

Cabinet Members' Decisions

made between April and May 2015

Date Issued: 12 May 2015

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London Borough of Hammersmith & Fulham

CABINET MEMBER DECISION

APRIL 2015

THE USE OF A NATIONAL FRAMEWORK TO PROCURE THE SERVICES OF EXTERNAL CONSULTANTS TO SUPPORT THE DELIVERY OF H&FS CAPITAL PROGRAMME

Report of the Cabinet Member for Housing – Councillor Lisa Homan

Open Report

For Decision: Yes

Key Decision: No

HRD Housing Regeneration Department

Accountable Executive Director: Melbourne Barrett – Housing & Regeneration

Report Author: Henrietta Jacobs
Procurement Manager

Contact Details:
Tel: 020 8753 3729; Email:
henrietta.jacobs@lbhf.gov.uk

AUTHORISED BY:

The Cabinet Member has signed this report.

DATE: 2 April 2015

1. EXECUTIVE SUMMARY

- 1.1. This report establishes the justification and rationale for procuring the use of consultants via a national Framework to support the delivery of programmes of work for both the Planned Preventative Maintenance contract (PPM) and the Term Partnering Repairs & Maintenance contracts (TPC R&M), in accordance with the provision of the Council's Standing Orders.
- 1.2. On the basis of the options considered and the evidence gathered, the recommendation is to seek approval to commission and appoint consultants procured using recognised national framework; such as the
 - SCAPE Framework,
 - Haringey Framework and the
 - NHS SBS Construction Consultancy Framework,
- 1.3. HRD have already called off from these frameworks for small individual lots where each commission has been below £20,000. Projected spend on these small lots between period October 2014 and March 2015 (End of financial year) is expected to be in the region of £100k.

- 1.4. The commissioning and appointment of consultants via a framework has been and will be carried out in accordance with the requirements of the Council's standing orders. No competitive tendering process is required as the costs of the services were established during the procurement exercise for the framework. This gives the advantage of reducing both time and effort in regards of tendering and gives cost certainty through the use of established tender costs.

Future commissions will be required for the reasons outlined in this report and the cumulative spend for the 2015/16 financial year is estimated to be in the region of £100k.

2. RECOMMENDATIONS

- 2.1. That approval be given to a continuation of the commissioning model with the appointment of consultants via any of the above listed framework to support the delivery of capital programmes of work.
- 2.2. To note that funding for these services be contained within the individual scheme budgets approved as part of the 2014/15 Housing Capital Programme. .
- 2.3. That where any commission exceeds £20,000 the approval be delegated to the Cabinet Member for Housing.

3. REASONS FOR DECISION

- 3.1. The Council's Standing Orders states that there is no requirement for 3 quotes or competitive tendering where a framework is used to procure services below £20k. However, for probity, this report seeks approval for procuring such services via a framework, where the cumulative spend will exceed £100k.

4. INTRODUCTION AND BACKGROUND

- 4.1. The Council's Housing and Regeneration Department (HRD) has 2 major contracts. The PPM (Planned Preventative Maintenance), which is a 3 year term contract and is currently in its second year. The contract is not a Design and Build as such would continuously require the design elements to be delivered by an external consultant.
- 4.2. Following a restructure Property Services currently operates as a lean client and does not have the resources to carry out design work. This makes it imperative for the design and survey element of this contract to be outsourced either to a contractor or consultant. As a result of the above, the Council has deemed it necessary to engage independent consultants via existing frameworks to deliver the design element of the programme to ensure works are delivered within the time line of the contract.
- 4.3. For both the PPM (Planned Preventative Maintenance) and TPC (Term Partnering contracts) Property Services require the services of external Cost consultants to verify contractor applications for payment, agree valuations, and produce monthly cost reports to assist the monitoring of capital projects being delivered via these contracts. The in house team does not currently have this resource and therefore these services are required to protect H&F financially.
- 4.4. The procurement of Quantity Surveying consultants via a Framework will enable programmes of work to be delivered on time and within budget, thereby ensuring value for money.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. **Officers considered the following options:**

Option 1 – Go out to Full Tender/OJEU

- 5.1.1. This option has been considered but it was concluded that it will not be the best option for the council as time is of the essence in the delivery of the current programme of work. There has been a back log of works to be delivered and any further time spent on going out to full tender, will put the delivery of work packages at high risk, of not been delivered within the expected time frame.
- 5.1.2. It is imperative that cost consultant services and invoice monitoring is carried out to ensure H&F is protected financially and to ensure our projects deliver value for money.

Option 2 – Recommended Option – Use An Existing/ National Frameworks To Deliver The Contract.

- 5.1.3. This is the preferred option, as it is established that any relevant framework would have gone through a process of competitive tendering with agreed established rates. The use of the Framework is proposed in the delivery of all relevant programmes of work, saving valuable staff time through reducing the requirement to tender. As there are agreed rates as well, this provides the option of going directly to one supplier, removing the requirement of running a mini competition within the framework. A few Frameworks have been identified and some are currently been used to deliver these services where the cost is below £20k. Below is a list of identified frameworks currently used by Property Services:
- 5.1.4. SCAPE –which is a national framework specifically put in place for Local authority to use as and when required. It is a one supplier framework, which makes it easy to call off without any further delay. We have commissioned Faithful & Guild (F&G) via the SCAPE framework to provide urgent Architectural Design and Survey services for various work packages, all below £20k. We have also recently commissioned Pick Everard, via the SCAPE framework, for an urgent QS services for Michael Stewart House, 50 Vereker and 200-201 River side Garden.
- 5.1.5. THE HARINGEY Framework –This is a national framework set up by selected local authorities for other local authorities to use as and when required. H&F has signed up to this framework and it is intended to procure services such as Architectural Design, QS, Building Engineer, CDM and party wall Surveyor via this framework to support the delivery of the programmes of work.
- 5.1.6. This is the recommended option as it provides the required support in regards of the delivery of our programmes and will help to ensure that we deliver our projects in a timely manner and to budget.

6. CONSULTATION

- 6.1. All relevant consultation in relation to any of the work packages will be carried out by MITIE, in line with their project delivery timeline.

7. EQUALITY IMPLICATIONS

- 7.1. There are no significant equalities issues highlighted,
- 7.2. Implications verified/completed: by (Henrietta Jacobs, Procurement Manager 02087533729)

8. LEGAL IMPLICATIONS

- 8.1. The Council should be satisfied that it is able to access the various Framework Agreements before calling-off. Legal Services will be available to carry out a review of the terms and conditions prior to execution and will work with officers to arrange for the execution of such contracts.

- 8.2. Implications verified/completed by: Kar-Yee Chan, Solicitor (Contracts) Legal Services, 0208 7532772

9. FINANCIAL AND RESOURCES IMPLICATIONS

- 9.1. The proposal to use a national framework to procure for consultants (Up to £100k) is reliant on cabinet member giving approval to the recommendation in this report. It must be noted that all suppliers under the relevant framework would have been financially vetted by the lead authority in securing the contract for the Framework in accordance with the EU Regulations.
- 9.2. Implications verified/completed by: (Isaac Egberedu, Principal Accountant, 0208 753 2503)
- 9.3. The recommendation in paragraph 2.2 states that the funding for the proposed works is contained within the Council's Capital Programme for Housing and Regeneration Department, on the basis that the proposal to use existing framework will be from September 2014 through March 2015 with a value of up to £100k

10. RISK MANAGEMENT

- 10.1. Legal team will check and approve the access agreements before it is signed and also ensure that the original tender documents and T&C's of the framework are in line with Council's policy and compliance with EU regulations where necessary.
- 10.2. Implications verified/completed by – Michael Sloniowski, Risk Manager, Tri Borough- 02087532587

11. PROCUREMENT & I T STRATEGY

- 11.1. The Corporate Procurement Team supports the initiative proposed in the recommendation to call off from established framework agreements to provide design services and Quantity Surveyor services for housing related services.
- 11.2. Implications verified/completed by Alan Parry, Procurement Consultant (TTS). Telephone 020 8753 2581.

LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS**

No	Description of Background Papers	Name/Ext of Holder of File/Copy	Department/Location
1.	None		

	London Borough of Hammersmith & Fulham CABINET MEMBER DECISION APRIL 2015
EXTENSION OF STREET OUTREACH CONTRACT	
Report of the Deputy Leader : Councillor Michael Cartwright	
Open Report	
Classification - For Decision Key Decision: No	
Wards Affected: All	
Accountable Executive Director: Lyn Carpenter, Executive Director, Environment, Leisure & Residents Services	
Report Author: Pat Cosgrave Community Safety Commissioning & Performance Officer	Contact Details: Tel: 020 8753 2810 E-mail: pat.cosgrave@lbhf.gov.uk

AUTHORISED BY:

The Cabinet Member has signed this report.

.DATE: 1 April 2015

- 1. EXECUTIVE SUMMARY**
- 1.1. The Street Outreach Service for rough sleepers in Hammersmith & Fulham is currently delivered by St Mungos Broadway. The contract commenced on 1st August 2013 for a period of two years with an option to extend the contract for a further two years. The initial two year period concludes on 31st July 2015.
 - 1.2. The decision to approve the appointment of the provider was taken by Cabinet on 13th May 2013. A provision in that report delegated the decision to extend the contract to the Cabinet Member for Residents

Services. Following the change in administration at the council in May 2014 this now falls within the remit of the Deputy Leader.

- 1.3. This report sets out those options available to the Council for the continued delivery of the Street Outreach provision in H&F. Those options being; to extend the contract for a further two years (until 31st July 2017 at an annual cost of £199,898); vary the terms of the contract with a view to making further efficiency savings; or quit the contract and re-procure.

2. RECOMMENDATIONS

- 2.1. That the Deputy Leader agrees to extend the current street outreach contract for a further two years to 31st July 2017.
- 2.2. That the Deputy Leader agrees to a novation of the extended contract to reflect the merger of Broadway and St Mungos that has happened since the initial contract was awarded.

3. REASONS FOR DECISION

- 3.1. LBHF Street Outreach Team (SORT) is currently one of the best performing teams in London, with continued low levels of new (flow), transient (reoccurring), and entrenched (bedded-down) rough sleepers in London when compared to those other Greater London Authority priority boroughs. Performance information is contained in Section 5 of this report.
- 3.2. Officers believe that the current contract provides good value for money and that the provisions of the contract fulfil the street outreach needs of the borough (see section 5).

4. INTRODUCTION AND BACKGROUND

- 4.1. Following a full open tender process in Spring 2013 the recommendation to appoint *Broadway Homelessness & Support* to deliver street outreach services in the borough was approved by Cabinet on 13th May 2013, at an annual contract value of £199,898. Broadway was the highest scoring of all assessed tenders by a significant margin, scoring 90.5/100 when their tender was assessed. The contract commenced on 1st August 2013.
- 4.2. Prior to the 2013/14 SORT agreement considerable savings were made against the value of the Street Outreach contract, and in total efficiencies of £64,440 were achieved in 2012/13 against the overall value of LBHF rough sleeping provisions, a reduction of 18.5%. LBHF has managed to deliver a more fit-for-purpose provision in the new contract, and the borough continues to be one of the best performing borough in London in terms of its overall reductions in levels of rough sleeping.
- 4.3. Furthermore, in April 2014 Broadway Homelessness & Support merged with another provider, St Mungos, making them one of the largest providers of such services in the country (St Mungos submitted the second

highest scoring tender when the contract was let in 2013). Having consulted with both H&F Procurement and Legal Services, it is recommended that should the current contract be extended, that it should also be novated to reflect this merger.

- 4.4. The provisions of the contract allow the Council to extend the contract for a further two years from the commencement date, or to break from the contract after the initial two years have elapsed on condition of giving three months' notice to the incumbent contractor.
- 4.5. The funding for the street outreach service is from the Housing & Regeneration Department (HRD) Preventing Homelessness grant.
- 4.6. The detailed service specification is contained in the appendices to this report. The key aspects to the assertive outreach service are:
 - 4.6.1. To encourage individual Rough Sleepers who have support needs and are deemed to be vulnerable (i.e. have mental health, physical health and or substance misuse needs), and have a local connection to Hammersmith & Fulham into contact with services.
 - 4.6.2. To reconnect those Rough Sleepers who have no local connection to the area where they have the greatest social capital.
- 4.7. The key outcomes for the service are
 - 4.7.1 To reduce the numbers of stock, flow and transient rough sleepers in the borough through successful referrals into accommodation and appropriate services.
 - 4.7.2 To reconnect those with no local connection back to their area of origin.
 - 4.7.3 To work towards central government targets of ending rough sleeping and ensuring new rough sleepers do not spend a second night on the street.

5. PERFORMANCE

- 5.1. The service is currently performing well. The most recent figures (Quarter 3, 2014/15, shown in table 2 below) comparing the performance of GLA priority rough sleeping boroughs show that:
 - 5.1.1 LBHF has the second lowest number of 'new' clients to rough sleeping;
 - 5.1.2 LBHF has the highest successful rate of client referrals from 'No Second Night Out' Hub to reconnection services;

5.1.3 LBHF has the lowest number of rough sleepers living (or bedding-down) on our streets;

5.1.4 LBHF has the second lowest number of intermittent (or transient) rough sleepers.

Table 2 - 2014/15 Qtr3 Rough Sleeping Performance

Borough	Brent	Ealing	LBHF	RBKC	WCC
New rough sleepers with No Second Night Out (NSNO) ¹	43	34	27	20	207
New rough sleeper with a SNO but not LOS ²	16	14	3	9	138
New – joining LOS	2	1	0	0	10
LOS – Other	8	10	5	15	134
LOS – RS205 ³	0	0	1	7	68
Intermittent RS	14	30	19	49	328
Total	83	89	55	100	885
% new RS ⁴ prevented from spending a SNO	71%	69%	90%	69%	58%
% new RS joining LOS population	3%	3%	0%	0%	3%

Source – Combined Homelessness and Information Network (CHAIN)

5.2. The most recent full year CHAIN report for the borough (April 2013 to March 2014) reveals:

5.2.1 87% of people seen rough sleeping in the borough during 2013/14 who were new to the streets did not spend a second night on the streets during the year. This compares to 70% across London.

5.2.2 80% of rough sleepers were seen only once in the borough in 2013/14. This compares to 58% across London.

5.2.3 5% of rough sleepers in the borough were seen on more than 5 occasions. This compares with an average of 14% across London.

6. OPTIONS AND ANALYSIS OF OPTIONS

6.1. There are 3 options:

¹ NSNO/SNO: No second night out/Second night out

² LOS: Living on the street

³ RS205: Most entrenched rough sleepers, who have spent over 5 of the last 10 years living on the street.

⁴ RS – Rough sleeper

6.2. **Option 1: Extend current contract for two further years on the same terms.**

Benefits

- The existing contract is performing well and our Street Outreach Team (SORT) continues to be one of the best performing teams in London, with continued low levels of new, transient, and entrenched rough sleepers in London, when compared to other GLA priority boroughs (see section 5).
- The contractor has fostered excellent relationships with partners including the local authority, United Kingdom Border Agency and Metropolitan Police Service.
- The existing provision is performing well despite an 18.5% reduction in the overall contract value in 2012/13.
- The existing contract offers good value for money, currently fulfilling the street outreach needs of the borough.

Risks

- That no additional saving would be made at this time.

6.3. **Option 2: Quit current contract and re-procure**

This option would involve giving notice to the contractor and initiating a procurement process to award a new contract.

Benefits

- The service could potentially be tendered at a lower cost, and some savings made.

Risks

- The existing model allows for 3 full-time Outreach workers, and a full-time Team leader for under £200k, any reduction in costs might impact the overall number of posts and subsequent service delivery.
- There is a distinct possibility that the current provider would be the successful tenderer, as the highest and second highest scoring tenderers from the previous procurement have now merged and provide the existing SORT provision in the borough.
- A full procurement would take approximately six months which would mean that the current contract would have to be extended (on a rolling-monthly basis) between the end of the existing agreement and conclusion of the procurement exercise.

6.4 **Option 3: Extend current contract but renegotiate terms**

Clause 37 of the contract does give some scope to vary the contract.

Benefits

- The council could potentially re-negotiate and reduce its costs for the service.

Risks

- The existing contract offers good value having made an 18.5% cost reduction on our previous SORT contract, however is already running on a skeleton-service of just 3 full-time Outreach workers.
- Any variation would have to be agreed in writing by both parties. We could approach the provider with a view to reducing the cost of the service to the council but it would be unlikely that they would agree to this without reducing the level of service provided. Therefore this could result in a lower cost, but not better value.
- Any further reduction in costs might impact the overall number of posts currently delivered as per the terms of the existing contract, and subsequent impact service delivery.

6..5 Recommendation

It is recommended that the current contract is extended (Option 1) for a period of two years on the current terms. The current service specification fulfils the needs of the borough and performs well. Ceasing to provide the service is not an option as LBHF is one of the Greater London Authorities priority boroughs and the Borough's levels of rough sleeping are monitored on a monthly basis.

7. EQUALITY IMPLICATIONS

- 7.1. While it is not possible to give precise numbers approximately 83% of the service user group is male and 59% have been identified as having a mental health condition, which means that they are protected under the Equality Act 2010 as disabled people.
- 7.2. When the service was procured in 2013 existing providers were consulted and a subsequent service model designed that was appropriate to those key client groups (male and female single homeless with mental health needs from predominantly British and Central Eastern European [CEE] origins) and specific functions (i.e. Dual Diagnosis and Polish Speaking Reconnection provisions) were written into the service specification.
- 7.3. Implications verified/completed by: Pat Cosgrave, Community Safety Unit, 020 8753 2810

8. LEGAL IMPLICATIONS

- 8.1 It is noted that the proposed extension is permitted within the terms of the Contract.
- 8.2 In relation to the novation of the Contract from Broadway Homelessness Ltd to St Mungos Community Housing Association, street outreach services fall within the services listed in Schedule 3 of the Public Contracts Regulations 2015 (the Regulations). Accordingly, the Contract falls outside of the scope of the full rigours of the Regulations. However following the lines of Regulation 72, the contract may be novated where

the replacement is a result of “corporate restructuring, including takeover, merger, acquisition or insolvency”. This is provided that St Mungos meets the pre-qualification criteria and that the change in contractor does not result in other substantial amendments to the contract.

- 8.3 Implications completed by Kar-Yee Chan (Contracts), Bi-borough legal Services, 020 8753 2772.

9. FINANCIAL AND RESOURCES IMPLICATIONS

- 9.1. The budget for this contract is £200k. There are no significant budgetary implications to extending the current contract at the same annual cost.
- 9.2. Should the contract be terminated, any new contract costing more than £200k will require additional funding.
- 9.3. Implications verified/completed by: Danielle Wragg, Finance Manager, 0208 753 4287

10. RISK MANAGEMENT

- 10.1. Risks associated with the three options have been identified and reproduced in the body of the report. Market testing, obtaining excellent value for the taxpayer is a strategic risk, the recommendation to extend the current provision will ensure continuity of a vital service with a proven provider. ELRS manage risk according to the corporate standards.
- 10.2. Implications verified by: Michael Sloniowski, Risk Manager telephone 020 8753 2587

11. IMPLICATIONS FOR BUSINESS

- 11.1 Officers do not consider that the delivery of this service has any impact on local businesses.
- 11.2 Implications verified/completed by Chris Reynolds, Community Safety Manager, 020 8753 2459

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1 This Cabinet Member’s Decision seeks approval for two recommendations: to execute the option to continue the existing service arrangement for a further two years; and to novate the contract, following the current contractor’s merger with another organisation. The Director for Procurement and IT Strategy supports both recommendations.
- 12.2 Extending the current arrangement with Broadway Homelessness & Support for a further years is provided for in the contract; and approval to

delegate to the relevant Cabinet Member the decision on whether to extend was given by Cabinet at the time of contract award in May 2013.

- 12.3 The contractor's performance has been of a high standard, especially when compared to other GLA comparator boroughs, and delivered value for money. Further efficiency savings could be pursued over the next two years as part of the Council's contract review programme, but the reasons for not seeking these, and the potential risk to current performance and positive outcomes are explained in paragraph 6.4 of the report. If savings were pursued, and this impacted on the current high performance, this could result in costly interventions in other areas and budgets elsewhere.
- 12.4 Regulation 72 (1) (d) (ii) of the new Public Contracts Regulations 2015 allows councils to replace a current contractor with a new one where this has followed a corporate restructure, including merger – which Broadway and St. Mungos have completed. As St. Mungo's passed the pre-qualification criteria when the contract was originally advertised, this factor ensures compliance with another requirement of Regulation 72.
- 12.5 Implications completed by: John Francis, Principal Procurement Consultant, H&F Corporate Procurement 0208 753 2582.

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 – Report to Cabinet of 13th May 2013 to recommend the appointment of Broadway Homelessness & Support to deliver an assertive street outreach service in Hammersmith & Fulham.



SORT Cabinet
Report Award FINAL

Appendix 2 – Street Outreach Service Specification 2013 – 2015



HF 2013 OUTREACH
SPECIFICATION final

Appendix 3 – Street outreach service performance summary 2013/14



H F CHAIN Annual
Report 2013-14.pdf

APPENDIX 1

	London Borough of Hammersmith & Fulham REPORT TO CABINET 13TH May 2013
TITLE OF REPORT Appointment of contractor to deliver street outreach services in Hammersmith & Fulham	
Report of the Divisional Director	
Part Exempt Report Open report with exempt appendix. The appendix is currently 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.	
Classification - For Decision Key Decision: Yes	
Wards Affected: All	
Accountable Executive Director: Lyn Carpenter, Executive Director Environment, Leisure and Residents Services	
Report Author: Pat Cosgrave, Community Safety Commissioning & Performance Officer	Contact Details: Tel: 020 8753 2810 E-mail: pat.cosgrave@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 It is a statutory obligation for local authorities to provide an outreach service to engage with street homeless people and direct them into appropriate services. This service is contracted out to specialist service providers and funded by Housing and Regenerations (HRD) Preventing Homelessness Grant, which is allocated from central government to a level of £200,500 per year.
- 1.2 The existing contract, which expires on 31st May 2013 was awarded to Thames Reach (registered charity) in 2008/09 at an annual cost of £212,404. In the period since the contract was awarded there have been reductions in the allocation received from the HRD Preventing

Homelessness Grant across London, as well as a loss of local funding from the Drug & Alcohol Action Team. In Hammersmith & Fulham the impact of these reductions led to amendments being made to the contract, reducing the value of it from £212,494 in 2008/09 to £159,100 in 2012/13. This resulted in the loss of some functions of the contract including a dedicated mental health/complex needs worker.

- 1.3 The contract has been retendered and the recommendation is that the award should be made to *Broadway Homelessness & Support* (registered charity) at an annual cost of £199,898. The service specification has been amended so that the reconnection of A8 nationals will be carried out as part of the street outreach contract (as opposed to being carried out by the BARKA foundation at an additional cost of £41,400 per annum) and mental health assessment provision is once again built into the service. The consolidation of these provisions have resulted in the overall contract amount increasing from £159,100 to £199,898 per year (this is further detailed in Section 3).
- 1.4 Despite the apparent increase in the overall proposed contract amount, the total cost to the Council to deliver single-person homelessness provisions has reduced by £64,400 since awarding the contract to Thames Reach in 2008/09. The total cost of managing homelessness in Safer Neighbourhoods in 2008/09 was £347,800 compared to £283,400 in 2013/14. By consolidating some of the services delivered and revisiting the service specification for the outreach contract the same service provisions will now be delivered as were in 2008/09.
- 1.5 In order to ensure a continuation in service delivery between the award of the contract and the successful provider being able to commence the service, a request was made to the Cabinet Member for Residents Services to allow us to vary the existing contract on a month by month basis. The variation is for a period of up to six months to allow for any new service provider to have a mobilisation period, although we anticipate that mobilisation will not take as long as six months. This request was agreed by the Cabinet Member on 18th February 2013.

2. RECOMMENDATIONS

- 2.1. To agree to the appointment of *Broadway Homelessness & Support* to deliver street outreach services in Hammersmith & Fulham from June 2013 for a period of four years. There is a break clause in the contract where the council can terminate with three months notice at any time after the second anniversary of the commencement of the contract.
- 2.2. To agree that the Cabinet Member for Residents Services be given delegated powers to extend the contract in line with the options contained in the contract documentation, if it is considered appropriate at the time.
- 2.3. To note that the Cabinet Member for Residents Services has agreed to allow the council to vary the existing contract with *Thames Reach* by

extending it for a period of up to 6 months on a month by month basis to allow for negotiations between *Thames Reach* and *Broadway Homelessness & Support* in relation to staff transfers (i.e. TUPE) and other matters.

3. FUNDING BACKGROUND

- 3.1. When the street outreach contract was previously retendered in 2008/09, the total spend allocated to Safer Neighbourhoods Division to manage homelessness was £347,800:

2008/09 HRD allocation to SND	Provider	Allocation
Street Population Coordination	LBHF	£ 22,300
Market Lane Day Centre	Broadway	£ 63,096
Street Outreach Services*	Thames Reach	£212,404*
A8 reconnection project	Barka	£50,000
TOTAL		£347,800

**of which £33,000 was allocated for a Mental Health Worker within the Street Outreach Team.*

- 3.2 Owing to reductions in HRD's Preventing Homelessness Grant allocation in 2011/12 and the loss of partnership funding from the DAAT, the overall budget allocated to Safer Neighbourhoods for managing homelessness in LBHF decreased to £283,400:

2011/12 HRD allocation to SND	Provider	Allocation
Street Population Coordination	LBHF	£ 19,800
Market Lane Day Centre	Broadway	£ 63,100
Street Outreach Services*	Thames Reach	£159,100
A8 reconnection project	Barka	£41,400
TOTAL		£283,400

**As a result of the reduced contract amount, Thames Reach's Mental Health Worker post was deleted.*

- 3.3 In 2013/14 HRD's allocation to Safer Neighbourhoods to manage single-person homelessness is £283,400 (see table below). In order to increase the contract amount to allow for those required provisions (i.e. Mental Health and Reconnection functions) other historically funded projects such as Barka's A8 Reconnection project shall no longer be funded and those monies reallocated into the overall street outreach contract.

2013/14 HRD allocation to SND	Provider	Allocation
Street Population Coordination	LBHF	£ 19,800
Market Lane Day Centre	Broadway	£ 63,100
Street Outreach Services	Broadway	£200,500*
TOTAL		£283,400

**This amount reflects HRD's allocation to Safer Neighbourhoods for the Street Outreach Service, not the actual contract amount which is £199,898. The new*

service specification has built in provision for mental health and complex needs outreach.

3.4 In summary, whilst the budget for managing homelessness in the Safer Neighbourhoods Division has reduced by £64,400 since 2008/09, we are still able to provide the same breadth of service provision in 2013/14 as we did then. This has been achieved by reviewing the street outreach service specification and consolidating other aspects of the management of homelessness into one contract.

4. AWARD CRITERIA

4.1 **Scoring:** Tenders were evaluated on an 80% weighting for quality, and a 20% weighting for cost. The contract was awarded on the basis of the most economically advantageous tender, with a score obtained from adding together marks for cost and quality.

4.2 **Price:** The cost score was calculated upon the highest number of annual hours provided for up to the maximum contract value (£200k per year). The highest number of hours achieved the maximum score (20) with other tenderers cost/hours scored in inverse proportion to the tender with the highest number of hours. The methodology is set out in Table 1 below.

Table 1

Maximum score = Highest number of annual staffing hours delivered at a contract value of £200,000 or under				
Each tenderers amount of hours for the contract value will be divided by the highest amount of hours submitted, then multiplied by the price weighting percentage (20) and rounded to two decimal places to give each tenderers price score. (i.e. tenderers hours/highest hours x price weighting) A worked example is shown below based on a fictional submission where the highest annual hours submitted were 9000.				
Tenderer	Column 1 (highest hours)	Column 2 (tenderer hours)	Column 2, divided by column 1, (to be multiplied by price weighting 20)	Price score
A	9000	9000	1	20
B		7500	0.833333	16.66
C		8600	0.955555	19.11
D		8000	0.888888	17.77
E		8250	0.916666	18.33

4.3 Please note that the figures were given by way of example only and were not intended to indicate the range of figures expected from Tenderers.

- 4.4 **Quality:** The 80% quality mark was evaluated on the basis of the Tenderer's response to the quality criteria (see Table 2), in accordance with the evaluation criteria (see Table 3):

Table 2

<p>1. Service implementation plan and staffing. Please provide a service implementation plan from the award of the contract to the end of the first six months of the contract term. Please describe what staffing arrangements you will provide for the contract including the number of front line staff and manager(s), staff cover arrangements and how staff will be deployed to achieve maximum effect for the support and safety of service users. Your answer should include information relating to the staffing establishment, TUPE, office facilities, service transfer issues, opportunities for identifying new referrals, etc. (500 word maximum. Appendices with service plans of up to 4 sides A4 will not be counted against the overall word count). Score – out of 16</p>
<p>2. Service user focus Demonstrate how service users will be at the centre of your service model and provide one example of innovative service user involvement that you will introduce to the model. (500 words maximum). Score – out of 16</p>
<p>3. Partnership working and intelligence sharing How will you work in partnership with the borough and other agencies to ensure that the needs of service users are met and positive outcomes achieved? Score – out of 8 How will you ensure that the service contributes to the Mayor's and the boroughs strategic response to rough sleeping. Score - out of 8. (500 words maximum). Total score – out of 16</p>
<p>4. Mental health and substance misuse issues It is likely that most of the service user group will have a range of complex needs. Please demonstrate, giving an example through a case study, how you would work with a client with complex needs and ensure that they remained engaged with the service. (600 words maximum). Score – out of 16.</p>
<p>5. Enforcement and resettlement Please demonstrate how the service will deal with behaviour from service users that causes alarm, distress or harassment to other rough sleepers, members of the outreach team or the wider community. Score – out of 8 Please outline what actions you would undertake to reconnect rough sleepers to their country of origin, where appropriate. Score – out of 8 (600 words maximum). Total score – out of 16.</p>

- 4.5 Each of questions in the Tenderer's Proposals were scored out of 5 on the basis set out in Table 3 below. All questions were scored separately by 4 markers (the Tender Assessment Panel) and then the moderated scores, once agreed by the TAP, were multiplied by 3.2 to give a total out of a possible 16 for each criterion.
- 4.6 Tenderers were informed that tenders received by the Council above £200,000 per annum for the services would not be accepted.
- 4.7 Following initial scoring and moderation, further information was requested from tenderers. Non receipt of this information resulted in the tenderer being scored zero for that element of their tender.

Table 3

Excellent	Meets all criteria in a full and comprehensive manner and exceeds some requirements.	5 points
Good	Generally meets the requirements of the criteria to the satisfaction of the Council.	4 points
Satisfactory	Satisfactory, but with aspects which give the Council concern because either the responses are incomplete, or differ from Council on the requirement necessary to meet the criteria.	3 points
Poor	Indications that the response meets some of the requirements but either the Council has serious doubts about aspects of the response, or inadequate information has been provided.	2 points
Unacceptable	The response given is unsatisfactory as it fails to address the question.	1 point
	No information provided.	0 points

5. REASONS FOR DECISION

- 5.1. Service providers were invited to submit a tender to deliver the street outreach service via the London Tenders Portal. The deadline for submission of these tenders was 13th March 2013.
- 5.2. Fourteen expressions of interest were received via the London Tenders Portal. Four of the companies who expressed an interest submitted a tender.
- 5.3. Each response was individually scored by the four members of the tender appraisal panel (TAP). Following this the scores were moderated at a

meeting of the members of the TAP where a consensus was reached on the scoring of each key competency.

- 5.4. In terms of ranking providers following moderation (based on their total cost and quality scoring), the results are shown in the table below:

Rank	Tenderer
1 st	Broadway Homelessness & Support
2 nd	St Mungos
3 rd	Thames Reach
4 th	CRI

- 5.5 The full results of the evaluation of the tenders are included in Appendix 1 of this Report.
- 5.6 On the basis of the scores, the TAP recommend that *Broadway Homelessness & Support* is awarded the contract for a period of up to 4 years (with a break clause where the council can terminate the contract with a notice period of three months at any time after the second anniversary of contract commencement) at an annual cost of £199,898 as it achieved the highest overall score 90.2/100.

6. CONTRACT IMPLEMENTATION

- 6.1 The current street outreach service is delivered by *Thames Reach*. The contract runs until 31st May 2013.
- 6.2 Any new service provider will require a mobilisation period to commence the service after the contract award is agreed by Cabinet. As such, a report requesting permission to vary the existing contract was submitted to the Cabinet Member of Residents Services. The report requested permission to extend the current contract on a month by month basis (for a period of up to six months). This was agreed on 18th February 2013.
- 6.3 The last time there was a change of contractor for the street outreach service a mobilisation period of three months was required to allow the service provider to undertake all its responsibilities under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) and prepare to deliver the service. We anticipate a similar period will be required in this instance. However, this cannot be confirmed until Cabinet has agreed to the recommendation to award the contract and we can enter into formal discussions with the service provider.
- 6.4 It is the intention of the Council to request that *Thames Reach* (the incumbent provider) continue to provide the outreach service until such time as *Broadway Homelessness & Support* is in a position to commence service delivery.
- 6.5 The variation to the contract will be costed pro rata at the current contract level. Payments to the new service provider will not commence until the

mobilisation period is finished, meaning there are no negative budgetary implications for the council.

7. EQUALITY IMPLICATIONS

- 7.1. While it is not possible to give precise numbers due to the fact that people enter and exit homelessness in Hammersmith & Fulham, around 90% of the service user group is male and 42% of the service user group has a mental health condition, which means that they are protected under the Equality Act 2010 as disabled people. This service user group is more likely to comprise of men than women, which means that provision of this service helps to take account of the needs of men who are homeless, as well as the needs of disabled people. Helping these service users, and all in this service user group, may help to advance equality of opportunity.
- 7.2. Implementation of this service will have a positive impact on all groups, especially single homeless people, many of whom will have a disability such as a mental health need. Existing providers were consulted and a subsequent service model designed that was appropriate to those key client groups (male and female single homeless with mental health needs from predominantly British and Central Eastern European [CEE] origins) and specific functions (i.e. Dual Diagnosis and Polish Speaking Reconnection provisions) written into the service specification.

8. LEGAL IMPLICATIONS

- 8.1. The proposed award of the Service Contract would be in the compliance of the Council's Contract Standing Orders and the Public Contracts Regulations.
- 8.2. The recommendations set out in this report will support the Council in complying with its statutory duties. Accordingly the Bi-Borough Director of Law endorses the recommendations in this report.
- 8.3. Legal Services will be available to assist the client department with preparing and completing the necessary contract documentation.
- 8.4. Implications verified/completed by: Kar-Yee Chan, Solicitor, 020 8753 2772.

9. FINANCIAL AND RESOURCES IMPLICATIONS

- 9.1 This contract is funded from the Preventing Homelessness Grant, allocated from central government to a level of £200,000 per year. The existing contract costs £159,100 a year, and the new contract will cost £199,898 a year. Given that the new annual contract value is within the maximum allowable grant that funds it, and that payments to the new service provider will not commence until the mobilisation period is finished, there are no negative budgetary implications for the council.

9.2 Implications verified by: Kellie Gooch, Head of Finance ELRS, 0208 753 2203.

10. PROCUREMENT AND IT STRATEGY IMPLICATIONS

10.1. The Corporate Procurement Team has been involved in the retendering of this service. The Council's Contracts Standing Orders and the Public Contracts Regulations 2006 have been complied with. A contract award notice must be sent to the European Commission once the contract has been awarded.

10.2. The Director supports the recommendations contained in the report.

10.3. Implications verified/completed by: Alan Parry, Procurement Consultant (020 8753 2581)

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Cabinet member decision to vary existing contract	Pat Cosgrave – Ext 2810	ELRS/CSU

ELRS/CSU

[Note: Please list only those that are not already in the public domain, i.e. you do not need to include Government publications, previous public reports etc.] Do not list exempt documents. Background Papers must be retained for public inspection for four years after the date of the meeting.

LIST OF APPENDICES:

(Please submit appendices with the main report. Appendices should be numbered clearly and consecutively on the top right hand corner of the page, i.e. Appendix 1, Appendix 2, etc. There needs to be a clear reference to the appendix in the body of the report.)

Appendix 1 – Confidential/Exempt – Evaluation Results

Tenderer	Monetary cost of contract submitted	Cost score (/20)	Quality score (/80)	Total	Final position
CRI	£192,745	N/A*	38.4	38.4	4
St Mungos	£199,256	19.6	60.8	80.4	2
Thames Reach	£182,928	20.0	51.2	71.2	3
Broadway Homelessness & Support	£199,898	13.4	76.8	90.2	1

*Hours per annum not outlined in tender. No response to request for clarification via London Tenders Portal.



1st June 2013 to 31st May 2015

**SERVICE SPECIFICATION FOR A BOROUGH-WIDE ASSERTIVE OUTREACH
SERVICE FOR ROUGH SLEEPERS AND ASSOCIATED STREET POPULATION
ACTIVITIES IN THE LONDON BOROUGH OF HAMMERSMITH & FULHAM**

Authorised Officer

Christopher Reynolds
Community Safety Manager
London Borough of Hammersmith & Fulham

SERVICE SPECIFICATION

LONDON BOROUGH OF HAMMERSMITH & FULHAM Environment, Leisure and Resident Services (ELRS) Department

SPECIFICATION FOR THE PROVISION OF A BOROUGH-WIDE OUTREACH SERVICE TO REDUCE THE NUMBER OF ROUGH SLEEPERS AND ASSOCIATED STREET POPULATION ACTIVITY

1.0 INTRODUCTION

- 1.1 The Safer Neighbourhoods Division within ELRS has responsibility for tackling crime, the fear of crime, disorder and anti social behaviour.
- 1.2 The division consists of a number of teams including the Community Safety Unit, Antisocial Behaviour Unit, Emergency Services, CCTV, Parks Constabulary, Security, Neighbourhood Wardens Service and Street Scene Enforcement. Their role is to improve the quality of life for residents, visitors and employees of the Borough of Hammersmith and Fulham by reducing crime and ASB.
- 1.3 It is the Community Safety Unit that has responsibility for Street Population and leads on the commissioning of services for street population including Rough Sleepers, beggars, street drinkers and A8 Nationals engaged in street population activities. This involves using enforcement action against those who are engaged in anti-social and or/criminal behaviour.
- 1.4 The Council's overall vision is set out in its Community Strategy 2007-2014:

“Our vision is to work with partners to create a borough of opportunity for all by putting into place key “building blocks of opportunity,” which will enable all local people to have a real stake in the area and share in its growing prosperity.”

The Council's key priorities are to:

- provide a top quality education for all
- tackle crime and anti-social behaviour
- deliver a cleaner, greener borough
- promote home ownership
- set the framework for a healthy borough
- deliver high quality, value for money public services
- regenerate the most deprived parts of the borough

2. BRIEF OUTLINE OF THE SERVICES

Outreach Service Specification

- 2.1 The Service will provide Rough Sleepers (transient, stock and flow homeless clients) in the borough with a rapid and assertive, needs-led assessment to be completed within 5 working days of the first contact with the service user. This will include locating and accessing suitable accommodation in partnership with PATHS direct placement protocol and where appropriate diverting Rough Sleepers back to their home locations and working with other street users who may not be street homeless including street drinkers and, with police involvement, begging. Targeting 'Hot Spots' and or supporting other agencies in this task will be an integral feature of the Services. The Services aims will be to:
 - 2.1.1 Reduce the number of Rough Sleepers to as close to zero as possible and to work towards ending rough sleeping in the borough.
 - 2.1.2 Minimize street activity such as begging and street drinking
 - 2.1.3 Ensure the delivery of a reliable, innovative service that provides value for money.
 - 2.1.4 Improve the health outcomes of Rough Sleepers.
 - 2.1.5 Ensure that such Services are developed and provided in consultation with the council
 - 2.1.6 Ensure that the provision of the Services meet, to a high standard, the needs of Rough Sleepers from different religious, ethnic and cultural backgrounds; and
 - 2.1.7 Enhance the quality of life for residents of the borough by contributing to tackling associated crime and anti social behaviour.

3. THE ROUGH SLEEPERS

- 3.1 The definition of Rough Sleepers in the context of this service will be men and women with a street-based lifestyle and will include those:
 - 3.1.1 Confirmed as rough sleeping by the Contractor (CHAIN number validated) in the borough and eligible for assistance.
 - 3.1.2 Identified by the Contractor as having housing related support needs.
 - 3.1.3 Assessed as vulnerable such as having mental health needs or substance misuse issues or experiencing difficulty in engaging with services.
 - 3.1.4 In need of support in order to access accommodation and willing to work towards sustaining independence.

Outreach Service Specification

3.1.5 Agreeable to reconnection to their local authority area or place of origin.

4. GENERAL SERVICE SPECIFICATION

- 4.1 This specification is for the delivery of an assertive outreach service for Rough Sleepers in the London Borough of Hammersmith & Fulham. The primary aim of the service is to; 'lift' those identified as vulnerable Rough Sleepers off the boroughs streets through a detailed and rigorous assessment of need and into appropriate housing and treatment options, and to reconnect those who have no connection to the borough back to their area of origin where they have the greatest social capital.
- 4.2 The Council has adopted an assertive outreach model to engage with Rough Sleepers. Assertive outreach means adopting a persistent approach where outreach workers maintain frequent contact with individual Rough Sleepers which is not time limited. The Contractor will be expected to ensure the following:
- 4.2.1 To encourage individual Rough Sleepers who have support needs and are deemed to be vulnerable (i.e. have mental health, physical health and or substance misuse needs), and have a local connection to Hammersmith & Fulham into contact with services;
- 4.2.2 To communicate that rough sleeping, anti-social behaviour and a street based lifestyle is unacceptable to the borough;
- 4.2.3 To reconnect those Rough Sleepers who have no local connection to the area where they have the greatest social capital;
- 4.3 A key element of this approach is the use of enforcement action to encourage engagement with services and to address any associated anti-social behaviour or criminality through the use of tools such as Acceptable Behaviour Agreements and Anti-Social Behaviour Orders etc.

5 OUTCOMES

- 5.1 The key outcomes for this service are to engage with Rough Sleepers through the aforementioned approach to;
- reduce the numbers of stock, flow and transient Rough Sleepers in the borough through successful referrals into accommodation and appropriate services;
 - reconnect those with no local connection back to their area of origin;
 - work towards central government targets of ending rough sleeping and ensuring new Rough Sleepers do not spend a second night rough sleeping.

6 AIMS

Outreach Service Specification

- 6.1 In addition to these outcomes the key aims of the service are to:
- 6.1.1 prevent cycles of repeat homelessness and returns to the street;
 - 6.1.2 identify and protect those at risk of significant harm;
 - 6.1.3 assess and meet the needs of the street homeless;
 - 6.1.4 consult with Rough Sleepers in planning, delivering, and reviewing the services;
 - 6.1.5 ensure that the borough fully explores and develops opportunities for joint working and partnerships for the well-being of Rough Sleepers;
 - 6.1.6 work in partnership with other agencies and the Council to ensure the boroughs streets are safe and clean;
 - 6.1.7 share intelligence on street drug markets;
 - 6.1.8 minimise street drinking and begging;
 - 6.1.9 assist current and future Rough Sleepers;
- 6.2 This Contract is a critical component of the council's strategy for tackling Rough Sleepers and other street activities. The Contractor will need to integrate and work in partnership with a wide range of services that are available for Rough Sleepers and other members of the street population. This will involve working in partnership with all relevant agencies within the voluntary and statutory sector, including Council departments such as Community Services, ELRS, Transport Technical Services (TTS), Adult Social Care (ASC), Housing & Regeneration, Substance Misuse and Offender Care Team (SMOCT), and other statutory providers such as Health, hostel providers, Hammersmith & Fulham Police, Mental Health Teams, drug and alcohol services, local businesses and the community.
- 6.3 It is expected that the Services to which this Specification refers will contribute directly to several of the community strategy objectives listed in 1.4 above, principally; tackling crime and anti-social behaviour; a cleaner, greener borough and delivering high quality, value for money public services.

7 LONDON BOROUGH OF HAMMERSMITH & FULHAM'S JOINT STRATEGIC ASSESSMENT

- 7.1 The Services will also contribute towards meeting the aims and targets of the 2012-15 Joint Strategic Assessment.
- 7.2 The 2012-15 Strategic Assessment is a joint document produced by Community Safety Partners to determine the crime and safety strategic priorities for the next three years. The assessment uses a range of data sources and methodologies to determine strategic priorities by using an evidence based approach. Sitting behind this document are a range of in-depth analytical profiles.
- 7.3 Priorities have been selected by using an evidence based approach. This has included analysis of local and national issues, trends and performance, and public consultations. The crime types that are recommend as priorities for 2012-15 are Residential Burglary, Street Crime, Motor Vehicle Crime (grouped as Serious Acquisitive Crime), Violence (including Domestic

Outreach Service Specification

Violence), and Anti-Social Behaviour. In addition to these crime types, there are a range of 'themes' that have a significant impact on the behaviour of crime in the borough. Drugs & Alcohol, Town Centres, Youths, and Offender Management have been chosen. Dealing with these issues and themes will have an impact on crime, both in the short term, but also for long sustainable reductions. Whilst crime is falling, and the borough is a safer place to live, this isn't always reflected in the public's perception. The inclusion of public reassurance is to ensure that the residents of the borough feel safer, which will increase the quality of life for those that work and live in the borough.

- 7.4 The outreach service will assist in the overall reduction of those persons engaged in associated street culture, and support such persons to desist from anti-social activity in the borough, for example begging and street drinking.

8. CORE REQUIREMENTS

- 8.1 The Contractor will have the capacity to provide an outreach service to Rough Sleepers seven (7) days a week. Accessibility to the outreach service shall be as follows:

8.1.1 Residents: Customer service hotline

8.1.2 Rough Sleepers: Customer service hotline

8.1.3 Council Officers: Named duty officer for core hours as well as customer service hotline.

- 8.2 The Contractor will provide their staff with identification badges to be worn at all times when delivering the service.

9. OUTREACH

- 9.1 The Contractor must provide street-based floating support services delivered by outreach workers who provide one to one ongoing support to individuals who are at risk to, or experiencing homelessness in the borough.

- 9.2 The Contractor will offer a range of support options within this service. This will include:

9.2.1 One to one ongoing support offered at drop-in surgeries, local offices or hubs.

9.2.2 Peer support, befriending, mentoring and/or the use of other volunteering approaches. This could provide opportunities for people who may have used housing related support services, including those with substance use or offending backgrounds.

9.2.3 Other creative and innovative ways to meet the identified needs. This could include providing services directly; arranging or subcontracting services with other agencies or buying resources (including goods) for individuals or groups. It may also involve group work or the use of technology.

10. MENTAL HEALTH OUTREACH

- 10.1 A key element of the delivery of the service is to work in partnership with Mental Health teams and practitioners. The aim is that outreach workers are part of a multi-disciplinary team which can benefit from shared knowledge and intelligence in relation to working with people on the streets who have complex needs.
- 10.2 The contractor must provide specialist dual diagnosis and mental health input that would benefit clients and services in reducing rough sleeping. This need not be an in-house provision.
- 10.3 The service will be expected to work with rough sleepers, street users and those identified through the Tasking & Targeting meeting as being close to being street homeless in Hammersmith & Fulham. Further to this, clients will be those who are not currently accessing mental health services but are identified and potentially suffering from mental illness, personality disorder, trauma and/or psychological distress and may also be using drugs and/or alcohol.
- 10.4 The contractor will be expected to enable as many visits/meetings as necessary to provide a comprehensive assessment of the client, detailing medical diagnosis and other identified support needs. Responsibility for support provision and progression will remain with the referring agency.

11. SUBSTANCE MISUSE OUTREACH

- 11.1 A key element of the delivery of the service is to work in partnership with SMOCT and its local treatment providers. The aim is that outreach workers are part of a multi-disciplinary team which can benefit from shared knowledge and intelligence in relation to working with people on the streets who are substance misusers. This work will encourage stabilisation to support the change from a street-based lifestyle and chaotic substance misuse. The work will also help to reduce substance misuse related deaths. Outreach workers will work with the treatment providers and other partners to:
 - 11.1.1 Ensure that all identified individuals are referred into the relevant substance misuse providers within 24 hours.
 - 11.1.2 Ensure that all identified individuals are re-engaged with treatment services if they have “dropped out”
 - 11.1.3 Ensure that substance misusers are escorted to appointments at treatment/support services
 - 11.1.4 Deliver harm reduction messages to substance misusers to reduce the risk of substance misuse related illnesses and deaths.
 - 11.1.5 Deliver motivational brief interventions to engender behaviour change to reduce the risk of substance misuse related illnesses and deaths
 - 11.1.6 Work within the outreach team to deliver the most appropriate interventions that will achieve the best outcome for the individual and the community.

Outreach Service Specification

- 11.2 Outreach officers will participate in partnership meetings within the SMOCT, with Criminal Justice agencies and the Street Population partnership.

12. RECONNECTION (NO RECOURSE TO PUBLIC FUNDS)

- 12.1 The Contractor must provide a dedicated Polish-speaking outreach worker, whose role is to target Central and Eastern European (CEE) clients in need of support within the borough. Outreach workers will work with providers and partners (UKBA and police) to:

12.1.1 Establish a profile and understanding of CEE street populations in H&F.

12.1.2 Identify and engage with CEE street populations in H&F.

12.1.3 Develop a Personal Resettlement Plan (PRP) for each eligible CEE service user identified by the Contractor.

12.1.4 Work with and link CEEs without likelihood of securing work in the UK and refer into appropriate Social Inclusion Programmes in their country of origin.

12.1.5 Develop a partnership with relevant agencies to support agreed objectives and undertake enforcement action if objectives are not met.

13. ACCOMMODATION

- 13.1 The Contractor will have the capacity and commitment to provide cold weather shelter over night when the Met Office forecasts severe weather in London in order to provide refuge for those assessed as vulnerable who would otherwise be sleeping on the streets of the borough. Severe weather is defined as a forecast of 0c or under for three consecutive nights.
- 13.2 The Contractor must refer clients to the No Second Night Out Hub (NSNO), meeting those associated targets set by the GLA.
- 13.3 The Contractor must ensure that service users (rough sleepers) are supported from the transition from street to home, the outreach service will need to continue their engagement with the Rough Sleepers after they have moved in to hostels, by assisting in the transition from a street lifestyle into a more settled way of life. They will also assist in reducing abandonments, exclusions etc. by continuing to work with Rough Sleepers if they return to the street by engaging with them to bring them back into hostels.

14. PARTNERSHIP WORKING

- 14.1 The Contractor must work in partnership with departments and service providers within the borough including, Community Safety, Substance Misuse Treatment Providers, Integrated Offender Management services, PATHS

Outreach Service Specification

(Placement and Assessment Team for Homeless Singles), Housing Options, Safer Neighbourhoods Division, Police Safer Neighbourhood Teams, UK Border Agency, and with appropriate providers in the voluntary sector including hostel providers. Facilitation of Tasking and Targeting group and any other relevant meetings from time to time will be required.

- 14.2 The Contractor will comply with the Antisocial Behaviour Legislation which outlines how agencies respond to clients within the enforcement model.
- 14.3 The Contractor will be responsible for the facilitation of H&F Tasking and Targeting meetings

15. PROVISION OF TELEPHONE LINE

- 15.1 The Contractor must provide a customer hotline where residents, practitioners and Rough Sleepers can refer/self refer to outreach services.
- 15.2 The Contractor must provide access to an 18 hour telephone line which will cover the hours of the current shift patterns 6.00 am – 12.00 am, seven days a week. This could be provided by diverting the day-time number to a mobile telephone. The contractor shall ensure access to the number will be given to the local community and the various partnerships to enable partners and members of the community to report their concerns about Rough Sleepers. The contractor will be expected to respond promptly and proactively to reports of rough sleeping and other street-based activities, causing concern. The Contractor will be responsible for paying the utility bill of this telephone line.
- 15.2 The Contractor shall be accessible during office hours (9.00 am – 5.00 p.m. Mondays – Fridays). A duty officer must be available by telephone to the borough between 6.00 am and 12.00 am, seven days a week.

16. SERIOUS ILLNESS DEATH OF A ROUGH SLEEPER/STREET USER

- 16.1 Any incidence of serious illness, injury, or death of any Rough Sleeper must be notified to the borough's Community Safety Unit immediately both verbally and in writing within 12 hours of the Contractor becoming aware of the incident. An investigation procedure will be implemented. It is also the contractor's responsibility to inform SMOCT of any drug or alcohol related street deaths.

17. ACCESS TO AND SHARING INFORMATION

- 17.1 The Contractor will recognise the need for confidentiality within the context of a clear operational confidentiality policy having regard to the Data Protection Act 1998, the Human Rights Act 1998, and any information sharing agreements that the borough may expect the Contractor to enter into from time to time.

Outreach Service Specification

17.2 The Contractor will be required to enter into an information sharing partnership with the borough, Communities and Local Government, Hammersmith & Fulham Police, Health Services and voluntary agencies.

18. CARE PRINCIPLES APPLICABLE TO THE SERVICES

18.1 The Contractor shall demonstrate through its Tenderers Proposal , policies and care practices its commitment to and ability to meet the following minimum requirements:

18.1.1 Rough Sleepers should be treated as individuals and their dignity, independence and social inclusion should be promoted

18.1.2 Rough Sleepers' gender, sexual orientation, age, ability, race, religion, culture should be acknowledged and respected

18.1.3 Rough Sleepers should be given the maximum possible choice of Services within the resources available to meet their needs

18.1.4 Rough Sleepers are entitled to confidentiality within the context of a clear operational confidentiality policy and compliance by the Contractor with the information sharing partnership (3.12 above)

18.1.5 Consideration to be given to residents, visitors and the business community in the borough so that distress caused by anti-social behaviour and the impact on quality of life issues is minimised by clear 'good neighbour' protocols and actions.

19. ENFORCEMENT ACTION

19.1 The Contractor as appropriate and in agreement with the Council's authorised officer(s) (Community Safety Manager, Community Safety Commissioning & Performance Officer) shall use any enforcement action deemed necessary and proportionate to modify any behaviour from Rough Sleepers that causes alarm, harassment or distress to other Rough Sleepers, members of the outreach team or members of the community.

The Contractor shall:

19.1.1 Respond to the changing needs of the street culture and reduce the number of Rough Sleepers by diversion (diverting Rough Sleepers back to supportive networks so that returns to the borough are minimized) or accommodation. This will involve working in partnership with Hammersmith & Fulham Police, UK Boarder Agency (including joint patrolling on a regular basis) and accommodation providers

19.1.2 Ensure that assessments are undertaken and completed within the time scale set out in 2.1 above, leading to referrals to other accommodation, where appropriate of a specialist nature, but still

Outreach Service Specification

maintaining a focus on prevention of and diversion from rough sleeping.

- 19.2 Assist the police and other agencies to manage concentrations of Rough Sleepers.
- 19.3 Work closely with and refer Rough Sleepers, as appropriate, to substance misuse services, SMOCT, Housing Options and PATHS etc.
- 19.4 Work in partnership with other key homelessness agencies operating in the borough and in the adjacent boroughs of London (i.e. RBKC, LB Ealing, LB Hounslow, LB Brent) both voluntary and statutory.
- 19.5 Access temporary accommodation and treatment services for Rough Sleepers, prioritising as required.
- 19.6 Liaise with hostel providers and tenancy sustainment teams to ensure that Rough Sleepers move into permanent accommodation, have continuity of care, and that any breakdowns in a tenancy leading to a resumption in rough sleeping are quickly resolved.
- 19.7 Deal with new arrivals (transient clients and those new to rough sleeping) in the borough in a manner that prevents the borough becoming a magnet for Rough Sleepers and introduce a 'Diversion Protocol' with key local and national agencies.
- 19.8 Manage the rapid completion of needs led assessments ensuring completion within the time scale set out in 2.1 above and ensuring that Rough Sleepers who continue to access the Outreach Team have a care plan, preferably agreed by the Rough Sleeper, with an exit strategy in place with the emphasis on diversion
- 19.9 Facilitate multi agency 'Street Population Targeting and Tasking' meetings which will set monthly tasks and targets in relation to rough sleepers, beggars and street drinkers

20. STREET COUNTS

- 20.1 The Contractor must establish the numbers and identities of long term/vulnerable Rough Sleepers within the borough by undertaking annual street counts and provide this information to the Department of Communities & Local Government (DCLG). For the purpose of this Specification a full count is defined as a street count conforming to DCLG guidelines. Following the conclusion of all counts the contractor, at their expense, is to provide taxis home for all counters and verifiers

21. MINIMISING RISK

Outreach Service Specification

- 21.1 The Services must be provided in such a way as to minimize the risk of injury or harm to the Rough Sleepers and to protect their health and well being of the local community.
- 21.2 Thorough risk assessments must be carried out to ensure regular monitoring of the mental health and physical well being of the Rough Sleepers.
- 21.3 Identified risk should where appropriate be minimised by working closely with the borough's Safer Neighborhood Teams, and other agencies as appropriate.

22. CARE OF ROUGH SLEEPERS

- 22.1 The Contractor must ensure that the Services to any Rough Sleeper:
 - 22.1.1 Provide a needs-led service promoting maximum independence for Rough Sleepers while respecting their individual dignity and privacy
 - 22.1.2 Take into consideration the difficulties that Rough Sleepers may have in articulating their needs and expectations
 - 22.1.3 Allow each Rough Sleeper to have access to an appropriate range of health care facilities as specified in their Personal Resettlement Plan.

23. REFERRALS

- 23.1 The Contractor will assess Rough Sleepers to determine their level of need and eligibility for services provided either within the borough or in other London boroughs.
- 23.2 The Contractor shall ensure that arrangements for placement/diversion shall be implemented as soon as possible. Rough Sleepers should not be left to wait on the streets for a preferred vacancy.
- 23.3 In the unlikely event of a Rough Sleeper having to remain on the street for an appropriate placement or diversion, the Council's authorised officer(s) must be provided with weekly reports detailing the case. Anyone sleeping rough and refusing to engage with service provision should have an action plan in place which is reviewed by the Contractor weekly.

24. PERSONAL SUPPORT PLAN (PSP)

- 24.1 The service standards applicable to each Rough Sleeper will be contained in their PSP for which the Contractor is responsible. The Contractor shall arrange for a PSP to be written within 14 days of the Rough Sleeper's contact with the outreach team.
- 24.2 Each individual Rough Sleeper will have a named Outreach worker who is responsible for the PSP to ensure continuity and effective case co-ordination.

Outreach Service Specification

- 24.3 The PSP will be subject to regular review by the Rough Sleeper, the Contractor, the Council's authorised officer(s) and any other relevant parties at regular intervals to ensure key outcomes are being met. In any event these intervals are to be not less than every four weeks for the first six months and thereafter every three months.

25. QUALITY

25.1 SERVICE OUTCOMES

The Contractor shall:

25.1.1 Endeavour to provide a safe environment for Staff and Rough Sleepers and have regard for local businesses and residents.

25.1.2 Ensure that at all times it has adequate numbers of employees capable and qualified to provide the Service under this agreement.

25.1.3 Provide access off the streets to a range of services, activities, and facilities which enable all Rough Sleepers to have the opportunity to develop their life skills and abilities, as far as possible, and to realise new abilities and skills in accordance with their potential, leading to accommodation off the streets.

25.1.4 Endeavour to achieve the aims and objectives of each PSP in accordance with the plans described in that plan.

25.1.5 Contribute to the development of effective multi-agency working and partnerships ensuring a well co-ordinated and joined-up response with a consistent message. This will include abiding by any partnership protocols that have been established, and cooperating in any future development of protocols when identified.

25.1.6 Assist in the development of a tracking system to enable the monitoring of rough sleepers through services in partnership with the council and other key partners.

25.2 THE QUALITY SYSTEM

25.2.2 The Contractor, prior to the commencement date of the Contract, shall implement a reliable, internal quality assurance system ("The Quality System") which covers matters including standard setting, monitoring, management of the Services and periodic performance review. The Quality System must be approved by the council.

25.2.3 The Contractor will co-operate with the council in any quality improvement initiatives or similar projects from time to time.

26. IT REQUIREMENTS AND VERIFICATION

Outreach Service Specification

- 26.1 The Contractor shall undertake street based verification of Rough Sleepers in order to verify circumstances and allow access to Clearing House resources.
- 26.2 The Contractor shall record daily outcomes for verified Rough Sleepers on 'CHAIN' - the internet database funded by Central Government to hold information on verified Rough Sleepers in London and the services that they access.
- 26.3 The Contractor will cooperate with the council's authorised officer(s) in agreeing what information should be held on service users to support service delivery and assist in the exchange of information.

27. MONITORING PROCEDURES

- 27.1 The monitoring arrangements will be subject to negotiation between the council and the Contractor prior to the commencement date of the Contract. Formal monitoring meetings will take place on no less than a quarterly basis with monthly meetings in-between. There will be an Annual Contract Review meeting.
- 27.2 The Council's authorised officer(s) will be responsible for monitoring the Contractor's performance in meeting the requirements of this Specification. The Contractor will allow the Community Safety Unit, and any other persons authorised by H&F in writing, to inspect all records and take copies when required pertaining to service delivery, financial transactions and complaints. The Contractor will also participate in discussions and offer explanations when requested on any issues arising from the monitoring process.
- 27.3 Of particular importance in the monitoring process will be the Contractor's performance in relation to:
 - 27.3.1 Quality
 - 27.3.2 Service objectives (reducing the number of Rough Sleepers and minimising related street activity)
 - 27.3.3 Service outcomes including diversions and moves into accommodation
- 27.4 The Contractor will be required to submit monthly returns to the boroughs Community Safety Unit in the format detailed in Appendix 1 and count return forms.

28. FINANCIAL MONITORING PROCEDURES

- 28.1 The Contractor will submit quarterly invoices to the Council in addition to quarterly key statistics (detailed in Appendix 1). Invoices should be sent with and e-mailed report containing the following information:
 - Period that the invoice relates to
 - Number of staff hours worked

Outreach Service Specification

- Number of clients seen in the period with indications of their packages of care
- Outreach activity for the period relating to H&F

28.2 H&F will pay the amount invoiced for the delivery of the service within thirty (30) days of receipt

29. EQUALITIES ACT 2010

29.1 The Contractor will ensure that it fully identifies and considers the needs of black, Asian and minority ethnic Rough Sleepers when planning and delivering the Services.

29.2 The Contractor will monitor the Services to identify any gaps in its delivery to black and ethnic minority Rough Sleepers.

29.3 The Contractor will consult and work in partnership with the borough and relevant black and ethnic minority community groups, in order to develop its policies and practices with equality implications for the project's Rough Sleepers.

29.4 The Contractor will work in partnership with relevant black and ethnic minority voluntary sector organisations on good practice in employment and delivery of the Services.

30. EQUAL OPPORTUNITIES

30.1 The Contractor will ensure ensure that the provision of the Service meets, to a high standard, the needs of Service Users from different religious, ethnic and cultural backgrounds including the gender, sexual orientation, disability, age, and transgendered service users.

APPENDIX 1

**HAMMERSMITH & FULHAM ROUGH SLEEPERS
QUARTERLY KEY STATISTICS**

Key statistics for the Quarter: _____ to _____

	Male	Female	Total
Total Number of Assessments			
Completed within 24 hours of accessing service			
Completed after 24 hours of accessing service			
Total Number of Individuals Met.			
Booked into rolling shelters			
Booked into hostels			
Booked into permanent accommodation			
Booked into private rented			
Booked into B&B			
Accepted by HPU			
Total Number of Referrals to Accommodation			
Total referred to NSNO			
Total health/specialist interventions			
Referred to 229 King St			
Registered with GP			
Hospital treatment received			
Primary care treatment received			
Accessed treatment programme			
Sectioned under Mental Health Act			
Referred to Day Centre			
Total Number of Abandonments, Exclusions and Evictions from 229 King St			
Abandonments			
Exclusions			
Evictions			
Total Number of People who Left H&F			
Returned to home area			
Returned to family			
Moved to other area for work			
Moved to other area for accommodation			
Refused services and not seen since			
Other			
Total Diversionary Outcomes			
Returned home with assistance			
Left the borough with assistance			
Other			
Failed Diversions			
Returned within 2 weeks			
3 to 6 weeks			

Outreach Service Specification

6 Weeks or more			
Total Exclusions from Services			
Full			
Partial			
other			

Street Count Figures

1 st Quarter =	Reduction by Quarter =	%
2 nd Quarter =	Reduction by Quarter =	%
3 rd Quarter =	Reduction by Quarter =	%
4 th Quarter =	Reduction by Quarter =	%

Target List Outcomes (Hot Spots) Agreed at Targeting & Tasking Meetings

The people on the target list are those assessed as the most vulnerable, long-term or, the most difficult to work with.

Number of people on target list

1 st Quarter =	Positive outcomes =	%
2 nd Quarter =	Positive outcomes =	%
3 rd Quarter =	Positive outcomes =	%
4 th Quarter =	Positive outcomes =	%

ACRONYM GLOSSARY

ABA	Acceptable Behaviour Agreement
ASB	Anti Social behaviour
ASBO	Anti Social Behaviour Order
ASBU	Anti Social Behaviour Unit
ASC	Adult Social Care
A8	Refers to the eight former Eastern Bloc countries granted accession to the European Union in 2004
A10	Refers to all countries granted accession to the European Union including Bulgaria and Romania in 2007
CEE	Central & Eastern European
CHAIN	Combined Homelessness And Information Network
DCLG	Department of Communities & Local Government
ELRS	Environment, Leisure & Residents Services
GLA	Greater London Authority
LAA	Local Area Agreements
NSNO	No Second Night Out
PATHS	Placement and Assessment Team for Homeless Singles
PCT	Primary Care Trust
PRP	Personal Resettlement Plan
PSP	Personal Support Plan
SMOCT	Substance Misuse and Offender Care Team
SNT	Safer Neighbourhood Team
TTS	Transport & Technical Services
UKBA	United Kingdom Border Agency
WLMHT	West London Mental Health Team

CHAIN Annual Report



HAMMERSMITH & FULHAM

1st April 2013 - 31st March 2014



St Mungo's
Broadway

Rebuilding lives, day by day

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1. INTRODUCTION

This report presents information about people seen rough sleeping by outreach teams in Hammersmith & Fulham between April 2013 and March 2014. Information in the report is derived from the Combined Homelessness and Information Network (CHAIN), a multi-agency database recording information about rough sleepers and the wider street population in London. CHAIN, which is commissioned and funded by the Greater London Authority (GLA) and managed by St Mungo's Broadway, represents the UK's most detailed and comprehensive source of information about rough sleeping.

The final section of the report presents information about people arriving at or departing from temporary accommodation for rough sleepers in Hammersmith & Fulham. People included in this section will have been seen rough sleeping at some point in their history, but not necessarily during 2013/14.

Percentage figures in this report

Please note that, in most cases, percentage figures given in this report are rounded up or down to the nearest whole number. In some cases this may mean that individual figures in tables and charts do not add up to a combined total of 100%.

Glossary of acronyms used in this report

ASB: Anti-Social Behaviour

Defined in the Crime and Disorder Act (1998) as acting 'in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator.'

CEE: Central and Eastern European

Used to denote the ten A8 and A2 European Union accession countries (Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia and Slovenia).

CHAIN: Combined Homelessness and Information Network

A multi-agency database recording information about rough sleepers and the wider street population in London, commissioned and funded by the GLA and managed by St Mungo's Broadway.

EEA: European Economic Area

The 28 countries of the European Union (EU), plus a further three countries that are part of the EU's single market (Iceland, Liechtenstein and Norway). Common usage generally also includes Switzerland, whose citizens have the same rights to live and work in the UK as other EEA nationals.

GLA: Greater London Authority

The top-tier administrative body for Greater London, consisting of a directly elected executive Mayor of London, and an elected 25-member London Assembly.

NLOS: No Living on the Streets

A GLA commissioned assessment and reconnection project for longer term or entrenched rough sleepers.

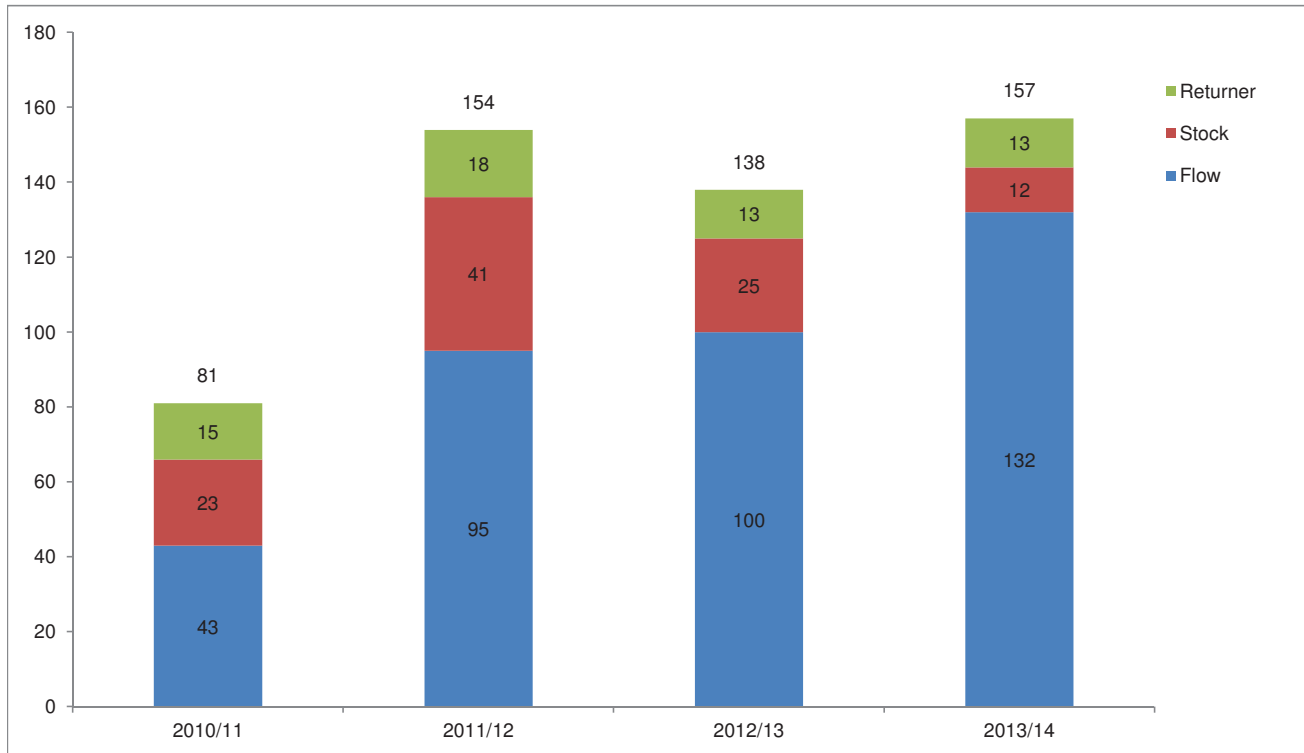
NSNO: No Second Night Out

A GLA commissioned assessment and reconnection project for new rough sleepers. The term is also used in other contexts to refer to a wider strategy to end rough sleeping, both in London and nationwide.

2. ROUGH SLEEPER POPULATION ANALYSIS

2.1 Number of people seen rough sleeping: Flow, stock, returner model

People seen rough sleeping in the year, by the flow, stock and returner model.



2010/11 base: 81
2011/12 base: 154
2012/13 base: 138
2013/14 base: 157

The flow, stock and returner model categorises people seen rough sleeping in the year according to whether they have also been seen rough sleeping in previous periods:

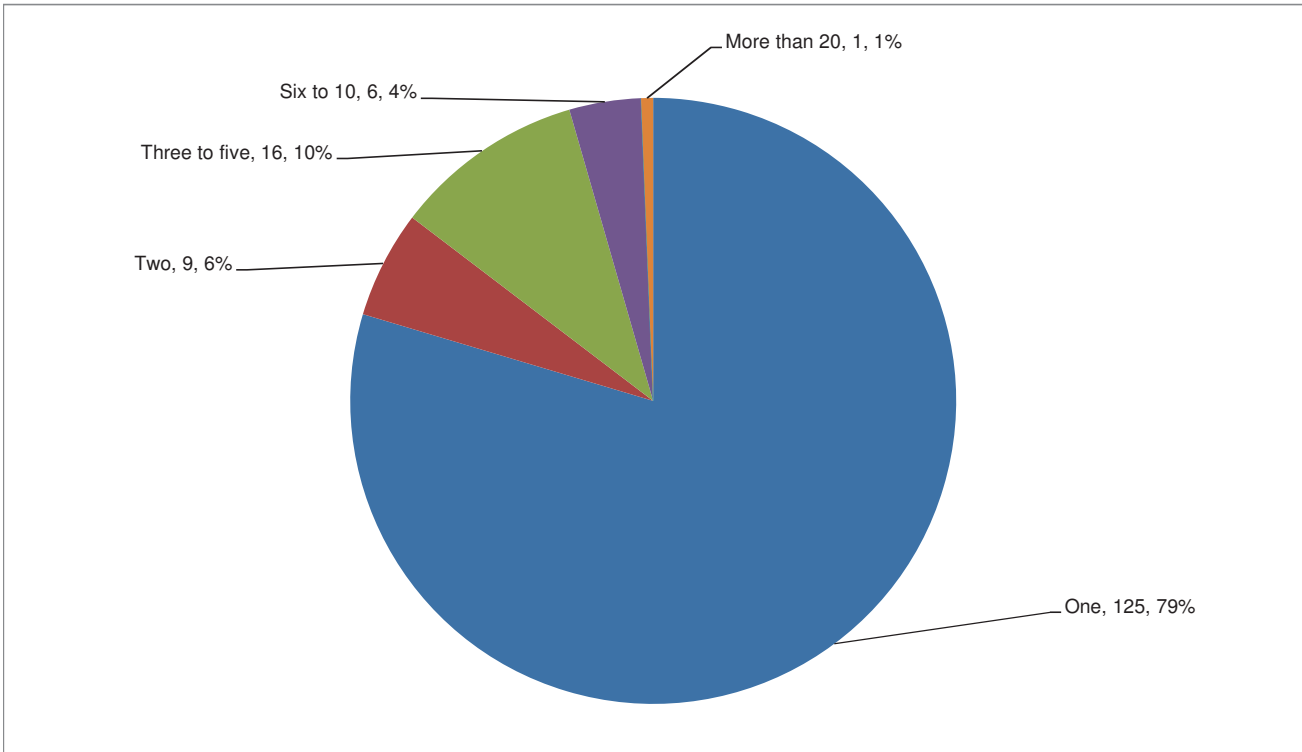
Category	Description
Flow	People who had never been seen rough sleeping prior to 2013/14 (i.e. new rough sleepers).
Stock	People who were also seen rough sleeping in 2012/13 (i.e. those seen across a minimum of two consecutive years).
Returner	People who were first seen rough sleeping prior to 2012/13, but were not seen during 2012/13 (i.e. those who have had a gap in their rough sleeping histories).

157 people were seen rough sleeping in the borough in 2013/14. This represents a 14% increase when compared to 2012/13.

84% of people seen rough sleeping in the borough during the year were new rough sleepers (flow), while 8% fell into the stock category, and 8% were returners.

2.2 Number of times seen rough sleeping

People seen rough sleeping in the year, by number of times seen rough sleeping.



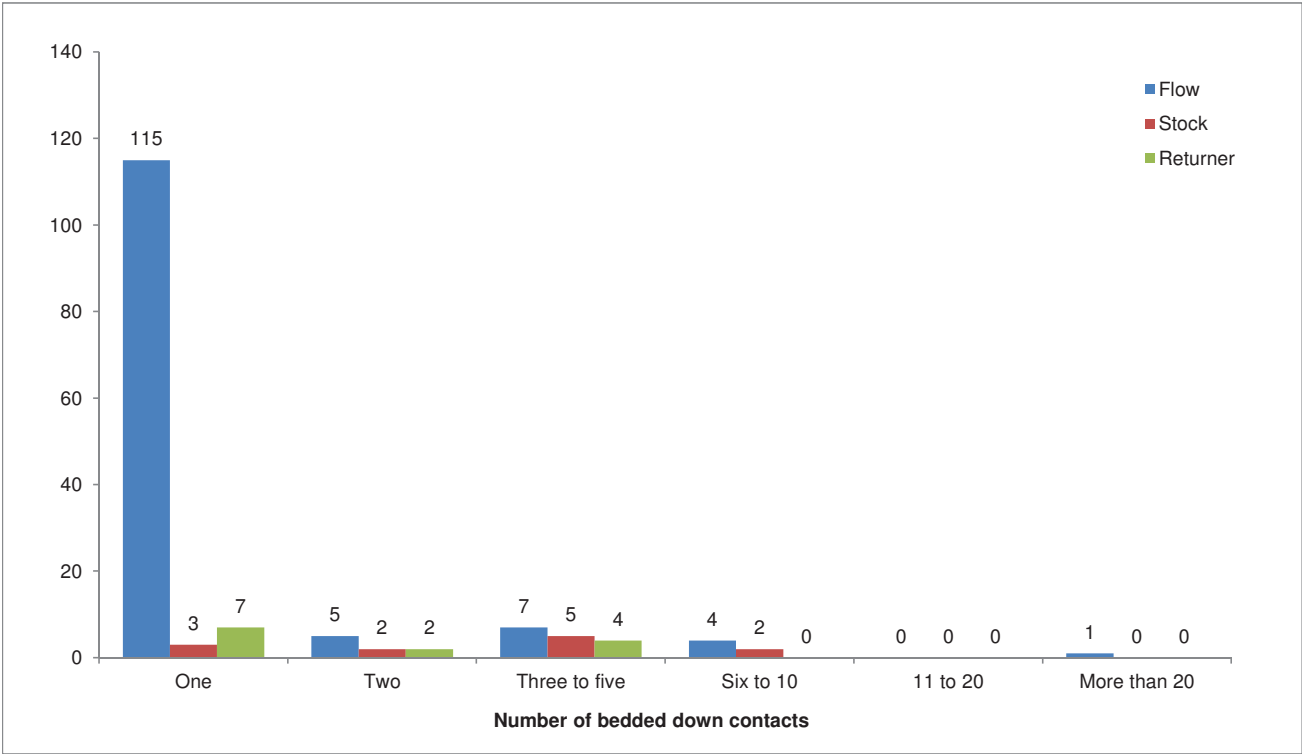
Base: 157

125 (80%) people were seen rough sleeping only once in 2013/14, this compares to 107 (78%) seen rough sleeping only once in 2012/13.

87% of people seen rough sleeping in the borough during 2013/14 who were new to the streets did not spend a second night on the streets during the year.

2.3 Rough sleeping volume: Flow, stock, returner model

People seen rough sleeping in the year, by flow, stock, returner model, and number of times seen rough sleeping.



Base (Flow): 132
Base (Stock): 12
Base (Returner): 13

2.4 New rough sleepers (flow): History prior to rough sleeping

People seen rough sleeping for the first time ever in 2013/14, by history prior to first being seen rough sleeping.

The table below details what kind of accommodation new rough sleepers were living in as their last longer term or settled base prior to first being seen rough sleeping.

Last settled base	No.	%
Long term accommodation		
Private rented accommodation	41	33%
LA accommodation	13	11%
Owner occupied	2	2%
Tied accommodation	1	1%
<i>Long term accommodation subtotal</i>	<i>57</i>	<i>46%</i>
Short or medium term accommodation		
Hostel	9	7%
Temporary accommodation (LA)	0	0%
Temporary accommodation (non-LA)	2	2%
Asylum support accommodation	2	2%
<i>Short or medium term accommodation subtotal</i>	<i>13</i>	<i>11%</i>
Institution		
Prison	6	5%
Hospital	1	1%
<i>Institution subtotal</i>	<i>7</i>	<i>6%</i>
Inappropriately accommodated		
Squat	1	1%
Outhouse	0	0%
<i>Inappropriately accommodated subtotal</i>	<i>1</i>	<i>1%</i>
Other	45	37%
Not recorded	9	
Total (excl. not recorded)	123	100%
Total	132	

Note: Total excluding not recorded is used as the base for percentages.

The table below details new rough sleepers' status at their last settled base, where the last settled base was not of an institutional or inappropriate nature.

Status at last settled base*	No.	%
Tenant	36	46%
Informal arrangement	18	23%
Parental home	13	17%
Living with partner	11	14%
Owner	0	0%
Not recorded/applicable	26	
Total (excl. not recorded/applicable)	78	100%
Total	104	

*Applies to people whose last settled base was local authority accommodation, temporary accommodation, owner occupied accommodation, private rented accommodation, tied accommodation, and in some cases where "other" has been specified.

Note: Total excluding not recorded/applicable is used as the base for percentages.

The table below gives a breakdown of new rough sleepers' reasons for leaving their last longer term or settled base prior to first being seen rough sleeping.

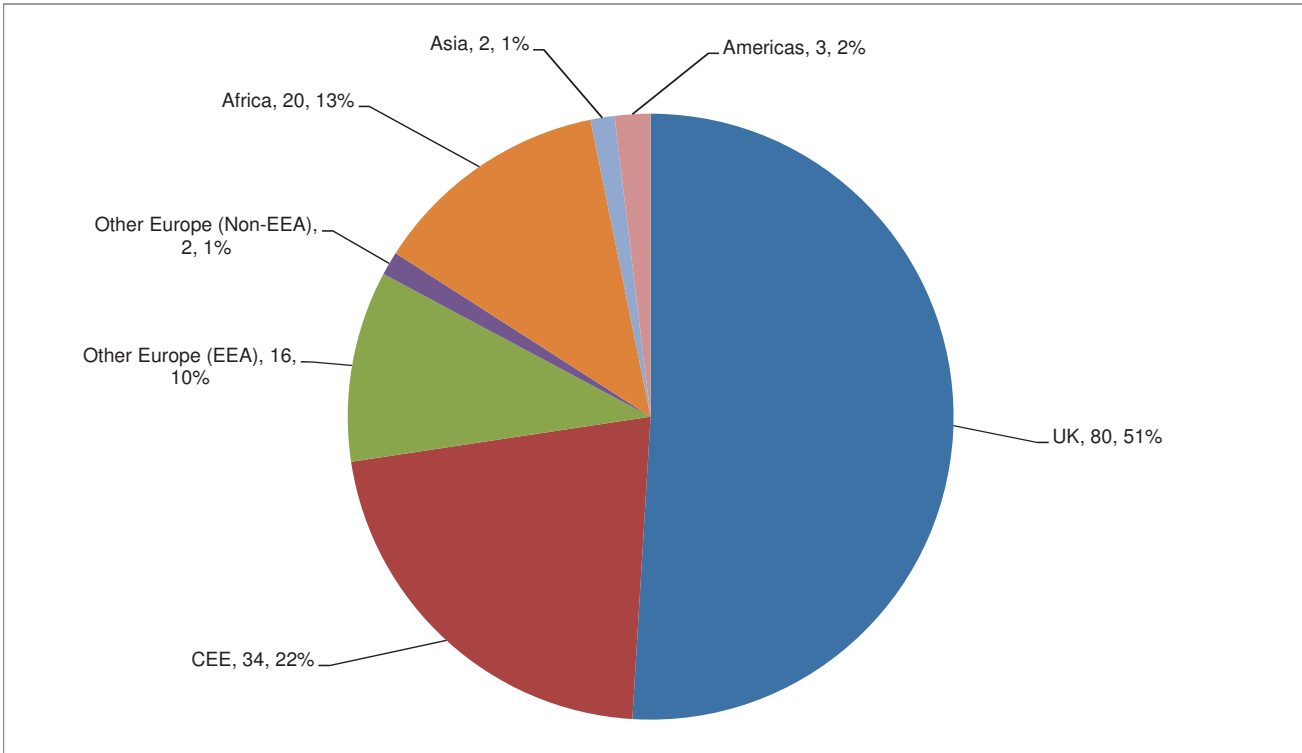
Reason for leaving last settled base	No.	%
Asked to leave or evicted		
Asked to leave	15	12.6%
Evicted - arrears	10	8.4%
Evicted - ASB	3	2.5%
Evicted - other	7	5.9%
<i>Asked to leave or evicted subtotal</i>	<i>35</i>	<i>29.4%</i>
Employment and education		
Financial problems - loss of job	10	8.4%
Seeking work - from outside UK	6	5.0%
Seeking work - from within UK	2	1.7%
Seeking work - origin not recorded	0	0.0%
Study	0	0.0%
<i>Employment and education subtotal</i>	<i>18</i>	<i>15.1%</i>
Relationships		
Relationship breakdown	17	14.3%
Bereavement	1	0.8%
Move nearer family/community	1	0.8%
<i>Relationships subtotal</i>	<i>19</i>	<i>16.0%</i>
Financial		
Financial problems - debt	1	0.8%
Financial problems - housing benefit	3	2.5%
Financial problems - other	3	2.5%
<i>Financial subtotal</i>	<i>7</i>	<i>5.9%</i>
End of stay in short or medium term accommodation		
End of stay - asylum accommodation	2	1.7%
End of stay - hostel	0	0.0%
Evicted - given non priority decision	0	0.0%
End of stay - other	4	3.4%
<i>End of stay in short or medium term accommodation subtotal</i>	<i>6</i>	<i>5.0%</i>
Victim of violence, harassment or abuse		
Domestic violence - victim	3	2.5%
Harassment/abuse/violence - gang	1	0.8%
Harassment/abuse/violence - homophobic	0	0.0%
Harassment/abuse/violence - racial	0	0.0%
Tenancy hijack	0	0.0%
Harassment/abuse/violence - other	2	1.7%
<i>Victim of violence, harassment or abuse subtotal</i>	<i>6</i>	<i>5.0%</i>
End of stay in institution		
End of stay - prison	7	5.9%
End of stay - hospital	1	0.8%
<i>End of stay in institution subtotal</i>	<i>8</i>	<i>6.7%</i>
Housing conditions		
Housing conditions	2	1.7%
Perpetrator of violence, harassment or abuse		
Domestic violence - perpetrator	0	0.0%
Transient		
Transient/travelling around	0	0.0%
Other		
Other	18	15.1%
Not recorded	13	
Total (excl. not recorded)	119	100%
Total	132	

Note: Total excluding not recorded is used as the base for percentages.

3. DEMOGRAPHICS & SUPPORT NEEDS

3.1 Nationality: Overall composition

People seen rough sleeping in the year, by nationality.



Base: 157 people seen rough sleeping in the year whose nationality was known.

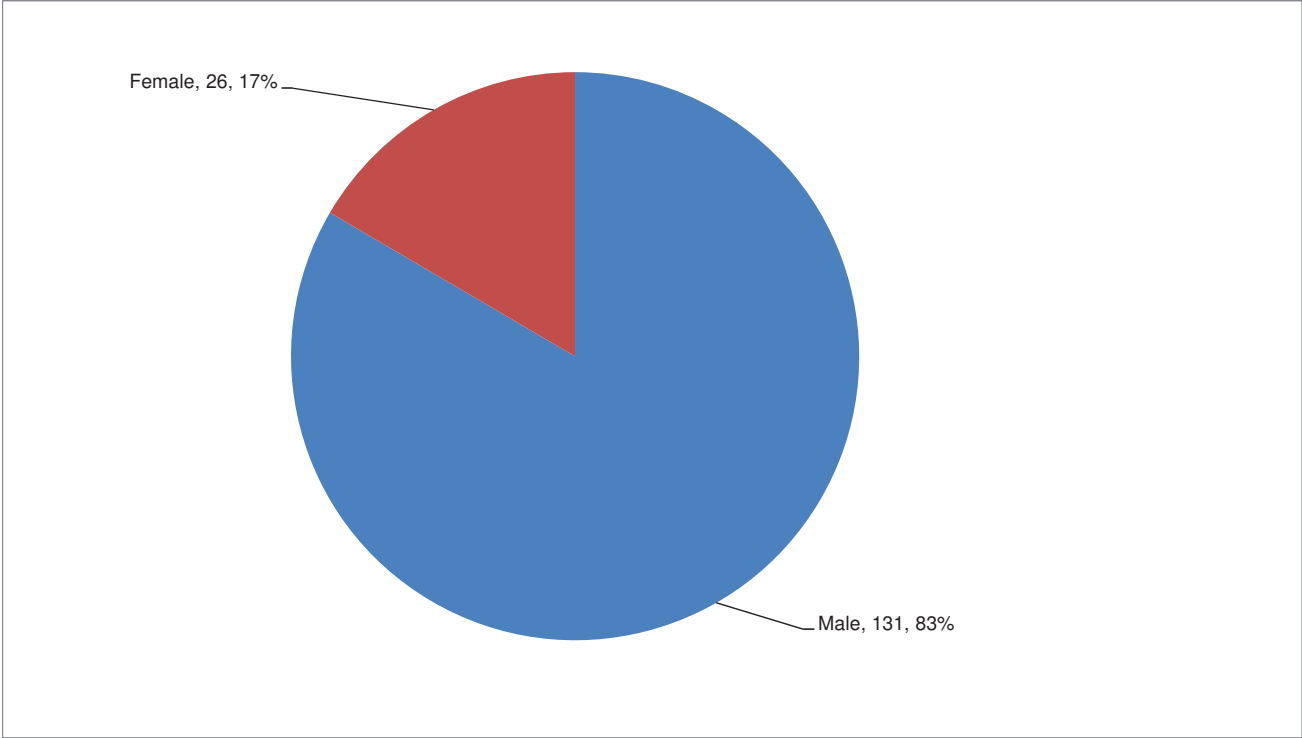
3.2 Nationality: Flow, stock, returner model

Nationality	Flow	Stock	Returner	Total	
	No.	No.	No.	No.	%
UK	72	4	4	80	51.0%
Bulgaria	0	2	0	2	1.3%
Czech Republic	3	0	0	3	1.9%
Estonia	0	0	0	0	0.0%
Hungary	0	0	0	0	0.0%
Latvia	0	0	0	0	0.0%
Lithuania	2	0	1	3	1.9%
Poland	16	2	1	19	12.1%
Romania	6	1	0	7	4.5%
Slovakia	0	0	0	0	0.0%
Slovenia	0	0	0	0	0.0%
<i>CEE subtotal</i>	<i>27</i>	<i>5</i>	<i>2</i>	<i>34</i>	<i>21.7%</i>
France	6	0	0	6	3.8%
Ireland (Republic of)	3	2	2	7	4.5%
Italy	0	0	0	0	0.0%
Portugal	1	0	0	1	0.6%
Spain	0	0	1	1	0.6%
Other European (EEA) countries	1	0	0	1	0.6%
<i>Other Europe (EEA) subtotal</i>	<i>11</i>	<i>2</i>	<i>3</i>	<i>16</i>	<i>10.2%</i>
Other Europe (Non-EEA)	2	0	0	2	1.3%
Other Europe (Not known)	0	0	0	0	0.0%
Eritrea	8	0	3	11	7.0%
Somalia	3	0	1	4	2.5%
Other African countries	5	0	0	5	3.2%
<i>Africa subtotal</i>	<i>16</i>	<i>0</i>	<i>4</i>	<i>20</i>	<i>12.7%</i>
India	0	0	0	0	0.0%
Iran	1	0	0	1	0.6%
Other Asian countries	0	1	0	1	0.6%
<i>Asia subtotal</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>2</i>	<i>1.3%</i>
Americas	3	0	0	3	1.9%
Australasia	0	0	0	0	0.0%
Not known	0	0	0	0	0.0%
Total (incl. Not known)	132	12	13	157	
Total (excl. Not known)	132	12	13	157	100.0%

Note: Total excluding not known is used as base for percentages.

3.3 Gender

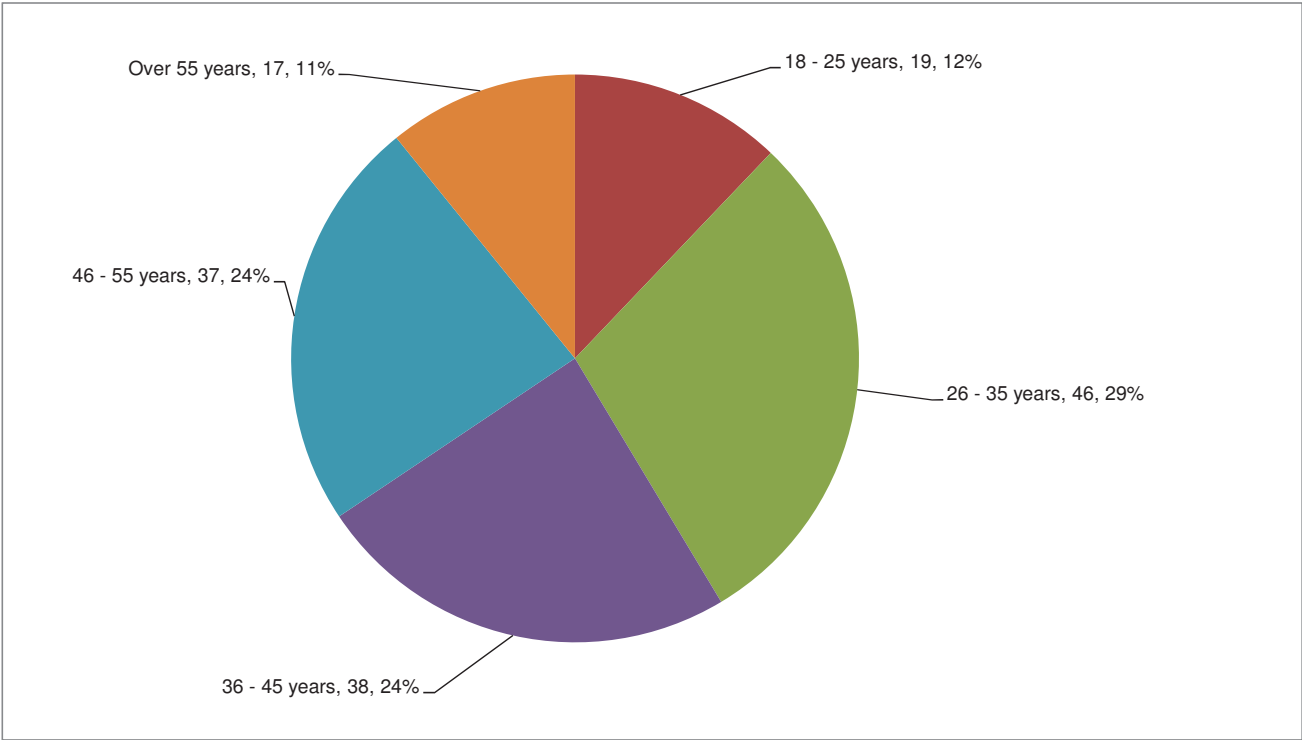
People seen rough sleeping in the year, by gender.



Base: 157

3.4 Age

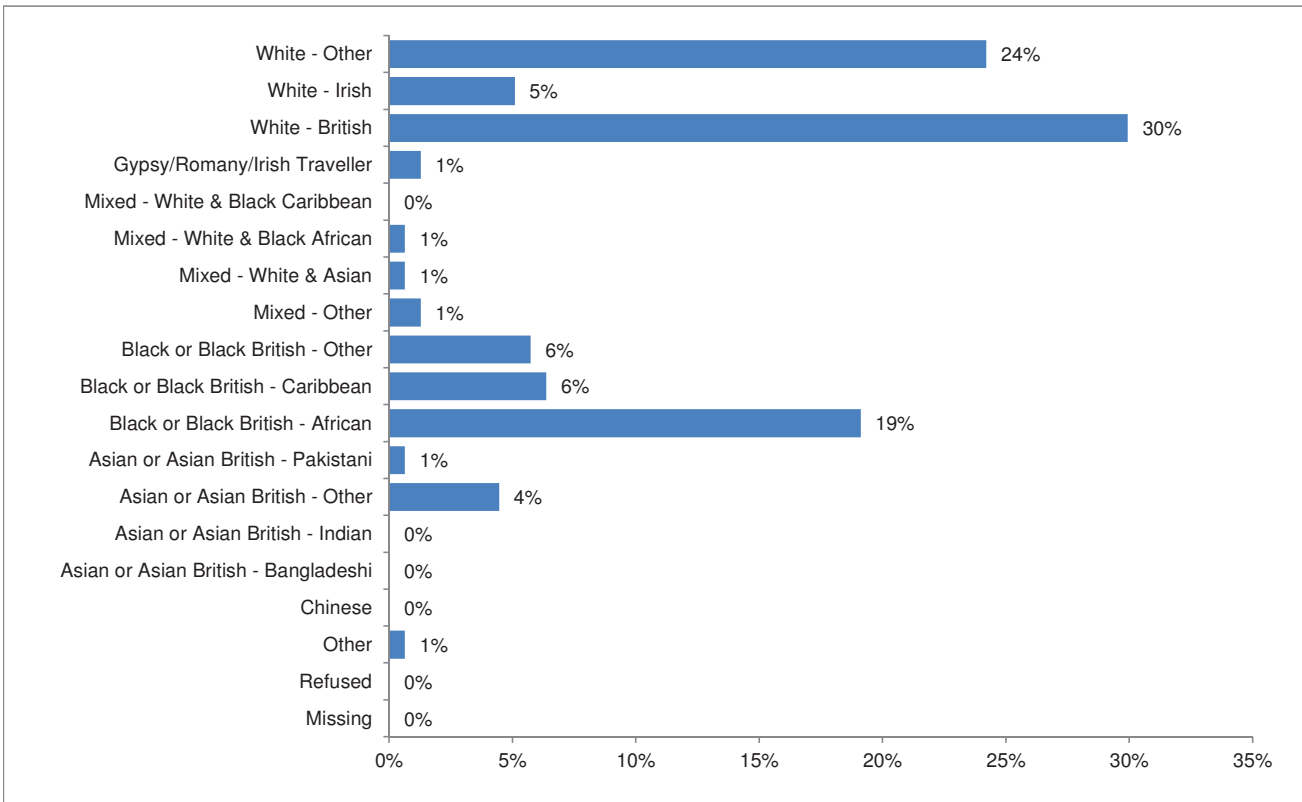
People seen rough sleeping in the year, by age.



Base: 157

3.5 Ethnicity

People seen rough sleeping in the year, by ethnicity.

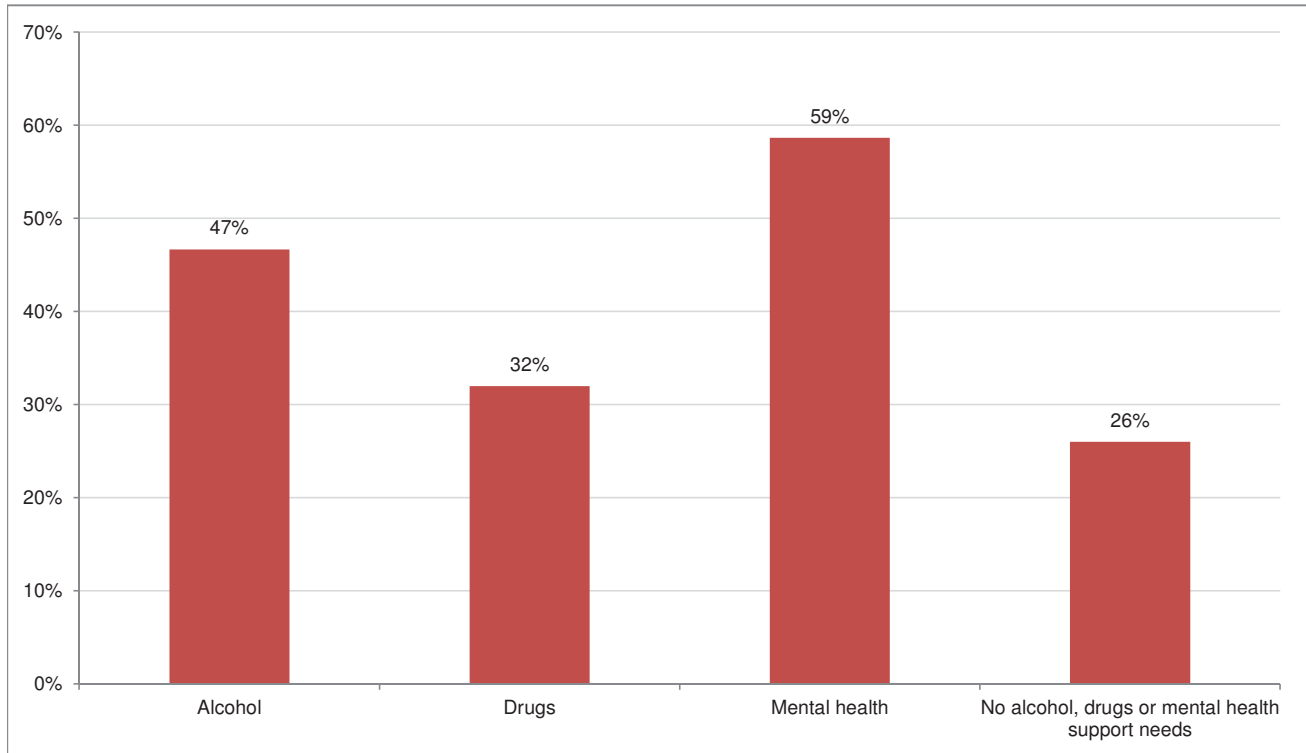


Base: 157

3.6 Support needs

People seen rough sleeping in the year, by support needs.

Support needs data in CHAIN is derived from assessments made by those working with rough sleepers in the homelessness sector. It is important to note that 4% of rough sleepers in the borough in 2013/14 did not have a support needs assessment recorded.

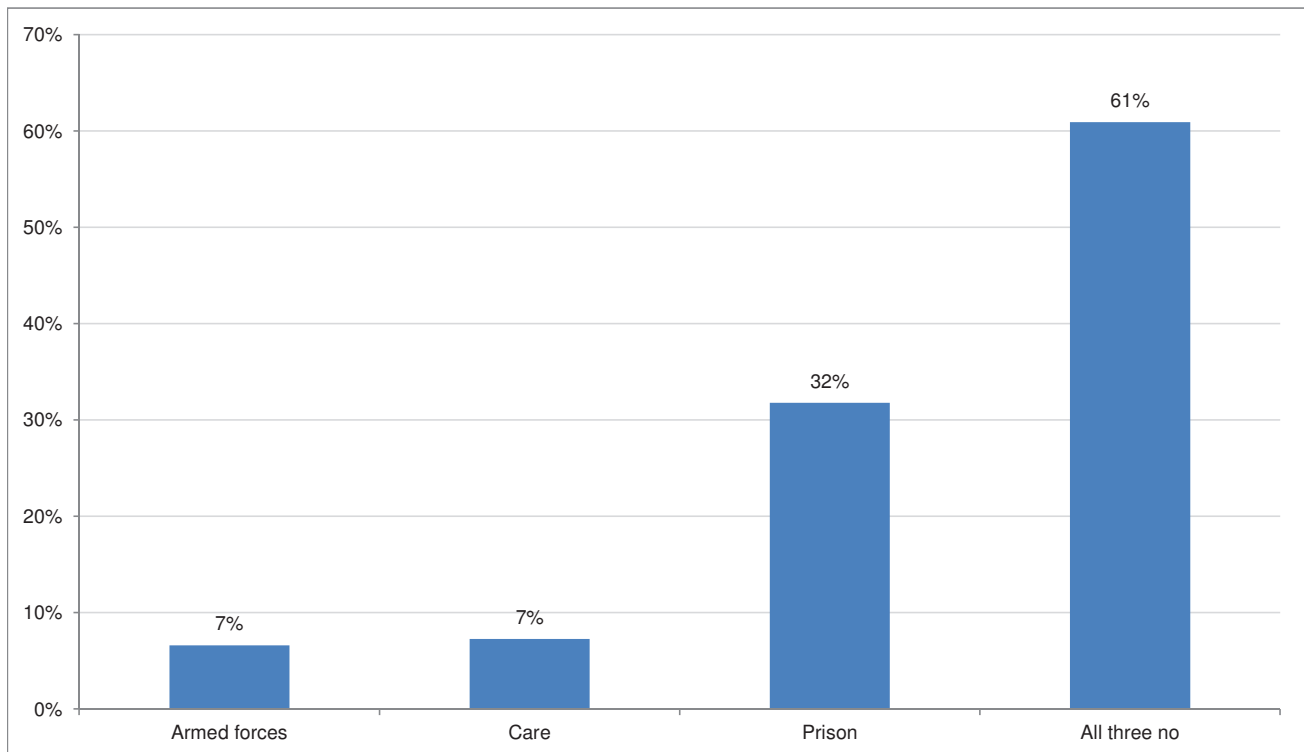


Base: 150. Note that the base figure for this chart excludes clients where none of the three support needs were known or assessed (7).

Support Needs	No. people	% of people seen rough sleeping
Alcohol only	14	9%
Drugs only	1	1%
Mental health only	25	16%
Alcohol and drugs	6	4%
Alcohol and mental health	22	14%
Drugs and mental health	13	8%
Alcohol, drugs and mental health	28	18%
All three no	39	25%
All three not known or not assessed	7	4%
All three no, not known or not assessed	2	1%
Total	157	100%

3.7 Institutional & armed forces history

People seen rough sleeping in the year, by experience of armed forces, care or prison.



Base: 151. Note that the base figure for this chart excludes clients where none of the three institutional histories were recorded (6).

Nationality of rough sleepers with experience of armed forces:

Nationality	No.	%
UK	4	3%
Non-UK	6	4%
Total with armed forces experience	10	7%
Base (total assessed)	151	

10 people seen rough sleeping in the borough in 2013/14 had experience of serving in the armed forces, of whom 4 were UK nationals. Time spent in the forces could have been at any point in the person's life, and does not necessarily imply that the person has recently been discharged.

4. HELPING PEOPLE OFF THE STREETS

4.1 Accommodation outcomes

Outreach teams and other services work to help rough sleepers into a range of accommodation types, most commonly hostels but also the private rented sector and residential treatment centres.

In 2013/14, 20 people who had been seen rough sleeping during the year were booked into accommodation by services in the borough.

The table below details the accommodation outcomes achieved with people seen rough sleeping in the year, compared to outcomes for rough sleepers in the previous year.

Accommodation type	2012/13		2013/14	
	No. events	%	No. events	%
Temporary accommodation				
Assessment centre	0	0%	0	0%
Rolling shelter	0	0%	0	0%
Hostel	3	16%	14	56%
Second-stage accommodation	0	0%	0	0%
Clinic/Detox/Rehab	0	0%	1	4%
Bed & breakfast	3	16%	2	8%
Other temporary accommodation	3	16%	1	4%
<i>Temporary accommodation subtotal</i>	<i>9</i>	<i>47%</i>	<i>18</i>	<i>72%</i>
Long term accommodation				
St Mungo's complex needs	0	0%	0	0%
St Mungo's semi-independent	0	0%	0	0%
Supported housing	0	0%	0	0%
LA tenancy (general needs)	0	0%	0	0%
RSL tenancy (general needs)	0	0%	0	0%
Clearing House/RSI	0	0%	0	0%
Sheltered housing	1	5%	0	0%
Care home	0	0%	1	4%
Private rented sector - independent	6	32%	6	24%
Private rented sector - with some floating support	0	0%	0	0%
Tied accommodation	0	0%	0	0%
Other long-term accommodation	3	16%	0	0%
<i>Long term accommodation subtotal</i>	<i>10</i>	<i>53%</i>	<i>7</i>	<i>28%</i>
Total	19	100%	25	100%

Note: An individual may have been booked into accommodation more than once during the period.

4.2 NSNO & NLOS attendance

People seen rough sleeping during the year who were referred from the borough to NSNO or NLOS.

	2012/13*	2013/14
NSNO	118	126
NLOS	1	1

*NLOS started operating in December 2012.

Note: Some people may have attended both NSNO and NLOS during the period.

4.3 Reconnection outcomes

Confirmed reconnections achieved with people seen rough sleeping in the year.

Outreach and other services help people to reconnect to their home area or country, where they are more likely to find a solution to their homelessness, for example through appropriate support networks, entitlement to accommodation or access to an alcohol treatment centre. Reconnection destinations could be another borough within London, an area elsewhere in the UK, or another country. Some people may have had more than one reconnection recorded during the year.

Reconnection reason	2012/13		2013/14	
	No.	%	No.	%
Return to home area	1	50%	1	33%
Seeking work	1	50%	0	0%
Move to area for friends/family	0	0%	1	33%
Move to area with appropriate services	0	0%	1	33%
Reconnections total*	2		3	

Reconnection destination	No.	%	No.	%
UK - London	0	0%	1	33%
UK - outside London	0	0%	0	0%
Central and Eastern Europe	1	50%	1	33%
Other Europe	0	0%	1	33%
Rest of the world	1	50%	0	0%
<i>Not known</i>	<i>0</i>		<i>0</i>	
Reconnections total (excl. destination not known)	2	100%	3	100%

*Reconnections can be recorded with multiple reasons, so the overall total will be lower than the combined sum of the separate reconnection reasons. Percentages are based on the total number of reconnections.

3 people seen rough sleeping in 2013/14 also had a confirmed reconnection recorded by services in the borough during the period.

67% of reconnections this year were to destinations outside the UK, of which 33% were to Central and Eastern European countries.

5. TEMPORARY ACCOMMODATION

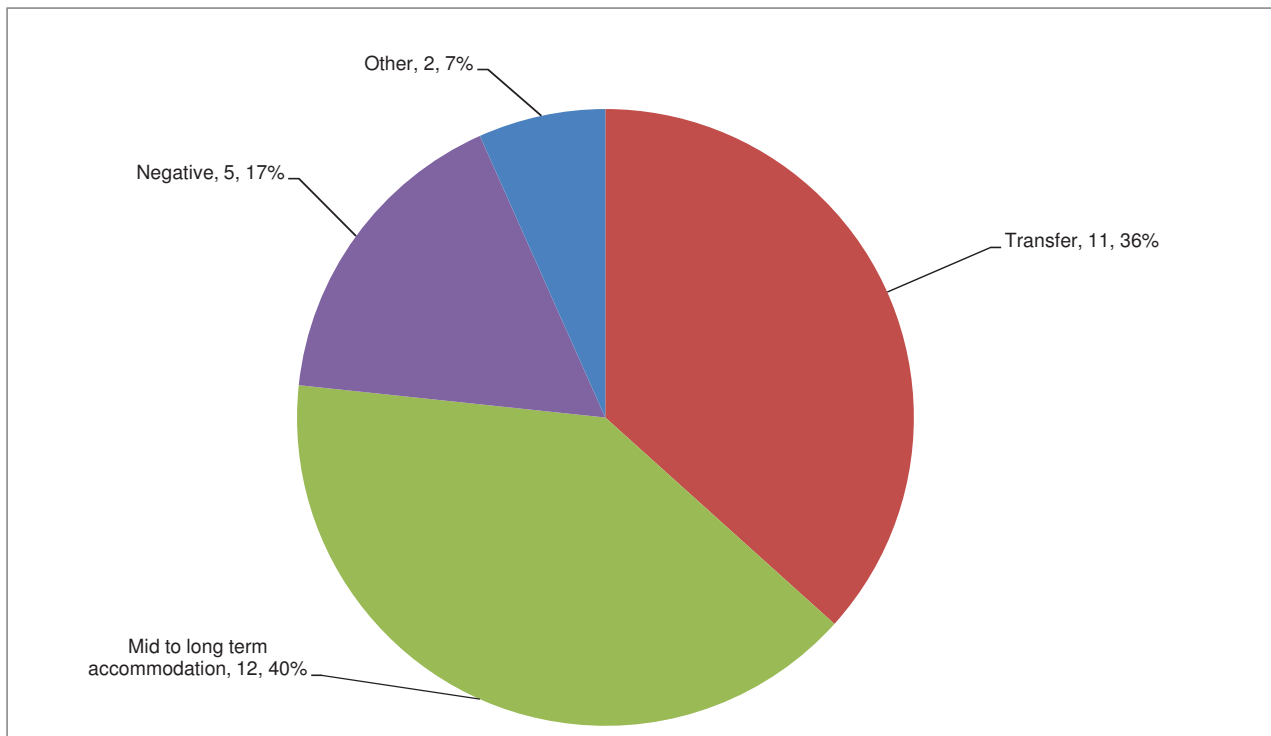
Arrivals and departures at hostels, assessment centres and second-stage accommodation based in the borough. All people counted in this section had previously been seen rough sleeping, but not necessarily during 2013/14.

5.1 Arrivals

A total of 24 individuals arrived at temporary accommodation during the period.

5.2 Departures: Destination on departure

A total of 27 individuals departed from temporary accommodation during the period.



Base: 30

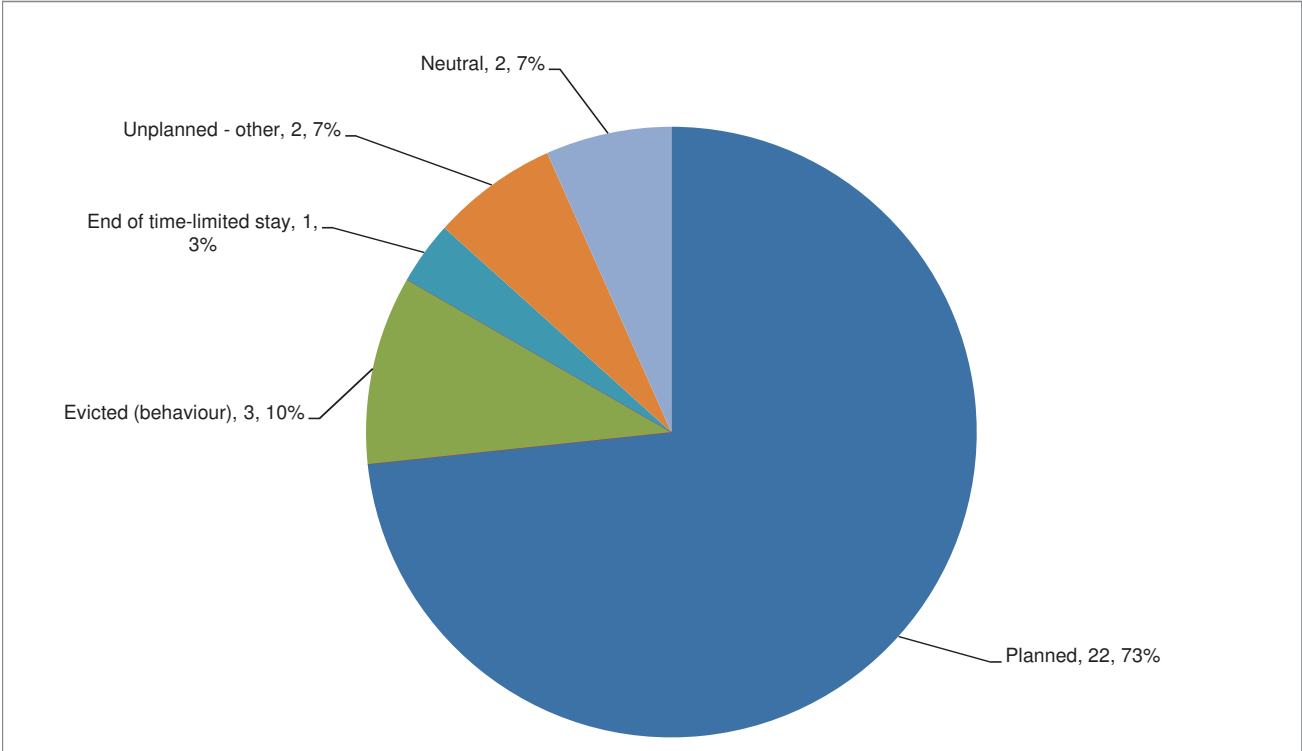
Destination on departure	Destination category	Chart colour
Assessment centre, Bed & breakfast, Detox clinic, Hospital - not long term/acute care, Hostel - another organisation, Hostel - within the organisation, NASS accommodation, Night shelter, NLOS Assessment Hub, NSNO Assessment Hub, Psychiatric hospital, Rehab clinic, Temporary accommodation (LA)	Transfer	
Accommodation where client is owner, Care home, Clearing House/RSI, Hospital - long term, LA tenancy (general needs), Long stay hospice, Private rented sector - independent, Private rented sector - with some floating support, Returned to home country (EEA), Returned to home country (non EEA), RSL tenancy (general needs), Sheltered housing, Supported housing, Tied accommodation with work	Mid to long term accommodation	
Committed suicide, Not known, Sleeping rough/Returned to streets, Taken into custody	Negative	
Died, Previous home, Staying with family, Staying with friends	Other	

Note: An individual may have had more than one accommodation departure during the period.

Destination on departure	No. departures	%
Transfer		
Assessment centre	0	0%
Bed & breakfast	0	0%
Detox clinic	1	3%
Hospital - not long term/acute care	0	0%
Hostel - another organisation	8	27%
Hostel - within the organisation	2	7%
NASS accommodation	0	0%
Night shelter	0	0%
NLOS Assessment Hub	0	0%
NSNO Assessment Hub	0	0%
Psychiatric hospital	0	0%
Rehab clinic	0	0%
Temporary accommodation (LA)	0	0%
<i>Transfer subtotal</i>	<i>11</i>	<i>37%</i>
Mid to long term accommodation		
Accommodation where client is owner	0	0%
Care home	1	3%
Clearing House/RSI	1	3%
Hospital - long term	0	0%
LA tenancy (general needs)	1	3%
Long stay hospice	0	0%
Private rented sector - independent	0	0%
Private rented sector - with some floating support	0	0%
Returned to home country (EEA)	0	0%
Returned to home country (non EEA)	0	0%
RSL tenancy (general needs)	1	3%
Sheltered Housing	1	3%
Supported Housing	7	23%
Tied accommodation with work	0	0%
<i>Mid to long term accommodation subtotal</i>	<i>12</i>	<i>40%</i>
Negative		
Committed suicide	0	0%
Not known	2	7%
Sleeping rough/Returned to streets	1	3%
Taken into custody	2	7%
<i>Negative subtotal</i>	<i>5</i>	<i>17%</i>
Other		
Died	2	7%
Previous home	0	0%
Staying with family	0	0%
Staying with friends	0	0%
<i>Other subtotal</i>	<i>2</i>	<i>7%</i>
Total	30	100%

5.3 Departures: Reason for leaving

Temporary accommodation departures by reason for leaving.



Base: 30

Note: An individual may have had more than one accommodation departure during the period. In most cases where a person's reason for leaving has been recorded as 'Neutral', their tenancy has ended due to them dying.



London Borough of Hammersmith & Fulham

CABINET MEMBER DECISION

APRIL 2015

CONSTITUTION OF THE GOVERNING BODY OF AVONMORE PRIMARY SCHOOL

Report of the CABINET MEMBER FOR EDUCATION

Open Report

Classification - For Decision

Key Decision: No

Wards Affected:

Accountable Executive Director: Jane West, Executive Director Finance and Corporate Governance

Report Author
Jackie Saddington
Tri-Borough Head of School Governor Services

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AUTHORISED BY:

The Cabinet Member has signed this report.

DATE: 14 April 2015

1. EXECUTIVE SUMMARY

The report recommends a variation in the Instrument of Government for the governing body of Avonmore Primary School to bring them in line with the School Governance (Constitution) England) Regulations 2012.

2. RECOMMENDATIONS

That the Instrument of Government for the governing body of Avonmore Primary School, as set out in Appendix 1 of this report, be made, coming into effect from 12th May 2015.

3. REASONS FOR DECISION

The Council is required to make a new Instrument of Government.

4. BACKGROUND

The Education Act 2002 and the School Governance (Constitution) (England) Regulations 2012 require the governing bodies of all maintained schools to conform to a constitutional model.

The regulations set out the options available to schools in terms of the overall number of governors, the categories of governor and the guiding principles for the constitution.

The constitution of each governing body is laid down in a document known as the Instrument of Government. A governing body may at any time change their constitution, in accordance with the regulations, by varying their Instrument of Government.

5. UPDATE

At the Full Governing Body meeting of Avonmore Primary School held on 18th March 2015 the governors voted to reconstitute the Governing Body to bring it in line with the School Governance (Constitution) (England) Regulations 2012. The Governing Body had previously been constituted under the School Governance (England) (Constitution) Regulations 2003. The total number of governors will increase from 12 to 13 and the numbers in each category will be amended to reflect the latest Regulations. The number of governors in each category will change as follows:

- Parent Governors reduce from 4 to 3
- LA Governors reduce from 2 to 1
- Staff Governors reduce from 2 to 1
- Headteacher
- Community Governors are renamed to Co-Opted Governors and will change from 3 to 7.

Total = 13

6. INSTRUMENT OF GOVERNMENT

Accordingly, they have asked the Authority to vary their Instrument of Government to show the amended categories of governors.

Appendix 1 of this report sets out the constitution of the governing body in the form of an Instrument of Government, as requested by the governors of Avonmore Primary School.

7. RISK MANAGEMENT

The subject of the report is not included on a departmental or corporate risk register.

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

There are no financial implications to the Council.

Comments supplied by Jackie Saddington

9. EQUALITY IMPLICATIONS

There are no equality implications.

10. LEGAL IMPLICATIONS

The School Governance (constitution) (England) Regulations 2012 set out the framework for the constitution of governing bodies and the process of making Instruments of Government. The Instrument of Government proposed in appendix 1 of this report complies with those regulations.

Comments supplied by Jackie Saddington

APPENDIX 1

LONDON BOROUGH OF HAMMERSMITH AND FULHAM

INSTRUMENT OF GOVERNMENT: AVONMORE PRIMARY SCHOOL

1. The name of the school is Avonmore Primary School.
2. The school is a Community school.
3. The name of the governing body is “The governing body of Avonmore Primary School”.
4. The governing body shall consist of:
 - a. 3 parent governors
 - b. 1 staff governor
 - c. 1 Local Authority governor
 - d. 1 Head Teacher
 - e. 7 co-opted governors
5. Total number of governors is 13.
6. This instrument of government comes into effect on 12th May 2015.
7. This instrument was made by order of Hammersmith & Fulham Local Education Authority on
8. A copy of the instrument must be supplied to every member of the governing body (and the Head Teacher if not a governor).

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No	Description of Background Papers	Name/Ext of Holder of File/Copy	Department/Location
1.	Education Act 2002 (published)	Jackie Saddington 020 7598 4782	Tri-borough Children's Services Kensington Town Hall
2.	The School Governance (Constitution) (England) Regulations 2012 – (published)	Jackie Saddington 020 7598 4782	Tri-borough Children's Services Kensington Town Hall



CABINET MEMBER DECISION

APRIL 2015

CONSTITUTION OF THE GOVERNING BODY OF ST MARY'S CATHOLIC PRIMARY SCHOOL, MASBRO ROAD

Report of the Cabinet Member for Children and Education

Open Report

Classification - For Decision

Key Decision: No

Wards Affected:

Accountable Executive Director: Jane West, Executive Director Finance and Corporate Governance

Report Author
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AUTHORISED BY:

The Cabinet Member has signed this report.

DATE: 28 April 2015

1. EXECUTIVE SUMMARY

The report recommends a variation in the Instrument of Government for the governing body of St Mary's Catholic Primary School, Masbro Road to bring them in line with the School Governance (Constitution) England) Regulations 2012.

2. RECOMMENDATIONS

That the Instrument of Government for the governing body of St Mary's Catholic Primary School, Masbro Road as set out in Appendix 1 of this report, be made, coming into effect from the 14th May 2015.

3. REASONS FOR DECISION

The Council is required to make a new Instrument of Government.

4. BACKGROUND

The Education Act 2002 and the School Governance (Constitution) (England) Regulations 2012 require the governing bodies of all maintained schools to conform to a constitutional model.

The regulations set out the options available to schools in terms of the overall number of governors, the categories of governor and the guiding principles for the constitution.

The constitution of each governing body is laid down in a document known as the Instrument of Government. A governing body may at any time change their constitution, in accordance with the regulations, by varying their Instrument of Government.

5. UPDATE

At the Full Governing Body meeting of St Mary's Catholic Primary School held on 16th October 2014 the governors voted to reconstitute the Governing Body to bring it in line with the School Governance (Constitution) (England) Regulations 2012. The Governing Body had previously been constituted under the School Governance (England) (Constitution) Regulations 2003. The total number of governors will remain the same at 16 and the numbers in each category will be amended to reflect the latest Regulations. The number of governors in each category will change as follows:

- Parent Governors will remain the same at 4
- LA Governors remains the same at 1
- Staff Governors will reduce from 2 to 1
- Headteacher
- Foundation Governors will remain the same at 9

Total = 16

6. INSTRUMENT OF GOVERNMENT

Accordingly, they have asked the Authority to vary their Instrument of Government to show the amended categories of governors.

Appendix 1 of this report sets out the constitution of the governing body in the form of an Instrument of Government, as requested by the governors of St Mary's Catholic Primary School, Masbro Road.

7. RISK MANAGEMENT

The subject of the report is not included on a departmental or corporate risk register.

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

There are no financial implications to the Council.

Comments supplied by Jackie Saddington

9. EQUALITY IMPLICATIONS

There are no equality implications.

10. LEGAL IMPLICATIONS

The School Governance (constitution) (England) Regulations 2012 set out the framework for the constitution of governing bodies and the process of making Instruments of Government. The Instrument of Government proposed in appendix 1 of this report complies with those regulations.

Comments supplied by Jackie Saddington

APPENDIX 1

LONDON BOROUGH OF HAMMERSMITH AND FULHAM

INSTRUMENT OF GOVERNMENT:

DIOCESE OF WESTMINSTER

ST MARY'S CATHOLIC PRIMARY SCHOOL, MASBRO ROAD

INSTRUMENT OF GOVERNMENT

1. The name of the school is St Mary's Catholic Primary School, Masbro Road.
2. The School was founded by and is part of the Catholic Church. The School is to be conducted as a Catholic School in accordance with Canon Law and the teachings of the Catholic Church, and in accordance with the Trust Deed of the Diocese of Westminster and in particular:
 - (a) religious education is to be in accordance with the teachings, doctrines, discipline and general and particular norms of the Catholic Church;
 - (b) religious worship is to be in accordance with the rites, practices, discipline and liturgical norms of the Catholic Church;and at all times the School is to serve as a witness to the Catholic faith in Our Lord Jesus Christ.
3. The School is a voluntary aided school in the trusteeship of the Diocese of Westminster and is an exempt charity for the advancement of the Catholic religion by such means as the Archbishop may think fit.
4. The name of the governing body is: The Governing Body of St Mary's Catholic Primary School, Masbro Road.
5. The Governing Body shall consist of sixteen governors of which there shall be:
 - (a) nine foundation governors (*of whom no more than two shall, at the time of their appointment, be eligible for election or appointment as parent governors*);
 - (b) four parent governors;
 - (c) the headteacher;
 - (d) one LA governor;
 - (e) one staff governor.
6. Foundation governors shall be appointed and may be removed by the Archbishop of Westminster (or any other person exercising Ordinary jurisdiction on his behalf).
7. The term of office for every foundation governor shall terminate on 31st August

following the third anniversary of the date of appointment.

8. This Instrument of Government comes into effect on the 14th May 2015.
9. This Instrument of Government was approved by the Diocese of Westminster on 26th March 2015 and made by order of Hammersmith and Fulham local authority on .
10. A copy of this Instrument of Government must be supplied to every member of the governing body (and head teacher if not a governor), and the Archdiocese of Westminster.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No	Description of Background Papers	Name/Ext of Holder of File/Copy	Department/Location
1.	Education Act 2002	Jackie Saddington 020 7598 4782	Tri-borough Children's Services Kensington Town Hall
2.	The School Governance (Constitution) (England) Regulations 2012	Jackie Saddington 020 7598 4782	Tri-borough Children's Services Kensington Town Hall



London Borough of Hammersmith & Fulham

CABINET MEMBER DECISION

APRIL 2015

Constitution Of The Governing Body Of St Stephen's Church Of England Primary School

Report of the Cabinet Member for Children and Education

Open Report

Classification - For Decision

Key Decision: No

Wards Affected:

Accountable Executive Director: Jane West, Executive Director Finance and Corporate Governance

Report Author
Jackie Saddington
Tri-Borough Head of School Governor Services

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AUTHORISED BY:

The Cabinet Member has signed this report.

DATE: 27 April 2015

1. EXECUTIVE SUMMARY

The report recommends a variation in the Instrument of Government for the governing body of St Stephen's Church of England Primary School to bring them in line with the School Governance (Constitution) England Regulations 2012.

2. RECOMMENDATIONS

That the Instrument of Government for the governing body of St Stephen's Church of England Primary School, as set out in Appendix 1 of this report, be made, coming into effect from the 29th April 2015.

3. REASONS FOR DECISION

The Council is required to make a new Instrument of Government.

4. BACKGROUND

The Education Act 2002 and the School Governance (Constitution) (England) Regulations 2012 require the governing bodies of all maintained schools to conform to a constitutional model.

The regulations set out the options available to schools in terms of the overall number of governors, the categories of governor and the guiding principles for the constitution.

The constitution of each governing body is laid down in a document known as the Instrument of Government. A governing body may at any time change their constitution, in accordance with the regulations, by varying their Instrument of Government.

5. UPDATE

At the Full Governing Body meeting of St Stephen's Church of England Primary School held on 26th November 2014 the governors voted to reconstitute the Governing Body to bring it in line with the School Governance (Constitution) (England) Regulations 2012. The Governing Body had previously been constituted under the School Governance (England) (Constitution) Regulations 2003. The total number of governors will reduce from 16 to 14 and the numbers in each category will be amended to reflect the latest Regulations. The number of governors in each category will change as follows:

- Parent Governors will reduce from 3 to 2
- LA Governors remains the same at 1
- Staff Governors will reduce from 3 to 1
- Headteacher
- Foundation Governors will reduce from 9 to 8
- Co-opted Governors – A new category of 1

Total = 14

6. INSTRUMENT OF GOVERNMENT

Accordingly, they have asked the Authority to vary their Instrument of Government to show the amended categories of governors.

Appendix 1 of this report sets out the constitution of the governing body in the form of an Instrument of Government, as requested by the governors of St Stephen's Church of England Primary School.

7. RISK MANAGEMENT

The subject of the report is not included on a departmental or corporate risk register.

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

There are no financial implications to the Council.

Comments supplied by Jackie Saddington

9. EQUALITY IMPLICATIONS

There are no equality implications.

10. LEGAL IMPLICATIONS

The School Governance (constitution) (England) Regulations 2012 set out the framework for the constitution of governing bodies and the process of making Instruments of Government. The Instrument of Government proposed in appendix 1 of this report complies with those regulations.

Comments supplied by Jackie Saddington

APPENDIX 1

LONDON BOROUGH OF HAMMERSMITH AND FULHAM

INSTRUMENT OF GOVERNMENT:

ST STEPHEN'S CHURCH OF ENGLAND PRIMARY SCHOOL

1. The name of the school is St Stephen's Church of England Primary School.
2. The school is a voluntary aided school.
3. The name of the governing body is "The governing body of St Stephen's Church of England Primary School".
4. The governing body shall consist of:
 - a. Two (2) parent governors
 - b. One (1) staff governor
 - c. One (1) Local Authority governor
 - d. One (1) Head Teacher (ex-officio)
 - e. One (1) co-opted governor
 - f. Eight (8) foundation governors
5. The total number of governors is fourteen (14).
6. The term of office for parent governors, the staff governor, the local authority governor and the 7 foundation governors who are not ex-officio is 4 years.
7. Foundation governors shall be appointed as set out below:
 - a. 2 by the London Diocesan Board for Schools (or any person for the time being exercising authority on behalf of the Board);
 - b. 3 by the Hammersmith & Fulham Deanery Synod;
 - c. 2 by the St Stephen and St Thomas Parochial Church Council;
8. Foundation governor ex-officio
 - a. The holder of the following office shall be a foundation governor ex-officio: the Chief Officiating Minister of St Stephen and St Thomas Church
 - b. The Archdeacon of Middlesex shall be entitled to appoint a foundation governor to act in the place of the ex officio foundation governor whose governorship derives from the office named in (a) above, in the event that that ex officio foundation governor is unable or unwilling to act as a foundation governor, or has been removed from office under regulation 21(1) of the Regulations.

9. The Archdeacon of Middlesex shall be entitled to request the governing body to remove the ex-officio foundation governor referred to in 8a.above and to appoint any substitute governor.

10. A trust for the school exists.

11. Recognizing its historic foundation, the school will preserve and develop its religious character in accordance with the principles of the Church of England and in partnership with the Church at parish and diocesan level.

The school aims to serve its community by providing an education of the highest quality within the context of Christian belief and practice. It encourages an understanding of the meaning and significance of faith, and promotes Christian values through the experience it offers to all its pupils.

12. This instrument of government comes into effect on 29th April 2015.

13. This instrument was made by order of Hammersmith & Fulham Local Authority on

14. A copy of the instrument must be supplied to every member of the governing body (and the headteacher if not a governor), any trustees and to the appropriate religious body.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No .	Description of Background Papers	Name/Ext of Holder of File/Copy	Department/Location
1.	Education Act 2002	Jackie Saddington 020 7598 4782	Tri-borough Children's Services Kensington Town Hall
2.	The School Governance (Constitution) (England) Regulations 2012	Jackie Saddington 020 7598 4782	Tri-borough Children's Services Kensington Town Hall