will inform future collaboration with partners agencies and set the agenda for developing future projects and initiatives. The Council is already doing some innovative work in homeless</p>

prevention and this is captured within the strategy. However there are a number of ongoing local challenges and factors that contribute to homelessness in the borough. These include high rents, high housing prices and a shortage of housing supply alongside a national policy context of welfare reform reducing benefit levels, Local Housing Allowances (capping the level of Housing Benefit that can be paid often well below the market rent), continued cuts to local government funding and reduced social rented stock.

Given all of these challenges the council wants to use its resources to the best effect by tackling the causes of homelessness, acting early to prevent people becoming homeless and support those experiencing homelessness and those at risk through the impact of welfare reform. The council needs to align efforts and services across the council with those of external agencies with a focus on early intervention and prevention to deliver improved outcomes and budget savings over the medium to long term.

The three principles and priorities for actions set out in the strategy are:

Early intervention and prevention – *we want to shape council services around better identifying and working with those at risk of homelessness and shaping services to address issues at an early stage.*

Partnership working – *The Council has a statutory framework which determines our responsibilities to homeless households. However we recognise that there is a wealth of expertise in the local third sector agencies and we want to ensure better collaboration between council departments and partner agencies to ensure a customer focused cost effective response to homelessness.*

Customer focused approach – *through better partnership working, early intervention and a case management approach we want to make every contact count and reduce customers having to unnecessarily navigate multiple departments and agencies.*

Through consultation with stakeholders we have identified the following priorities which will contribute the most towards reducing homelessness in the borough and we have identified some actions that will contribute towards success:

Priority One - Shaping services around early intervention/prevention and a case management approach.

Priority Two - Mitigating the effects of welfare reform.

Priority Three - Improving customer experience and making every contact count.

Priority Four - Delivering a range of affordable housing solutions.

Priority Five - Working with landlords to improve private sector rented housing.

The next step is to agree with stakeholders the best mechanism to further developing the actions under these priorities and identifying measures of success.

There is a risk that current and future welfare reform may increase the numbers of those accepted as homeless and placed in temporary accommodation. The overall aim of the homelessness prevention strategy is to act early to help prevent homelessness as well as to increase the supply of affordable housing options. This should benefit the protected groups described in the section below as they are often disproportionately represented in the homelessness figures.

Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
Age	<p><u>Older People</u> In Hammersmith and Fulham 9 % of the population is aged 65 and over. This is lower than West London which is 11.3% and Greater London 11.1%. According to the GLA population projections the expected population growth in Hammersmith and Fulham between 2014 – 2025 is 3.1% which is lower than the expected growth across London at 10.8%. The main growth is expected within the over 85 population (38%). For the 2011- 21 period the main predicted population growth in LBHF occurs at age 65 and over with an estimated 19.2% growth. Almost 32% of the population of the borough aged 65 or over are receiving Pension Credit. This is high compared to London as a whole (at 25%) and England (at 19%). In 2014/15 homelessness acceptances for people over 65 makes up around 8.3% of overall acceptances compared to the population figure of 9%. The emphasis on prevention and early intervention will be positive for this protected group. Activity across the priority areas will support people to remain in their own homes as long as possible and look for practical solutions for those at risk of homelessness.</p> <p><u>Young people</u> The profile of the borough is relatively young with 26% of the population aged 25 – 34. Current figures show 12% of applicants on the housing register and 14% of households in temporary accommodation are aged 24 years and</p>	Positive

	13% of those currently in temporary accommodation are aged 25. In 2014/15 homelessness acceptances within this age group was 16.4%. The homelessness prevention strategy will have a positive impact on this protected group as it seeks to deliver more affordable housing options, improve private sector rented housing and target efforts around prevention and mitigating the effects of welfare reform.	
Disability	The overall population of physically disabled people in LBHF is not greatly different to other London Boroughs although the percentage on higher rate DLA components and therefore with a more severe disability are higher than many other London boroughs - 24% of all working age claimants of DLA in LBHF were getting the higher care rate (17th highest in London. [Source: Disability Benefit Claimants – Borough Overview Performance and Information Team LBHF March 2012]. 70% of all disability claimants in LBHF are of working age which is higher than the rest of London at 65% and of those claiming DLA the majority are of working age. Mitigating the effects of welfare reform will be beneficial to those disabled residents that are claiming benefits – activities across all priorities will support disabled people in their housing options. The homelessness prevention strategy should have a positive impact on this protected group.	Positive
Gender reassignment	The adoption of the Homelessness Prevention Strategy is not expected to have a negative or positive impact on people who have transitioned or are transgender.	Neutral
Marriage and Civil Partnership	The adoption of the Homelessness Prevention Strategy is not expected to have a negative or positive impact on those who are married or in a Civil Partnership.	Neutral
Pregnancy and maternity	The adoption of the homelessness prevention strategy is expected to have a positive impact on this protected group. In 2014/15 5.5% of those accepted as homeless have a priority need based on the applicant or partner being pregnant but 72% will have a priority need based on dependent children. A focus on early engagement with those at risk of homelessness and with landlords across tenures should improve homelessness prevention and will benefit this group.	Positive
Race	The 2011 census figures found 55% of the population of Hammersmith and Fulham are from a population group other than White British and of these 31.9% of residents belong to an ethnic group other than White. The main ethnic	Positive

	<p>minorities identifies in the borough are Black African (5.8%), Mixed (5.5%). 40% of all council tenants identify themselves as from Black and Minority Ethnic groups and the majority of these tenants live on Council Estates. 74.2% of the working age population are from white ethnic backgrounds compared to 59.4% for those from black, Asian and minority ethnic backgrounds with varying employment rates between ethnic groups. (Source: Annual Population Survey 12 months to June 2013). The high levels of deprivation that continues to be experienced by some ethnic minority households translates into an inevitable high level of representation with homeless and housing demand figures.</p> <p>In 2014/15 around 44% of homeless acceptances were from white or white other groups and 54% of acceptances were from BME groups. The Homelessness Prevention Strategy's work on prevention an early intervention will benefit BME groups that are disproportionately represented within homelessness figures.</p>	
Religion/belief (including non-belief)	The adoption of the Homelessness Prevention Strategy is not expected to have a negative or positive impact for reasons of religious belief.	Neutral
Sex	In 2014/15 66.4% of homelessness acceptances by household type were either female with children or female lone person. There is a marked difference in employment rates by gender with 61% of women aged 16-64 in employment compared to 74.2% of men. (Source – LBHF Draft SHMA 2014) As well as the difference in employment rates women are more likely to be over-represented in low paid and part time employment. Therefore increasing the availability and quality of affordable rented accommodation in the borough will have a positive impact on both sexes but proportionately more on women in line with their representation in the statistics and economic status. Actions across all priorities and the emphasis on prevention and early intervention will have a positive impact for women	Positive
Sexual Orientation	The adoption of the Homelessness Prevention Strategy is not expected to have a negative or positive impact on the basis of sexual orientation.	Neutral

Human Rights or Children's Rights

If your decision has the potential to affect Human Rights or Children's Rights, please contact your Equality Lead for advice

	<p>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 and data reviewed	LBHF SHMA 2014 LBHF Housing Strategy 2015
New research	If new research is required, please complete this section – N/A

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Section 04	Consultation
Consultation	<p>As part of the strategy development process a number of meetings were held with stakeholder organisations to discuss the priorities and In the development of this strategy the Council has undertaken an informal consultation with a range of stakeholder groups working in the advice and homelessness sector. The organisations we have consulted are listed in Annex C of the Cabinet report .</p> <p>Stakeholders have broadly endorsed the priorities and approach contained with the strategy and agreed to work with the Council to further develop the areas for action.</p>
Analysis of consultation outcomes	N/A

Section 05	Analysis of impact and outcomes
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Analysis	Stakeholders are keen to work alongside the Council to develop a joint approach to tackle and prevent homelessness and have agreed to work with officers to identify the best mechanisms to do this.
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Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	There are no adverse impacts

Section 07	Action Plan					
Action Plan	N/A					




Section 08	Agreement, publication and monitoring					
Chief Officers' sign-off	Name: Position: Email: Telephone No:					
Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: 11 /04 /2016 Key equalities issues have been included: Yes/No					
Opportunities Manager (where involved)	Name: Position: Date advice / guidance given: Email: Telephone No:					

Annex C

Homelessness Prevention Strategy – List of Consultees

Clinical Commissioning Group (H&F)
Crosslight Advice
Cyrenians
Centrepont
Eastern European Advice Centre
Glass Door
Hestia
H&F Law Centre
H&F Citizens Advice Bureaux
Lookahead Housing Association
Mencap
MIND LBHF
Probation
Shepherds Bush Housing Association
Shelter
Single Homeless Project
St Mungo's Broadway
Standing Together Against Domestic Violence
River House Trust
Homeless UK The Upper Room

Executive Decision Report

Decision maker(s) at each authority and date of Cabinet meeting, Cabinet Member meeting or (in the case of individual Cabinet Member decisions) the earliest date the decision will be taken	Cabinet Date of Decision: 11 April 2016	
	Cllr Mary Weale Cabinet Member for Adult Social Care, Public Health and Environmental Health .	 <p>THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA</p>
	Cllr Rachael Robathan, Cabinet Member for Adults and Public Health	 <p>City of Westminster</p>
Report title (decision subject)	PUBLIC HEALTH, HEALTHY SCHOOLS AND HEALTHY EARLY YEARS, DIRECT AWARD	
Reporting officer	Mike Robinson, Director of Public Health, Westminster City Council, Hammersmith and Fulham Council, London Borough of Kensington and Chelsea	
Key decision	Yes	
Access to information classification	Open	

1. EXECUTIVE SUMMARY

- 1.1 Healthy Schools is a highly successful and evidence based public health programme, which plays a critical and strategic part in harnessing the influence of schools and early years settings(children's centre, nursery class, nursery school) to tackle major health priorities in the boroughs.
- 1.2 The contracts with HEP across all three Boroughs equals a spend of £65,326pa for Hammersmith & Fulham, £66,946pa for Kensington & Chelsea and £75,136pa for Westminster. The total spend per authority for the two years will be Hammersmith & Fulham, £130,652, Kensington & Chelsea and £133,892 and Westminster £150,272.
- 1.3 A full service review and subsequent re-procurement strategy for the school health services has confirmed the effectiveness of and schools satisfaction with the current services. It also informed the services provided by HEP and led to improvements. Clear, desirable synergies but no duplications have been identified. It is therefore desirable and recommended for HEP to continue to provide an efficient, value for money, evidence based and consistent service across the three boroughs to improve outcomes for school aged children during the period of re-procurement and embedding of the new School Health Service.
- 1.4 This report seeks approval to modify the existing sovereign contracts;
- to make a direct award for one year with the option to extend for a second year.
 - to modify the scope of the service specification as part of the direct award request.

The service provider has a unique position in the provision of these education services. Added to their expert knowledge and extensive stakeholder engagement that would be difficult to replicate if the three boroughs decided to re-tender the services. The recommendation to extend, through a direct award, the contract to the incumbent service provider will allow these services to complement the school health services which are being retendered in October 2015 and give stability to the 5 -19 year old service area which otherwise would become vulnerable.

- 1.5 The risk of not approving the recommendation is that it may disadvantage children and young people attending schools and early years settings in the three boroughs. It will also set back the confidence of schools and other partners in the programme that has been developed in partnership with schools and pre-schools and took significant time to build. Not supporting schools in this way would also position the three boroughs as outliers in London given the pan-London Healthy Schools Programme run by GLA.

2 BACKGROUND

- 2.1 Healthy Schools is highly respected and valued by schools and early years settings in the boroughs. It is the means by which Public Health improves the outcomes of children and young people with respect to child obesity, mental health, oral health, sexual health amongst others.

- 2.2 Healthy Schools is coordinated by the contracted provider Health Education Partnership Ltd (H.E.P), a private limited company. The service comprises of three main elements:
- the provision of advice, guidance and training to schools by a range of experts from HEP;
 - the coordination of an alliance of Local Authority and health services together with a range of other agencies that work with schools;
 - the recognition of the achievements of schools through Awards, Bronze, Silver and Gold.
- 2.3 108 state schools across the three boroughs are currently engaged with Healthy Schools. 60 have achieved the Bronze Award, 22 have achieved the Silver Award and four have achieved Gold. One of our schools was the first one in London to achieve the Gold award.
- 2.4 Due to local demand for support from Healthy Schools by early years settings Healthy Early Years programme was developed jointly with Children's Services specifically for our boroughs and piloted in 2014-15. Healthy Early Years has four theme areas, Healthy Eating, Physical Development, Emotional Health and Wellbeing and Safety. To date, nine nurseries or children's centres have achieved the Bronze Award, and one has achieved Silver. (further information in Appendix 1)

3 RECOMMENDATIONS

- 3.1 That the Executive Director of Adult Social Care and Health seeks Cabinet Member for Adult Social Care and Public Health for each authority approval to;
- Make the direct award
 - Amend the scope of the service specification

Each authorities governance process applies for the decision making procedure.

- 3.2 The three sovereign contracts can be terminated giving 3 months' notice

For Hammersmith and Fulham Council Cabinet is requested:

- 3.4 To approve a waiver in accordance with paragraph 3 of the Contract Standing Orders to waive the requirement to seek tenders in accordance with paragraph 11 of the Contract Standing Orders in order to allow LBHF to extend the existing contract with HEP Ltd .
- 3.5 To approve the modification of the existing contract to HEP Ltd as set out in Appendix A, Table 1 to provide for an extension of the term of the contract for a period of one year plus a further one year effective from 1 April 2016. Contract value of £65,326 per annum; aggregate £130,652 over two years.

For Royal Borough of Kensington and Chelsea the Cabinet Member is requested:

- 3.6 To approve a waiver of the requirement to invite competitive tenders for the service in accordance with Regulation 2.10 of the RBKC Contract Regulations. This is necessary in order to allow RBKC to make a direct award of contract to HEP Ltd;

- 3.6 To make a direct award of contract to HEP Ltd for an initial period of 1 year at £66,946 p.a. with the option to extend the contract until 31st March 2018 at a total value for two years of £133,892.

For Westminster City Council:

- 3.7 In view of the value of the new contract being below the required threshold for a decision by Westminster's Cabinet Member for Adults & Public Health, the decision will be delegated to the Tri-Borough Director of Adult Social Care. The Cabinet Member for Adults & Public Health has been fully briefed on the contract award.
- 3.8 The Chief Procurement Officer approve a waiver in accordance with section 2.2 of the Westminster Procurement Code to allow WCC to extend the existing contract with HEP Ltd as listed in Appendix A, Table 1.
- 3.9 To approve the modification of the existing contract with HEP Ltd as set out in Appendix A, Table 1 to provide for an extension of the term of the contract for a period of one year plus one year effective from 1st April 2016 for a contract value of £75,136 per annum, aggregate £150,272 over two years.

4 REASONS FOR RECOMMENDATIONS

- 4.1 The recommendations for the modification of the term of the three separate contracts to HEP Ltd for the provision of healthy school services across the three boroughs for a period of 24 months, with the ability to terminate with 3 months' notice is proposed in order to:

OPTIONS AND ANALYSIS

- 4.1 **Option 1:** do nothing – Contract Ends. This is not a mandated Public Health service.

Benefits of option 1

- There are no identified benefits for not extending the contracts for healthy school programme of services, other than immediate cashable saving.

Challenges presented by option 1

- The healthy school and healthy early years programme contracts end in March 2016 and would result in:
 - Decline in the coordination of work to improve health outcomes in schools.
 - Decline in the ability of councils to lever schools and early years settings support to tackle local health priorities such as oral health, immunisation coverage, childhood obesity, mental health.
 - Decline in quality and consistency of the delivery of PSHE in schools which affects the most vulnerable pupils the most.

- 4.2 **Option 2 – Direct Award :** all healthy school programme contracts for 2016-2018 (**Recommended option**)

Benefits of option 2

- avoids disruption of current services and associated risks

- continue to engage with relevant internal and external stakeholders to provide a healthy schools and early years programme of services for the 0 – 19 year olds.
- to provide stability to the re-procurement of services that will form School Health Service contracts.
- to engage the maximum number of /all relevant schools across the three boroughs in the quality evidence based programme while progressing with other schools to the achievement of higher awards.
- to ensure the continuance of a service supplier who has extensive experience in the 0 – 19 year old area and access to a wide network of stakeholders across the three authorities.

Challenges of option 2

- negotiations have concluded with current provider to ensure they continue to provide the service as specified within the same contract value with stretch targets and revised outcomes.
- Enable Authority officers to develop other suppliers who could, over time, gain the expertise and knowledge for this niche provision.

4.3 **Option 3** – Tender for new provision- immediately.

Benefit of option 3

- Ensure the Council abide by EU Procurement regulation. Minimise the risk of challenge for extending existing contracts.
- The Westminster Strategic and Procurement Category officer will put this provision on the Procurement Forward Plan with a view to programme for new tender.
- Demonstrable evidence of having tested value for money.

Challenge of Option 3

- The re-commissioning of the school health services, starting April 2017 will inform the new commissioning landscape for Public Health, healthy school.
- The Authority needs to fully understand this category and where possible develop organisation capacity and skillset through open forum (network with other organisations) and investment in third/voluntary sector organisation.
- Four organisations were shortlisted at the PQQ stage when this service was tendered in the PCT, 2012. HEP were the successful contractor.

5 RISKS OF RECOMMENDED OPTION – Section 5, Appendix 1

6 RISK OF PROCUREMENT CHALLENGE – Section 6, Appendix 1

7 CONSULTATION

- 7.1 Each stage of the service review, redesign and procurement commissioners have fully engaged with internal and external stakeholders.
- 7.2 HEP has developed the expertise in this specialist service area which has been difficult to replicate elsewhere or to develop competition. Over time and with investment the council could develop other organisations to have the same level of expertise and stakeholder engagement in this area of service delivery.

8 LEGAL IMPLICATIONS

- 8.1 Health and Social Services are Schedule 3 services for the purposes of the Public Contracts Regulations 2015 (Regulations). Schedule 3 services are subject to the “light touch regime”, if the value of the contract exceeds the current threshold of £589,148.
- 8.2 The provision of healthy school services are Schedule 3 Services for the purposes of the Regulations. It is noted that the value of each contract for the provision of services does not exceed the EU threshold for Schedule 3 Services. Accordingly, only Part 4 of the Regulations apply. This requires that all contracts should be advertised on the Contracts Finder website where the value of the contract exceeds £25,000, unless the authority’s standing orders specify a higher value for advertisement. Regulation 114 of the Regulations state that a material failure to comply with Part 4 of the Regulations does not itself affect the validity of a public contract. As such, the proposed contracts cannot be set aside on grounds of non-compliance.
- 8.3 It cannot be said with certainty that there is no risk of challenge, however, on the basis of the information provided by council officers, it is felt that a risk of challenge in this particular case is low.

Implications verified by: Kar-Yee Chan, Solicitor (Contracts), Shared Legal Services, 020 8753 2772 -

9 FINANCIAL AND RESOURCES IMPLICATIONS

Authority	2015/16	2016/17	2017/18
LBHF	£65,326	£65,326	£65,326
RBKC	£66,986	£66,946	£66,946
Westminster	£75,136	£75,136	£75,136

- 9.1 Funding for this service is from the ring fenced Public Health budget and is projected to sustain at the current level in the budget for 2016/17 and 2017/18.
- 9.2 Provision will be made that allow the Councils to reduce or terminate the activity should further unexpected changes to this funding be made.

10 PROCUREMENT IMPLICATIONS

- 10.1 Procurement oversight has been provided by Westminster City Council's Strategic and Commercial Procurement Team. In line with agreed protocols for Public Health services, Westminster procurement processes have been followed. The Strategic Procurement report for Public Health has been agreed by officers of the Contracts Approval Board, where colleagues at Hammersmith and Fulham and Kensington and Chelsea provided input and advice in its formulation in 2013.
- 10.2 It should be acknowledged that RBKC Contract Regulation 2.12, states that no exemption from its internal rules can override the Council's obligation to comply with the Public Contract Regulation 2015.

Director name

Mike Robinson, Director of Public Health, Westminster City Council, Hammersmith and Fulham Council, London Borough of Kensington and Chelsea.

Local Government Act 1972 (as amended) – Background papers used in the preparation of this report - December 2013, The "Public Health Procurement Plan and Contract Award or Extension Report" Executive Decision Report (EDR) – published

Sunil Panchal, Commercial Contracts Manager, spanchal@westminster.gov.uk, 0207 641 4043

Elizabeth Dunsford, Public Health Commissioner Healthy Weight and Schools ,
edunsford@westminster.gov.uk, 020 7641 4655

Appendix 1

2. BACKGROUND

- 2.5 The existing NHS contract novated to the three borough authorities for a one year period, effective from 1st April 2013. This was to allow public health commissioners to plan and submit a direct award of contract report, using local authority approved terms and conditions contracts for a period of two years effective from 1st April 2014. This formed the Executive Decision report “Public Health Procurement Plan and Contract Award or Extension Report” which was approved for implementation in December 2013. This period allowed public health commissioners to plan and submit a direct award of contract report, using local authority approved terms and conditions contracts for a period of two years effective from 1st April 2014 till 31st March 2016.
- 2.6 The local authorities have become statutorily responsible for delivering and commissioning public health services for children and young people aged 5-19 and from October 2015 for public health services from 0-5 years of age.
- 2.7 The Healthy Schools contract was awarded to HEP following an open competitive tendering process where the contract was advertised through Supply2Health and the NHS website. The HEP NHS contract commenced on 3rd September 2012.
- 2.8 Healthy Schools capitalises on the important role schools can play in forming or changing health behaviours that can last a lifetime. The service was launched in October 2012 following a competitive tender where 4 organisations were shortlisted after PQQ stage. HEP Ltd, a private limited company incorporated in February 2010 were the successful contractor and now provides schools with support, advice and inspiration to improve health and wellbeing.
- 2.9 The contracts across all three Boroughs equals a spend of £65,326 per annum for Hammersmith & Fulham, £66,946 per annum for Kensington & Chelsea and £75,136 per annum for Westminster.
- 2.10 Up until March 2014 the contract was for the provision of Healthy Schools only. Additional funding was agreed for Healthy Early Years and then also for additional PSHE and Wellbeing Support which commenced in April 2014.
- 2.11 The current funding provides for the following across all three boroughs:
- 3 coordinators
 - Support of 6-8 specialist advisers as required
 - Access to tools and resources (mostly developed locally in partnership with schools)
 - online surveys,
 - audit tools to identify current good practice and areas for development e.g. PSHE and wellbeing, physical activity, motor skills
 - template policies e.g. physical activity, drugs education
- 2.12 The aim of the Healthy Schools and Healthy Early Years Programmes is to support Hammersmith and Fulham, Kensington and Chelsea and Westminster Schools and

Early Years Settings to drive improvement in the health and wellbeing of their communities at time when habits for life are being set.

- 2.13 The Bronze Award requires schools to demonstrate they are taking a whole school approach across the four themes of Healthy Eating, Physical Activity, Emotional Health & Wellbeing and Personal, Social, Health and Economic education. This requires work across the curriculum, environment, policy and engagement with parents and pupils. Achievement of the HSP Bronze Award makes the school automatically qualify for the Healthy Schools London (HSL) Bronze award.
- 2.14 The Silver Award requires a school to plan to focus on a specific health priority for their school e.g. mental health, oral health and healthy weight. This final issue is of particular concern in our boroughs where the percentage of Year 6 children who are overweight or obese (over 40%) is higher than the national average. The Gold Award is achieved when the school demonstrates the measurable impact they have made on improving their pupil's health against their planned outcomes.
- 2.15 105 state schools are working with the local healthy schools programme and are also registered with Healthy Schools London. 59 have achieved the new HSP Bronze Award and 22 have achieved the HSP Silver Award and four have achieved HSP Gold.

Borough	Healthy Schools Registered	Healthy Schools Bronze	Healthy Schools Silver	Healthy Schools Gold
Hammersmith and Fulham	41	25	7	1
Kensington and Chelsea	26	16	8	0
Westminster	38	18	7	3
Total	105	59	22	4

- 2.16 Service provision comprises of two main elements: the provision of advice, guidance and training to schools by a range of experts from Healthy Education Partnership. Secondly the coordination of an alliance of Local Authority and health services together with a range of other agencies that work with schools in order to provide a consistent and coherent service offer working in partnership to support schools.

Current service provision includes:

- Support to further the health and wellbeing of school communities
- Support to schools to gain the Healthy Schools Bronze Award so that they have the foundation to support pupil's health and wellbeing
- Support to work beyond the Healthy Schools Bronze Award in focused work on tackling school and local health priorities through the Healthy Schools Silver and Gold Awards

- Being a source of advice and guidance on the Healthy Schools themes of Healthy Eating, Physical Activity, PSHEE and Emotional Health and Wellbeing.
- Promotion and development of integrated working with partners across the three boroughs in the Local Authorities, health as well as the third sector.
- With Public Health, representation of the local programme at regional events and with Healthy Schools London.
- Work with Public Health to shape the local programme in accordance with the needs of schools and local health priorities and available evidence.

2.17. Due to demand from early years setting to be supported by the Healthy Schools programme, and the considerable evidence that addressing health issues in children before they start school has significant long-term benefits to those children and their communities, a Healthy Early Years programme was developed in 2014-15. Healthy Early Years has four theme areas, Healthy Eating, Physical Development, Emotional Health and Wellbeing and Safety.

The Healthy Early Years Award compliments national policy e.g. the Early Years Foundation Stage and Start4Life and provides leadership inspiration so they play their part in tackling local health priorities. Furthermore Healthy Early Years helps settings to meet existing best practice guidelines and develop evidence for Ofsted inspections.

2.18 Since the commencement of Healthy Early Years in 2014, 48 settings have engaged with the Healthy Early Years Partnership, 28 settings have received in-depth tailored to support to review their provision for Purposeful Physical Play, 11 setting have gained the Bronze Award and 1 has achieved the Silver Award.

Borough	Healthy Early Years Engaged	Healthy Early Years Bronze	Healthy Early Years Silver
Hammersmith and Fulham	21	7	0
Kensington and Chelsea	14	2	1
Westminster	13	2	0
Total	48	11	1

2.19 There is a requirement to maintain the gains made in schools in the three boroughs and to take work forward on the Public Health challenges that the three boroughs face. This requires the structured evidence based approach that a Healthy Schools Programme gives, to engage in a strategic fashion with schools.

Highlights of the work undertaken include:

- Creation of the Healthy Schools Awards and Healthy Early Years Awards system and Guidance
- Improving ease of access to support to schools through a directory of services for each borough.

- Development of an extensive Healthy Schools Partnership Network of 255 colleagues and 75 organisations/services.
- Creation of freely available and easily accessible comprehensive Personal Social Health and Economic education curriculum guidance for both primary and secondary schools
- Since April 2014 75 schools have been provided with in-depth PSHE and wellbeing support, 26 for Sex and Relationships Education, 20 for drugs education, 17 for enhancement of emotional wellbeing provision.
- Creation of primary and secondary school PSHE teacher networks held twice a term
- Twice termly Newsletter subscribed to keep schools up to date with what opportunities are available to them and developments in national policy and guidance
- Highly popular annual conferences for schools and partners on key topics such as Physical Activity, Mental Health where schools can share their good practice, celebrate achievement and learn from leaders in the field.

2.20 The GLA, having recognised the value of the Healthy Schools model and its role in delivering its commitments on tackling childhood obesity, developed the Healthy Schools London Award. They have subsequently expanded that award to tackle other health priorities such oral health and mental health, both covered by our local programme.

2.21 This report seeks approval to modify the current contract to provide for an extension of a term of 2 year (one year plus one year extension) for the healthy school services until 31st March 2018. There is no option to extend the term of the contract under the existing contract with HEP.

6. RISKS OF RECOMMENDED OPTION

Issue Identified	Risk	Potential impact	Likelihood	Mitigating factors
Budget: Funding received is insufficient to cover Direct Award Contract Prices for this period of award.	The contract pricing structure is that already paid to the supplier. The Council may have HEP Ltd requesting an uplift for the 2016/17 period	Medium	Medium	ASC (both adults and children's) and PH officers to work with the suppliers to examine the cost of staffing, service delivery cost for each of the borough services. This will establish if the existing contractual pricing structure deliver value for money within the funding received from the Department of Health. The Council will robustly push back where supplier challenges on the financial envelope.
Demand and Quality	The size of the client group increases due to changes in demographics,	Medium	Medium	The demographic needs across the three boroughs are understood for this client group. An extensive service review has been completed for these

Issue Identified	Risk	Potential impact	Likelihood	Mitigating factors
	leading to increased demand. This places pressure on the budget (see above) and quality.			services, to identify if the existing service arrangements deliver customer needs and to identify any gaps.
Procurement Challenge	Risk of Procurement Challenge by a potential bidder for such services	High	Low	See section 7 below. HEP Ltd are a specialist supplier for this service area. Officers are keen to ensure the Councils maintain stability whilst the school health tender is completed over the next 18 months


7. RISK OF PROCUREMENT CHALLENGE

- 7.1 The Public Contracts Regulations 2015 (the Regulations) came into force at the end of February 2015 and implement revisions to the European public procurement regime as it applies in the UK.
- 7.2 The services that are the subject of this report used to be classified as “Part B” services under the previous Regulations of 2006; this meant that they were exempt from the requirement to tender them in accordance with those previous regulations, provided that there was not likely to be cross-border interest.
- 7.3 This distinction has now been abolished. Health and social services are now classified as Schedule 3 services which are subject to a regime known as the “the Light Touch Regime”, (LTR) if the value of the contract exceeds the current threshold of £589,148. One of the main requirements under the LTR is the obligation to advertise the opportunity on OJEU.
- 7.4 Where the authorities are at increased risk is where - the Authorities propose a direct award of more than 12 months and do nothing. The risk of challenge for not complying with the Regulations would therefore be reduced if a shorter contract period is proposed. However, whilst there is a potential risk of challenge, authority officers will work to develop the expertise and knowledge of a wider supplier base to mitigate the risk of non-compliance and opportunity to tender this services area.
- 7.5 Overall, despite this risk of challenge, it is considered in the best interest of the authorities to proceed with a direct award of contracts, and that there are good reasons to suggest that the appropriate waivers / exemptions from tendering should be granted.

Appendix 1, Table 1

Contract Code	Title	Main Contractor	Start Date	Expiry Date	Contracting Authority	Total Value of Contract (excluding extensions unless the extension has been agreed)	Current Financial Year's Annual Contract Value
ecm_WCC_3697	Contract for the provision of Healthy Schools Programme and Healthy Early Years Pilot	Health Education Partnership Limited	01/04/2014	31/03/2016	London Borough of Hammersmith and Fulham	£130,652.0	£65,326
ecm_WCC_3699	Contract for the provision of Healthy Schools Programme and Healthy Early Years Pilot	Health Education Partnership Limited	01/04/2014	31/03/2016	Royal Borough of Kensington and Chelsea	£133,892	£66,946
ecm_WCC_3547	Contract for the provision of Healthy Schools Programme and Healthy Early Years Pilot	Health Education Partnership Limited	01/04/2014	31/03/2016	City of Westminster	£150,272.0	£75,136

Agenda Item 7

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>11 APRIL 2016</p>	 <p>h&f hammersmith & fulham</p>
2015/16 SECTION 106 EXPENDITURE	
Report of the Cabinet Member for Finance: Councillor Max Schmid	
Open Report	
Classification - For Decision	
Key Decision: Yes	
Wards Affected: ALL	
Accountable Director: Juliemma McLoughlin, Director for Planning and Growth	
Report Author: Peter Kemp, Planning Change Manager	Contact Details: Tel: 0208 753 6970 E-mail: peter.kemp@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report seeks approval for the allocation of Section 106 funds to cover expenditure incurred in the current financial year 2015/16 including the cost of enhanced policing.
- 1.2. In total authority is sought for £4.5M expenditure.

2. RECOMMENDATIONS

- 2.1. That officers be authorised to spend Section 106 monies as set out in section 5.

3. INTRODUCTION AND BACKGROUND

- 3.1 The Council enters into agreements with developers and land owners under Section 106 of the Town and Country Planning Act 1990 to enable mitigation of impacts of development and to enable delivery of necessary social and physical infrastructure.

- 3.2 For a Council to enter into an agreement under S106 of the Town and Country Planning Act, the obligations need to comply with the tests set out in Regulation 122 of the Community Infrastructure Regulations 2010. All obligations must be:
- i. Necessary to make the development acceptable in planning terms;
 - ii. Relevant to the development being permitted; and
 - iii. Reasonably in all other respects.
- 3.3 Funds received pursuant to S106 agreements must be used for the purposes specified in those agreements or, where there is flexibility within the terms of the agreement, for purposes that comply with the tests set out above. The Council will have increased flexibility in future years in how it spends money it collects as Community Infrastructure Levy (CIL).
- 3.4 This report seeks authority for the allocation of S106 funds to cover activity which has been taking place in the past year, from S106 obligations to address the needs generated by new development and population growth in the borough.

4. SPENDING PLAN PROJECTS

The numbers in brackets refer to the reference of the S106 legal agreement.

- 5.1 **Air Quality Monitoring Work** – a combination of £18.5K from Westfield, £9.25K from Sovereign Court (173) £9.25K from 51 Townmead Road agreements (117) which include provision for environmental monitoring, will be used to provide monitoring stations.
- 5.2 **Phased Replacement of Street Lighting, South Fulham** – £20K would be met from the Social and Physical Infrastructure Contribution from 51 Townmead Road (117). This scheme is the start of a larger project replacing lamps with low energy bulbs.
- 5.3 **Housing and Regeneration Division** – up to £200,000 funded from the contribution in the Watson House agreement (8), which secures monies that enable housing regeneration schemes to proceed in the Borough.
- 5.4 **Parks Maintenance** – £55K from the Social and Physical Infrastructure contribution in Chelsea Creek, Lots Road agreement (128) will provide funding to support the increased level of necessary maintenance of the parks in South Fulham.
- 5.5 **Adult Services** –£65K from the Social and Physical Infrastructure contribution of the Chelsea Creek, Lots Road (128),
- 5.6 **Fulham Town Centre Manager** – A contribution of £5K from the Social and Physical Infrastructure contribution in the Chelsea Creek, Lots Road

agreement (128), equivalent to 13% of the cost of providing the service in the Town Centre.

- 5.7 **CPZ reviews in South Fulham** – £20K from the Social and Physical Infrastructure contribution of the Chelsea Creek, Lots Road (128) agreement to add to contributions already made, for annual review and monitoring in South Fulham.
- 5.8 **Cleaner Greener, Refuse Collection and Environmental Witness work** – South Fulham – £205,000 from the Social and Physical Infrastructure contribution of the 75K Chelsea Creek, Lots Road (128) 75K Imperial Wharf (13) and 55K 51 Townmead Road (117) agreements.
- 5.9 **Schools Maintenance and Educational Strategy Officer** – £75,000 from the Social and Physical Infrastructure Contributions from 20K Chelsea Creek, Lots Road (128), 20K Imperial Wharf (13) and 35K 51 Townmead Road (117) agreements.
- 5.10 **Monitoring and Management Costs** - The Cost to planning of monitoring and managing S106 and CIL contributions. Authority is sought to draw down £73,850 from S106 fund interest and the remainder being the administration costs from CIL.
- 5.11 **Contribution to London Mayoral Bike Scheme** The Council entered into an agreement with TFL in 2012 to contribute towards the funding of the Mayors bike scheme in the borough. The total being £2m. The council was given three years to secure and collect funding from developers. The payment is now due, and the Council has already paid TFL 75K as the result of a particular site issue. The remaining 1.925M has now fallen due. The Council has collected 1.502M and with the remainder being due over coming months. In order to pay the sum due authority is sought to pay TFL the full amount due, of which 423K will be funded from reserves and be repaid as soon as it is paid to the Council in coming months in accordance with the original agreement.
- 5.12 **Enhanced Policing** - The Council has committed to funding enhanced policing across the borough to support the Council's strategy of to reduce crime resulting from increased population in the borough. The total contribution to this for 2015/16 is £1,578,333. Combined contributions of 40K from 51 Townmead (117), 33K Sewarts Garage (740), 190K Westfield (683), 240K West 12 (413), 88K BBC White City (459), 200K Chelsea Creek (722), 200K 26 Sullivan Road (723), 50K 313 – 321 North End Road (74) 100K 258 – 264 Goldhawk Road (805) 150K Sovereign Court (173), 150K Woodlands (91), 33K North End Road (17), 33K Stuarts Garages (135), 33K 313 North End Road (136) £40K Westfield agreements.
- 5.13 **Parks Improvement Work** - The council is bound to spend monies improving play facilities around Fulham Reach, so it is proposed to spend £412K from Fulham Reach on reopening Frank Banfield play park and £21K on parks in South Fulham from 26 Sullivan Road (723)

5.14 **Old Oak Joint Vision** – The work on promoting a suitable economic vision from Old Oak as part of the White City improvement being £26,465 funded from the Westfield scheme.

5.15 **Arts Strategy Work** - work funded to improve the relationships of development with the community £8K funded from Sovereign Court (173)

5. EQUALITY IMPLICATIONS

5.1. The report seeks authority for funding of projects that are contained in other service area plans, which are each subject to their own Equality Impact Assessments.

6. LEGAL IMPLICATIONS

6.1 Section 106 agreements containing planning obligations are entered into between developers and the Council as the Local Planning Authority.

6.2 The use of such obligations is controlled by legislation, including regulation 122 of the Community Infrastructure Regulations 2010 which requires planning obligations to be:

(i) Necessary to make the development acceptable in planning terms;

(ii) Directly related to the development; and

(iii) Fairly and reasonably related in scale and kind to the development.

6.3 The Council has entered into a significant number of Section 106 agreements. Section 106 Funds can only lawfully be applied in accordance with the terms of each specific agreement, as approved by the Planning Applications Committee. Officers will need to ensure that the funding proposals as set out in this Report are permitted under the terms of each individual Section 106 agreement.

6.4 Implications verified/completed by: Adesuwa Omoregie, Planning Highways and Licensing Solicitor, Tel: 0208 753 2297.

7. FINANCIAL AND RESOURCES IMPLICATIONS

7.1. When the 2015/16 budget was set by the Council it was anticipated that s106 sources totalling £600K would be identified to meet revenue expenditure in place of general fund to reflect the needs generated by the new population in the borough this is included in this report. The funding for enhanced policing is also included in this report.

7.2. All of the funding identified above has been included in this year's budget.

7.3. Every year the Planning Division incurs costs in managing S106 agreements; for 2015/16 this will be £73,850 and authority is also sought to draw down all of the retained CIL administration costs retained.

7.4. Implications verified/completed by: Mark Jones, Director for Finance, Ext 3600

8. COMMENTS OF THE DIRECTOR FOR PLANNING AND GROWTH

8.1. The contributions outlined in this report are all part of the Council's annual budget for 2015/16 and accounted for.

8.2. All of the projects outlined meet the statutory tests set out in regulation 122 of the community infrastructure regulations, and would be used within the contractual and geographical constraints stated in the relevant agreements. Therefore the recommendations are considered acceptable

8.3. Implications verified/completed by: Juliemma McLoughlin, Director for Planning and Growth, Ext 3000

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		

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 11 APRIL 2016 AND AT FUTURE CABINET MEETINGS UNTIL SEPTEMBER 2016

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 2015/16

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

Key Decisions List No. 42 (published 11 March 2016)

KEY DECISIONS LIST - CABINET ON 11 APRIL 2016

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>
11 April 2016				
Cabinet	11 Apr 2016	<p>Corporate Revenue Monitor Month 9 - December</p> <p>To report the forecast outturn position as at the end of December. To request budget virements</p>	Cabinet Member for Finance	<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>
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Leader of the Council	Not before 8th Mar 2016	<p>School Meals Contract Award - London Borough of Hammersmith and Fulham</p> <p>The School Meals commissioning project is a shared services procurement to provide school meals across each of the following boroughs: the London Borough of Hammersmith and Fulham (LBHF), the Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC).</p> <p>Schools have specified that they don't want the new School Meals contract to start at the beginning of the academic term due to the many changes that happen around that time. This would mean moving the start date to after the October half term. The transition of provider and the new</p>	Cabinet Member for Children and Education	<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>
	Reason: Affects 2 or more wards		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 (other relevant documents may be submitted)
		<p>contract starting needs to be after a holiday to ensure an efficient mobilisation, minimising any disruption to schools.</p> <p>If the contract starts after the Spring half term in June instead of October then there will be additional savings of circa £160k, hence the requirement to start the contract earlier.</p> <p>PART OPEN</p> <p>PART PRIVATE This report is part 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	11 Apr 2016 Reason: Affects 2 or more wards	<p>Homelessness Prevention Strategy</p> <p>This strategy follows on from a commitment in the 2015 Housing Strategy to produce an updated Homelessness Prevention Strategy</p>	<p>Cabinet Member for Social Inclusion</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Helen Mcdonough Tel: 020 8753 4592 Helen.Mcdonough@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	11 Apr 2016 Reason: Affects 2 or more wards	<p>Emission Linked Parking Permits</p> <p>A report reviewing the current parking permit structure and recommending options to change the residents parking permit structure to a sliding scale of charges based on emissions produced by the vehicle</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Edward Stubbing Tel: 020 8753 4651 Edward.Stubbing@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

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>)
		<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>		papers to be considered.
Cabinet	<p>11 Apr 2016</p> <p>Reason: Expenditure more than £100,000</p>	<p>Public Health, Healthy Schools and Healthy Early Years, Direct Award</p> <p>Healthy Schools is a highly successful and well evidence based public health programme which plays a critical and strategic part in harnessing the influence of schools and early year's settings to tackle major health priorities in the boroughs.</p> <ol style="list-style-type: none"> 1) This report seeks approval for a one year (one year + one year possible extension) direct award of the contract, using terms and conditions that have been approved for use, for these services until 31st March 2018. 2) The service provider has a unique position in the provision of these education services. Added to their expert knowledge and extensive stakeholder engagement that would be difficult to replicate if the three boroughs decided to re-tender the services. 3) The recommendation to directly award the contract to the incumbent service provider will allow these services to complement the school health services 	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Mike Robinson</p> <p>mrobinson4@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.

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)
		which are being retendered in October 2015 and give stability to the 5 -19 year old service area which otherwise would become vulnerable.		
Cabinet	11 Apr 2016	Annual S106 Spend Report A report of the spend for 2015/16	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	
9 May 2016				
Cabinet	9 May 2016	Community Asset Proposal Report seeking authority to secure and protect the use of properties for community use 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, 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: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	9 May 2016	Award of a Contract for provision of a Contact Centre This report seeks approval to award a contract to provide a Contact Centre post October	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
	Reason: Expenditure more than		Ward(s): All Wards	

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	£100,000	<p>2016.</p> <p>The Council's Contact Centre and out of hours call handling service is the first point of contact for the majority of residents and general public. It is an essential service. The current service is run by Hammersmith and Fulham Bridge Partnership (who contracted it directly to Agilisys) and the contract comes to an end on the 31st October, with no option of extending. The recommendation to bring the daytime service back in-house and contract out the 'out of hours' service using the London framework follows the decision not to award the contract following a mini competition. Key to the successful implementation of this is ensuring the right people, telephony and IT systems are in place in time and connected to the appropriate back office systems. This will involve a significant amount of work from an HR and ICT perspective. Given that the Council is concurrently changing ICT provider and developing a new ICT shared service with neighbouring councils means there is additional complexity and time required to get the appropriate technology in place. Time is considered a critical factor as the deadline is immovable and thus a significant risk. The earlier the council can start this work will help mitigate this risk and provide time to sufficiently address the complexities.</p>	<p>Contact officer: Hitesh Jolapara, Darren Atkinson Tel: 020 8753 2501, Tel: 020 8753 2758 hitesh.jolapara@lbhf.gov.uk, Darren.Atkinson@lbhf.gov.uk</p>	<p>will include details of any supporting documentation and / or background papers to be considered.</p>

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		<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	<p>9 May 2016</p> <hr/> <p>Reason: Income more than £100,000</p>	<p>Lilla Huset</p> <p>Lilla Huset is currently occupied by Libraries and Children’s Services. The existing lease expires in June 2016. This report will consider and recommend whether the Council should renew its lease.</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> <hr/> <p>Ward(s): Hammersmith Broadway</p> <hr/> <p>Contact officer: Nigel Brown, Lzhar Haq Tel: 020 8753 2835, Tel: 020 8753 2692 Nigel.Brown@lbhf.gov.uk, izhar.haq@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	<p>9 May 2016</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p>Appropriation of Land at Wood Lane</p> <p>To Facilitate White City Development.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it</p>	<p>Cabinet Member for Finance</p> <hr/> <p>Ward(s): Wormholt and White City</p> <hr/> <p>Contact officer: Manjit Gahir Tel: 020 8753 4886 Manjit.Gahir@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

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		contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		papers to be considered.
Cabinet	9 May 2016 Reason: Affects 2 or more wards	Economic Development and Growth Strategy Economic Development and Growth Strategy	Cabinet Member for Economic Development and Regeneration Ward(s): All Wards Contact officer: Sally Agass, Beth Morgan Tel: 020 8753 4982, Tel: 020 8753 3102 Sally.Agass@lbhf.gov.uk, beth.morgan@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	9 May 2016 Reason: Affects 2 or more wards	Guidance For Assessing Young People Aged 19 And Above For Continuing In Education With An Education Health And Care Plan To agree initial guidance for assessing the need of young people aged 19 and above who have requested the support of an education, health and care plan.	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Ian Heggs, Steve Comber Tel: 020 7745 6458, Tel: 020 8753 2188 ian.heggs@lbhf.gov.uk, Steve.Comber@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	9 May 2016 Reason: Affects 2 or more wards	School Organisation & Investment Strategy 2016 Updated school roll projections and capital investment programme.	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Ian Heggs Tel: 020 7745 6458 ian.heggs@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 Full Council	9 May 2016	Libraries Future Delivery And Saving This report considers options to deliver Libraries service.	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: Budg/pol framework		Ward(s): All Wards	
	Contact officer: Sue Harris, Mike Clarke, Donna Pentelow Tel: 020 8753 4295, Tel: 020 7641 2199, Tel: 020 8753 2358 Sue.Harris@lbhf.gov.uk, mclarke1@westminster.gov.uk, donna.pentelow@lbhf.gov.uk			
Cabinet	9 May 2016	Street Lighting LED Lantern Replacement Bulk replacement of highway street lights with LED lanterns to provide energy and carbon savings, reducing maintenance and capital budgets	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): All Wards	
Cabinet	9 May 2016	Parking Projects & Policy Programme 2016-2018 Details of the proposed programmes and budget for the parking policies team for the next two financial years	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: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	9 May 2016	Serco Novation A request was received from Serco to novate the Waste, Recycling and Street Cleansing Services Contract to a new	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
	Reason: Income more than		Ward(s): All Wards	

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	£100,000	<p>subsidiary following a decision to consolidate their core business. The Council's prior consent is required before any novation or assignment can take place.</p> <p>PRIVATE This report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Contact officer: Kathy May Tel: 020 7341 5616 kathy.may@rbkc.gov.uk</p>	<p>will include details of any supporting documentation and / or background papers to be considered.</p>
Cabinet	<p>9 May 2016</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p>Catalyst Housing Group Contract Award</p> <p>Requests approval to waive the Contract Standing Orders to allow the Council to directly award a two year contract to Catalyst Housing Group for the provision of 30 dementia Care beds at Acton Care Centre.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: David Goulding Tel: 020 8753 5070 David.Goulding@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>
Cabinet	<p>9 May 2016</p> <hr/> <p>Reason: Affects 2 or more wards</p>	<p>Award Of Contracts For Section 75 Services In Adult Social Care Integrated Learning Disability Teams To Central London Community Health Trust</p> <p>London Borough Of Hammersmith And Fulham - Award Of Contract For Section 75 Services In Adult Social Care Integrated Learning Disability Teams To Central London Community Health Trust. The Contract Is For The Health Staff Element Of The Integrated Teams</p> <p>PART OPEN</p> <p>PART PRIVATE</p>	<p>Cabinet Member for Health and Adult Social Care</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Christine Baker Tel: 020 8753 1447 Christine.Baker@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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Cabinet	9 May 2016 Reason: Expenditure more than £100,000	Contract Extension report for Community Champions Projects This report recommends contract extensions for three community champions projects for three years through approval of a waiver to CSO 12.3.	Cabinet Member for Health and Adult Social Care Ward(s): College Park and Old Oak; Shepherds Bush Green; Wormholt and White City Contact officer: Christine Mead Tel: 020 7641 4662 cmead@westminster.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	9 May 2016 Reason: Expenditure more than £100,000	Contract Award report for three Community Champions Projects This report recommends contract awards to three providers following three tenders for 5 year community champions projects. 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): Addison; All Wards Contact officer: Christine Mead Tel: 020 7641 4662 cmead@westminster.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	9 May 2016 Reason: Expenditure more than £100,000	Recommissioning of the Community Independence Service Setting out the results of an NHS led recommissioning of Community Independence Service across Hammersmith & Fulham, Kensington and Chelsea and Westminster. The decision will request approval for associated funding mechanisms to give effect to decisions which best serve vulnerable residents.	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Liz Bruce Tel: 020 8753 5001 liz.bruce@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.
6 June 2016				
Cabinet	6 Jun 2016 Reason: Affects 2 or more wards	ICT Transition phase 4 - Authority to execute ICT contract novations to the council and new service providers ICT Transition phase 4 - the Council needs the authority to execute ICT contract novations to the Council and new service providers at the end of the H&F Bridge Partnership service management 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: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	6 Jun 2016 Reason: Expenditure more than £100,000	H&F Advocacy Services - Direct Award of Contracts H&F's Adult Social Care department currently commission Action on Disability and H&F Mencap to deliver a range of advocacy services. Three of the contracts that govern the arrangements ended on 30 June 2015, with a fourth due to end on 31 March 2016. The report seeks a waiver to directly award one contract up until 31 December 2016. During this period new services will be procured.	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Steven Falvey Tel: 020 8753 5032 Steven.Falvey@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.
4 July 2016				
Cabinet	4 Jul 2016 Reason: Affects 2 or more wards	Hammersmith & Fulham Arts Strategy 2015 - 2022 Hammersmith and Fulham is home to a cutting edge and vibrant arts and culture scene. We want to grow our dynamic and diverse landscape so that the creativity, production and skills development of the arts boosts our creative economy. In this paper we highlight the economic benefits of being a destination for the creative industries and the health and social benefits of participating in and creating art - from singing with dementia patients to offering diversionary activities for troubled teenagers. We also summarise our progress to date and set out our suggested actions and priorities for the future.	Cabinet Member for Economic Development and Regeneration Ward(s): All Wards Contact officer: Donna Pentelow Tel: 020 8753 2358 donna.pentelow@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	4 Jul 2016 Reason: Affects 2 or more wards	ICT Transition phase 5 - transfer of specialised services from HFPB to the council and/or new service providers ICT Transition phase 5 - transfer of specialised services from HFPB to the Council and/or new service providers	Cabinet Member for Finance Ward(s): All Wards Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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5 September 2016				
Cabinet	<p>5 Sep 2016</p> <p>Reason: Affects 2 or more wards</p>	<p>ICT Transition phase 6 - procurement and implementation of print services</p> <p>ICT Transition phase 6 - procurement and implementation of print services.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Finance</p> <p>Ward(s): All Wards</p> <p>Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.