

# Cabinet



## Agenda

**MONDAY**  
**10 OCTOBER 2016**  
**7.00 pm**

**COURTYARD ROOM**  
**HAMMERSMITH**  
**TOWN HALL**  
**KING STREET**  
**LONDON W6 9JU**

### Membership

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

**Date Issued**  
**29 September 2016**

If you require further information relating to this agenda please contact: Kayode Adewumi, Head of Governance and Scrutiny, tel: 020 8753 2499 or email: [kayode.adewumi@lbhf.gov.uk](mailto:kayode.adewumi@lbhf.gov.uk)

Reports on the open Cabinet agenda are available on the Council's website: [http://www.lbhf.gov.uk/Directory/Council\\_and\\_Democracy](http://www.lbhf.gov.uk/Directory/Council_and_Democracy)

### PUBLIC NOTICE

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

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

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

### DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4-10** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Kayode Adewumi at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday 5 October 2016.**

### COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 12 October 2016**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 17 October 2016 at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Monday 17 October 2016**.

# Cabinet Agenda

10 October 2016

<u>Item</u>	<u>Pages</u>
1. <b>MINUTES OF THE CABINET MEETING HELD ON 5 SEPTEMBER 2016</b>	1 - 8
2. <b>APOLOGIES FOR ABSENCE</b>	
3. <b>DECLARATION OF INTERESTS</b>	
<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.</p>	
4. <b>CORPORATE REVENUE MONITOR 2016/17 MONTH 3 - 30 JUNE 2016</b>	9 - 46
5. <b>CAPITAL PROGRAMME MONITOR &amp; BUDGET VARIATIONS, 2016/17 (FIRST QUARTER)</b>	47 - 61
6. <b>INSURANCE TENDER 2017 FOR PROPERTY, TERRORISM,</b>	62 - 71

## **LIABILITIES AND SUNDRY COVERS**

- |            |   |                  |
|------------|---|------------------|
| <b>7.</b>  | <b>2016/17 SECTION 106 EXPENDITURE</b>  | <b>72 - 76</b>   |
| <b>8.</b>  | <b>INTEGRATED FAMILY SUPPORT SERVICE BUSINESS CASE</b>                                | <b>77 - 92</b>   |
| <b>9.</b>  | <b>CARERS PROCUREMENT STRATEGY REPORT</b>   | <b>93 - 113</b>  |
| <b>10.</b> | <b>WEST LONDON ALLIANCE DYNAMIC PURCHASING SYSTEM :<br/>ACCESS AGREEMENT DECISION</b> | <b>114 - 139</b> |
| <b>11.</b> | <b>FORWARD PLAN OF KEY DECISIONS</b>  | <b>140 - 159</b> |
| <b>12.</b> | <b>EXCLUSION OF PRESS AND PUBLIC</b>  |                  |

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

- |            |   |  |
|------------|---|--|
| <b>13.</b> | <b>EXEMPT MINUTES OF THE CABINET MEETING HELD ON 5<br/>SEPTEMBER 2016 (E)</b> |  |
| <b>14.</b> | <b>INTEGRATED FAMILY SUPPORT SERVICE BUSINESS CASE :<br/>EXEMPT ITEMS (E)</b> |  |

London Borough of Hammersmith & Fulham

# Cabinet Minutes



Monday 5 September 2016

## **PRESENT**

Councillor Ben Coleman, Cabinet Member for Commercial Revenue and Resident Satisfaction

Councillor Stephen Cowan, Leader of the Council

Councillor Wesley Harcourt, Cabinet Member for Environment, Transport & Residents Services

Councillor Lisa Homan, Cabinet Member for Housing

Councillor Andrew Jones, Cabinet Member for Economic Development and Regeneration

Councillor Vivienne Lukey, Cabinet Member for Health and Adult Social Care

Councillor Sue Macmillan, Cabinet Member for Children and Education

Councillor Max Schmid, Cabinet Member for Finance

## **37. MINUTES OF THE CABINET MEETING HELD ON 4 JULY 2016**

### **RESOLVED:**

That the minutes of the meeting of the Cabinet held on 4 July 2016 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

## **38. APOLOGIES FOR ABSENCE**

### **RESOLVED:**

Apologies for Absence were received from Councillors Cartwright and Fennimore.

Cabinet wished Councillor Cartwright a speedy recovery.

## **39. DECLARATION OF INTERESTS**

### **RESOLVED:**

There were no declarations of interest.

#### **40. CORPORATE REVENUE MONITOR 2016/17 MONTH 2 - 31 MAY 2016**

##### **RESOLVED:**

1. To note the General Fund and HRA month 2 forecast revenue outturn variances.
2. All overspending departments to agree proposals/action plans for bringing spend in line with budget.
3. To approve the budget virements in Appendix 11.

##### **Reason for decision:**

As set out in the report.

##### **Alternative options considered and rejected:**

As outlined in the report.

##### **Record of any conflict of interest:**

None.

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

None.

#### **41. 2015/16 CORPORATE REVENUE OUTTURN REPORT**

##### **RESOLVED:**

1. To note the gross General Fund provisional revenue underspend of £5.178m, subject to audit. After allowance for the carry-forward of departmental underspends of £0.700m, the net underspend of £4.478m has been transferred to earmarked reserves.
2. To note the HRA provisional underspend of £2.880m and overall increase in the HRA reserves of £5.354m resulting in a HRA balance of £18.520m as at 31 March 2016, subject to audit.
3. To note that earmarked reserves are £112.852m, and provisions are £12.979m, as at 31 March 2016, subject to audit.

##### **Reason for decision:**

As set out in the report.

##### **Alternative options considered and rejected:**

As outlined in the report.

##### **Record of any conflict of interest:**

None.

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

None.

42. **CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2015/16 (OUTTURN)**

**RESOLVED:**

1. To note the capital out-turn for the year.
2. To approve proposed technical budget variations to the capital programme as summarised in Table 1 and detailed in Appendix 2.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

43. **ICT TRANSITION PHASE 4 - AUTHORITY TO NOVATE ICT CONTRACTS FROM HFBP TO THE COUNCIL AND OTHER PROVIDERS**

**RESOLVED:**

1. That the novation of the contracts listed in **Appendix 1** from H&F Bridge Partnership Limited to the Council be approved.
2. That the novation of the contracts listed in **Appendix 2** from H&F Bridge Partnership Limited to the service providers specified in that appendix be agreed.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**44. TREASURY OUTTURN REPORT 2015/16**

**RESOLVED:**

That this report be noted.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**45. LEARNING DISABILITY PROCUREMENT STRATEGY FOR FLEXIBLE SUPPORT**

**RESOLVED:**

1. That the strategic approach for the procurement of support and services to promote choice and control for people with learning disabilities, be approved.
2. That the procurement of a contract using a competitive dialogue procedure, to deliver flexible support, with a strategic provider partner, be approved.
3. To note that the term of the contract will be 1<sup>st</sup> July 2017 to 30<sup>th</sup> June 2022 (with the possibility of two annual extensions to 30<sup>th</sup> June 2024). The total value of the five year contract proposed including two possible annual extensions is estimated to be £19,524,106.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.



**46. "THE CONNECTED BOROUGH: DESTINATION, CREATION AND INCLUSION" AN ARTS STRATEGY FOR HAMMERSMITH & FULHAM 2016-2022**

**RESOLVED:**

- 1 To agree the arts strategy for Hammersmith & Fulham 2016-2022 "THE CONNECTED BOROUGH: DESTINATION, CREATION AND INCLUSION".
- 2 To agree the action plan as part of the arts strategy and to commence implementation immediately.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**47. METHOD FOR SHARING WRWA COSTS 2017-18 TO 2025-26**

**RESOLVED:**

That the Council continues with the current methodology for charging waste disposal costs to Councils, using actual tonnages in the current year. This is to enable the Council to benefit immediately from reductions in waste, to avoid cross subsidy, and to avoid WRWA having to increase charges because it would bear the risk of tonnages increasing.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**48. CONTRACT AWARD FOR STATUTORY DOCUMENT PRINTING, PAYMENT PROCESSING AND CORRESPONDENCE SCANNING SERVICES FOR PARKING SERVICES**

**RESOLVED:**

That the London Borough of Hammersmith and Fulham and the Royal Borough of Kensington and Chelsea award contracts as follows

- Lot 1 – (Statutory documentation printing) to Liberty Printers (AR & RF Reddin) Limited for the total contract sum of £535,000 over 8 years (£67,000 per annum) assuming current levels of service.
- Lot 2 – (Scanning of incoming correspondence and payment processing services) to R R Donnelley Global Solutions Group Limited for the total contract sum of £780,000 (£97,500 per annum) assuming current levels of service.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**49. CALL-OFF FROM CCS FRAMEWORK (RM1013) FOR THE PROVISION OF TRANSPORT FUEL**

**RESOLVED:**

To approve the award of a call-off contract under the CCS Framework Agreement (RM1013) for a 24 month vehicle fuel supply contract, to the most cost effective tenderer, Harvest Energy. The contract will begin on 01/10/2016 and end on 30/09/2018, at a total estimated contract price as stated in the exempt report on the exempt Cabinet agenda.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**50. FORWARD PLAN OF KEY DECISIONS**

**RESOLVED:**

The Key Decision List was noted.

**51. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:**

That under Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the remaining items of business on the grounds that they contain information relating to the financial or business affairs of a person (including the authority) as defined in paragraph 3 of Schedule 12A of the Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

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

**52. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 4 JULY 2016 (E)**

**RESOLVED:**

That the minutes of the meeting of the Cabinet held on 4 July 2016 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

**53. ICT TRANSITION PHASE 4 - AUTHORITY TO NOVATE ICT CONTRACTS FROM HFBP TO THE COUNCIL AND OTHER PROVIDERS : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the recommendations on the exempt report be approved.

**54. CONTRACT AWARD FOR STATUTORY DOCUMENT PRINTING, PAYMENT PROCESSING AND CORRESPONDENCE SCANNING SERVICES FOR PARKING SERVICES : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the Appendix be noted.

**55. CALL-OFF FROM CCS FRAMEWORK (RM1013) FOR THE PROVISION OF TRANSPORT FUEL : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the recommendation on the exempt report be approved.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**


None.

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

None.

Meeting started: 7.00 pm  
Meeting ended: 7.05 pm

Chair .....

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET</b></p> <p><b>10 OCTOBER 2016</b></p>	
<p><b>CORPORATE REVENUE MONITOR 2016/17 MONTH 3 – 30 JUNE 2016</b></p>	
<p><b>Report of the Cabinet Member for Finance – Councillor Max Schmid</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For decision and for information</b>  <b>Key Decision: Yes</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director: Hitesh Jolapara – Strategic Finance Director</b></p>	
<p><b>Report Author: Jade Cheung – Finance Manager</b></p>	<p><b>Contact Details:</b>                  Tel: 020 8753 3374                  Jade.Cheung@lbhf.gov.uk</p>

## 1. EXECUTIVE SUMMARY

- 1.1. The General Fund 2016/17 outturn variance at month 3 is a projected overspend of **£5.301m** (an increase of £1.381m from month 2). Compared with 2015/16 the General Fund forecast outturn variance for month 3 was an overspend of £5.559m; with the final outturn variance being an underspend of £5.178m. The largest overspending departments are Adult Social Care primarily due to home care, direct payments and Better Care savings reasons; and Children’s Services mainly due to commissioning and support services functions.
- 1.2. Action plans, that seek to address the forecast overspend, are set out in the Departmental Monitoring Reports (refer to appendices).
- 1.3. The Housing Revenue Account outturn variance for 2016/17 is a deficit of **£0.134m** (compared with a breakeven position at month 2). HRA general reserves of £1.061m remain forecast to be carried forward into 2017/18, with a HRA credit balance of £19.447m at year-end. The total value of HRA budget risks is unknown.

## 2. RECOMMENDATIONS

- 2.1. To note the General Fund and HRA month 3 forecast revenue outturn variances.

2.2. All overspending departments to agree proposals/action plans for bringing spend in line with budget.

2.3. To approve the budget virements in appendix 11.

### 3. REASONS FOR DECISION

3.1. The reasons for the recommendations are to report the revenue position for the Council and to comply with the Financial Regulations.

### 4. CORPORATE REVENUE MONITOR (CRM) 2016/17 MONTH 3 GENERAL FUND

4.1. There are 5 departments forecast to overspend by 31<sup>st</sup> March 2017 which contributes to the overspend outturn variance of **£5.301m** (appendices 1 to 9). The largest overspending departments are Adult Social Care primarily due to home care, direct payments and Better Care savings reasons; and Children's Services primarily due to commissioning and support services functions.

4.2. The unfavourable variance for Centrally Managed Budgets excludes any unspent contingency funds. Currently **£0.9m** of contingency balances are uncommitted.

**Table 1: 2016/17 General Fund Projected Outturn – Month 3**

Department	Revised Budget At Month 3 £m	Forecast Year End Variance At Month 3 £m	Forecast Year End Variance At Month 2 £m	Variance Between Months 2 and 3 £m
Adult Social Care	57.973	2.609 <sup>1</sup>	2.409	0.200
Centrally Managed Budgets	21.540	0.028	(0.272)	0.300
Children's Services	47.581	1.935 <sup>2</sup>	1.043	0.892
Controlled Parking Account	(22.406)	(0.171)	(0.471)	0.300
Corporate Services	16.754	0	0.180	(0.180)
Environmental Services	44.832	0.596	1.031	(0.435)
Housing General Fund	8.143	0.304	0	0.304
Library & Archives Service	3.175	0	0	0
Public Health Services	0	0	0	0
<b>Net Total<sup>3</sup></b>	<b>177.592</b>	<b>5.301</b>	<b>3.920</b>	<b>1.381</b>
Key Risks		8.111	9.782	(1.671)

<sup>1</sup> Assumed potential transfer from reserves has not been implemented

<sup>2</sup> As footnote 1

<sup>3</sup> figures in brackets represent underspends

## 5. CORPORATE REVENUE MONITOR 2016/17 MONTH 3 HOUSING REVENUE ACCOUNT

- 5.1. The Housing Revenue Account currently forecasts a deficit outturn variance of **£0.134m** for 2016/17 from a nil outturn variance in month 2 (appendix 10).

**Table 2: Housing Revenue Account Projected Outturn - Month 3**

Housing Revenue Account	£m
<b>Balance as at 31 March 2016</b>	<b>(18.520)</b>
Add: Budgeted (Contribution) / Appropriation to Balances	(1.061)
Add: Forecast Deficit	0.134
<b>Projected Balance as at 31st March 2017</b>	<b>(19.447)</b>

## 6. MEDIUM TERM FINANCIAL STRATEGY - EFFICIENCY SAVINGS

- 6.1. The original 2016/17 budget included efficiency proposals of £15.857m which have been revised to **£15.866m** for month 3. Progress against these is summarised in table 3 (and in appendices 1 to 10).

**Table 3: 2016/17 Medium Term Financial Strategy - Efficiency Savings**

Department	2016/17 Savings Target £m	Savings On Target £m	Savings In Progress £m	Savings Delayed / at risk £m
Adult Social Care	5.321	1.734	1.333	2.254
Centrally Managed Budgets (Council-wide)	1.050	1.050	0	0
Children's Services	3.227	2.557	0	0.670
Corporate Services	3.175	3.175	0	0
Environmental Services	2.668	1.272	1.024	0.372
Housing General Fund	0.405	0.265	0	0.140
Libraries and Archives	0.020	0	0.020	0
<b>Total</b>	<b>15.866</b>	<b>10.053</b>	<b>2.377</b>	<b>3.436</b>
Total %	100%	63%	15%	22%

## 7. VIREMENTS & WRITE OFF REQUESTS

- 7.1. Cabinet is required to approve all budget virements that exceed £0.1m.
- 7.2. A budget virement has been requested for Adult Social Care from an earmarked reserve (appendix 11).
- 7.3. There were no write-off requests at month 3.

## 8. CONSULTATION

- 8.1. N/A.

## **9. EQUALITY IMPLICATIONS**

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

## **10. LEGAL IMPLICATIONS**

10.1. There are no legal implications for this report.

## **11. FINANCIAL AND RESOURCES IMPLICATIONS**

11.1. This report is financial in nature and the financial implications are contained within. The ongoing implementation of Managed Services and Agresso have financial implications which are being reviewed and may impact on the accuracy of the figures in this report.

11.2. Implications verified/completed by: Jade Cheung, Finance Manager, 0208 753 3374.

## **12. IMPLICATIONS FOR BUSINESS**

12.1. There are no implications for local businesses.

## **13. RISK MANAGEMENT**

13.1. Details of actions to manage financial risks are contained in appendices 1-10.

## **14. PROCUREMENT AND IT STRATEGY IMPLICATIONS**

14.1. There are no implications for this report.

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

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



## LIST OF APPENDICES

Appendix 1	Adult Social Care Revenue Monitor
Appendix 2	Centrally Managed Budgets Monitor
Appendix 3	Children's Services Revenue Monitor
Appendix 4	Controlled Parking Account Revenue Monitor
Appendix 5	Corporate Services Revenue Monitor
Appendix 6	Environmental Services Revenue Monitor
Appendix 7	Housing General Fund Revenue Monitor
Appendix 8	Library & Archives Service Revenue Monitor
Appendix 9	Public Health Services Revenue Monitor
Appendix 10	Housing Revenue Account Revenue Monitor
Appendix 11	Virement Requests

**APPENDIX 1: ADULT SOCIAL CARE****BUDGET REVENUE MONITORING REPORT – MONTH 3****1: Variance by Departmental Division**

Departmental Division	Revised Budget	Variance Month 3	Variance Month 2	Variance Analysis
	£000	£000	£000	
Integrated Care	44,143	4,623	4,417	<p><b>1. A gross projected overspend of £3,436,000 on the Home Care Packages and Direct Payments.</b></p> <p>Similar to the previous two years, there are continued pressures as part of the out of hospital strategy, including 7 days social care services to support customers at home and avoid hospital admission or to enable early discharge. This has led to an increase in home care costs above that which would have normally occurred.</p> <p>In 2016/17, the main reasons for the projected overspend are additional pressures on the Homecare budget with the tendering of the new Home care contracts now operational both from an increase in prices to improve quality and a potential increase in demand, totalling £1,900,000. The department is proposing a transfer of £400,000 from ASC reserves to partly offset the pressure out of a total transfer of £800,000 as a number of customers are still to be transferred onto the new contract. The financial modelling of the effects of the new contract will also include mitigations estimated at (£1,100,000) such as negotiating a contribution from the Clinical Commissioning Group (CCG) and potential savings from new ways of working which are not factored into the projections at this early stage of the year.</p> <p>Last year the department jointly with the CCG have commissioned a piece of work to understand the pressures on the health system and what is causing the overspend in Homecare. Funding of £400,000 was received in 2015/16</p>

Departmental Division	Revised Budget	Variance Month 3	Variance Month 2	Variance Analysis
	£000	£000	£000	
				<p>and a further contribution from Health towards the additional Home care costs in 2016/17 will be proposed to the CCG Board. At this stage of the process the department has assumed a Better Care Fund contribution from Health of £1,187,000 to offset these pressures which is subject to CCG Board approval.</p> <p>Another reason for the projected overspend in home care is the financial impact of the full year effect of customers from 2015/16.</p> <p><b>2. Better Care Funding savings (£393,000).</b>            Within the ASC 2016/17 base budget is an MTFS efficiency of £2m following the negotiations with health over the second year of the Better Care Fund. The £2m efficiency target has various target measures to deliver this saving which include avoidance of care in residential and nursing placement, reduction in home care hours, saving from jointly commissioning section 75 contracts and securing lower prices from placement providers.</p> <p>At this stage of the year the department is projecting the delivery of the following against this target:</p> <ul style="list-style-type: none"> <li>• Reductions in residential and nursing placements is moving in the right direction with reduction in volumes of placements and supported living with savings of (£1,424,000) factored in.</li> <li>• A number of contracts have been renegotiated relating to Elgin and Olive House homes with savings of (£183,000). This leaves a net shortfall of <b>£393,000</b> from the £2m target efficiency.</li> </ul> <p><b>3. A net projected underspend in Learning Disability services of (£207,000).</b>            There is a reduction in the underspend of £211,000 compared to period two</p>

Departmental Division	Revised Budget	Variance Month 3	Variance Month 2	Variance Analysis
	£000	£000	£000	
				<p>underspend of (£419,000) is due to the addition of 6 new customers and a respite placement.            Within LD service there continues to be demand pressures within the Day care service of £170,000 and this is proposed to be funded from ASC reserves.</p> <p><b>4. The Mental Health service is projecting a net overspend of £511,000.</b>            This has increased by £74,000 since period 2 report due to the additional one new client and an increases in placement prices. The budget pressures are due to demand pressures in Home Care and an increasing number of 50/50 placements with Health. The department has commenced a review plan which has been provided to the social care mental health lead.</p> <p><b>5.The total projected overspend on the Social Care activity is £85,000.</b>            There are pressures continuing in the Assistive Equipment Technology budget due to the out of hospital strategy and the additional spending on the CIS to prevent entry into hospital.            From 2016/17, there is CCG funding from the CIS model to assist with the budgetary pressure of £29,000 and the balance of the shortfall of £56,000 is proposed to be funded from ASC reserves.</p> <p><b>6.There is an income shortfall of £315,000 on the Careline services.</b> This as a result of an unachievable MTFs measure resulting from no increase in charges. A new review has commenced exploring the options for the service.</p> <p><b>7. There are pressures within the Parkview establishment centre of £90,000.</b>            This is due to additional running costs which are proposed to be funded from ASC reserves.</p>

Departmental Division	Revised Budget	Variance Month 3	Variance Month 2	Variance Analysis
	£000	£000	£000	
Strategic Commissioning & Enterprise	5,495	(36)	(30)	8. Similar to the outturn, the meals services is projecting an underspend of (£36,000) due to a decrease in the number of clients.
Finance & Resources	7,791	0	0	
Executive Directorate	544	(75)	(75)	9. There is a projected underspend of (£75,000) within the workforce development training budgets.
<b>Total</b>	<b>57,973</b>	<b>4,512</b>	<b>4,312</b>	
<b>Funding from ASC Pressures and Demand Reserves</b>		<b>(716)</b>	<b>(716)</b>	The department is requesting Cabinet approval for £716,000 from ASC Pressures and Demand reserves to partly offset the budget pressures as forecast in month 3.
<b>Better Care Fund – Health Contribution</b>		<b>(1,187)</b>	<b>(1,187)</b>	This is the second year of the Better Care Fund and the department is in constructive discussions with Health for contributions towards Home Care, Community Investment Service and Assistive Technology as part of its joint out of hospital strategy.
<b>Total</b>	<b>57,973</b>	<b>2,609</b>	<b>2,409</b>	

## 2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Demand pressures on Adult Social Care services would continue to increase as the population gets older. We continue to experience increases in numbers during this financial year.	250	546
National Living Wage for Social Care Costs.	150	537
Inflationary pressures greater than provided in the 2016/17 budget settlement.	150	300
<b>Total</b>	<b>550</b>	<b>1,383</b>

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

Adult Social Care		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000	£000	£000	£000
<b>Total MTFS Savings</b>		5,321	1,734	1,333	2,254
Schemes Delayed / At Risk	£000	Reason			
Various savings are at risk	2,254	At this early stage of the financial year the department is projecting a number of savings at risk. A number of these are savings are increasingly difficult to deliver considering the year on year savings the department has delivered in previous years. The department will continue to monitor these on a monthly basis and aim to deliver the savings.			

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

Adult Social Care (ASC) is projecting a gross overspend of £4,512,000 as at end of period three, there is an increase in the overspend of £200,000 compared to the period two projection overspend of £4,312,000. After funding from the ASC Pressures and Demand reserve of (£716,000) which is proposed for Cabinet approval and Better Care funding from Health of (£1,187,00), these will mitigate the overall pressures to a net projected overspend of £2,609,000.

The Department is proposing to drawdown from the ASC Pressures and Demand reserve of £716,000 to contribute to the net projected forecast. The following services are proposed for a reserve's contribution:

Home Care new contract price (1/2 year)	£400,000
Learning Disabilities Service	£170,000
Parkview running costs	£ 90,000
Equipment pressures	<u>£ 56,000</u>
<b>Total</b>	<b><u>£716,000</u></b>

The department is expected to deliver savings of £5,321,000 in this financial year and at this stage of the year 33% are on track to be delivered in full and a further 25% in progress.

Similar to last year's forecasts, the projections should be treated with caution due to the on-going difficulties experiencing of the introduction of the Agresso Managed Services system.

### **5: Action Plan to Monitor Budget Overspend.**

The Department has commenced an action plan to work with budget managers to reduce overspend and aim bring the budget to break-even at outturn. The main actions include:

- Review of customer care needs as part of the transfer to the new Home care providers or through Direct Payments.
- Review of Learning Disabilities Day Care costs and in-house day services.
- Review of 50/50 funded placements within Mental Health services.
- Review of high cost placements, Home care packages and Direct payments customers.
- All spending will be reviewed that is not directly related to an eligible social care need as identified in an individual customers support plan.
- ASC Transformation Programme reviews progress on a two-weekly basis of the projects and programmes which will bring about the savings, with deep dives to check on progress.
- The Executive Director and Deputy Executive Director to conclude the constructive funding negotiations with Health colleagues for 2016/17. The department's has negotiated funding from Health to contribute to the Home care costs as part of the out of hospital strategy to support customers at home and avoid hospital admission or to enable early discharge which is now requiring formal sign-off.
- Ascertain further funding from the Pressures and Demand reserve to assist with reducing the forecasted overspend position.

Similar to last year when the department was projecting an overspend for the majority of the year, the action plan delivered reductions in the budget to the extent the department outturned with a (£62,000) underspend. Historically, the Department's budget has had underlying budget pressures, which were mitigated by using a combination of one off reserves, the carry forward of underspends and funding from health. The Department was unable to carry forward any underspends in 2015/16 and has estimated the budget pressures as detailed in report for 2016/17. The department anticipates the recovery action plan will be more difficult to achieve a balanced budget by year end and may take the view, in conjunction with the Lead Cabinet Member, to request later in the year funding from Corporate balances to address the structural base budget shortfall.

**APPENDIX 2: CENTRALLY MANAGED BUDGETS****BUDGET REVENUE MONITORING REPORT – MONTH 3****1: Variance by Departmental Division**

<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Variance Month 3</b>	<b>Variance Month 2</b>	<b>Variance Analysis</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
Corporate & Democratic Core	6,066	0	0	
Housing and Council Tax Benefits	(291)	0	0	
Levies	1,570	0	0	
Net Cost of Borrowing	32	300	0	The unfavourable variance forecast is due to the poor outlook for interest rates over the next year. This will lead to reduced income on the cash balances held by the Council.
Other Corporate Items (Includes Contingencies, Insurance, Land Charges)	4,713	0	0	
Pensions & Redundancy	9,450	(272)	(272)	Past Service costs less than budgeted.
<b>Total</b>	<b>21,540</b>	<b>28</b>	<b>(272)</b>	

**2: Key Risks**

<b>Risk Description</b>	<b>Lower Limit £000</b>	<b>Upper Limit £000</b>
Interest rate fluctuations and changes in the Council's cash balances could result in favourable or adverse movements in the Net Cost of Borrowing.	(500)	0
<b>Total</b>	<b>(500)</b>	<b>0</b>



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

Centrally Managed Budgets		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000	£000	£000	£000
<b>Total MTFS Savings</b>		<b>1,050</b>	<b>1,050</b>		
Schemes Delayed / At Risk	£000	Reason			

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

Currently there is £1.4m of approved expenditure to be funded from unallocated contingencies. This leaves an unallocated contingency balance of £0.9m.

The forecast shortfall in investment Income is due to factors outside LBHF control (i.e. Bank of England interest rate policy). Compensating underspends will be sought from other budget areas to mitigate this overspend.

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

<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Variance Month 3</b>	<b>Variance Month 2</b>	<b>Variance Analysis</b>
	<b>£000</b>	<b>£000</b>	<b>£000s</b>	
Family Services	33,119	518	273	<p>Family services is forecast to have an in year over spend of £518k as a number of pressures continue to manifest themselves in 16/17 from previous years.</p> <p>Staffing pressures exist in the Contact and Assessment Service (CAS) which has experienced an increase in the demand for assessments. To address this demand, there has been recruitment of 3 supernumerary demand led deputy team managers and resulting in-year pressure of £112k. Additionally, there are further staff cost pressures in the Disabled Children Team (DCT) of £77k. Insufficient budget for the Multi Agency Safeguarding Hub has led to an overspend of £170k. However, there is a favourable variance on staffing costs (-£100k) anticipated within the Fostering and Adoption Service</p> <p>Family Support and Locality services are currently forecast to achieve underspends in the current financial year (-£175k). The adverse movement from p2 (£174k) is due to planned recruitment to vacant posts. This underspend will partly offset MTFS targets of £467k which are currently at risk.</p> <p>Small underspends on direct client expenditure, and across placement budgets result in a favourable variance of (-£83k). However, there has been a delay in the implementation of the shared service contact centre, resulting in a cost pressure of £50k.</p>

Departmental Division	Revised Budget	Variance Month 3	Variance Month 2	Variance Analysis
	£000	£000	£000s	
Schools Commissioning and Education Services	3,508	151	174	<p>A pressure of £208k is forecast across the SEN service as a result of the continued requirement for additional unfunded posts required to support service stability through the conversion of Special Educational Needs (SEN) Statements into the new Education, Health and Care Plan (EHCP) format. A future Report is anticipated that will request a virement of £125k regarding such costs. If approved this would reduce the forecast overspend.</p> <p>This pressure is partially offset by forecast underspends on SEN Transport, Educational Achievement, Lilla Huset additional traded services and a vacant early years lead advisor post.</p>
Children's Commissioning	4,739	533	286	<p>Although the implementation of the new structure has now taken place, there remains a pressure due to the use of agency and consultancy staff to provide transitional support, as the directorate has encountered difficulties in recruiting permanent staff to posts.</p> <p>There is a £177k overspend forecast for salary costs associated with various projects for which the business case needs to be approved.</p>
Safeguarding, Review and Quality Assurance	1,427	131	142	<p>The projected overspend is due to staffing costs pressures within the Safeguarding team, mainly as a result of previous years MTFs target not being achieved in full. Work is underway to find additional cost reduction within the service.</p>
Finance & Resources	4,788	602	168	<p>£570k of the overspend relates to an income budget for HR and payroll services to schools, for which no income will be credited to Children's Services.</p>

Departmental Division	Revised Budget	Variance Month 3	Variance Month 2	Variance Analysis
	£000	£000	£000s	
				<p>There is a projected overspend on Finance team salaries due to the delay in the restructure, which results in a shortfall against the previous year's MTFS saving <b>(£250k)</b>. There are unfunded Portfolio Team costs <b>(£212k)</b> plus overspends on ICT team salaries <b>(£47k)</b>.</p> <p>These pressures are partially mitigated by a favourable variance on contract spend in relation to the employee-led mutual, plus budget held for departmental National Insurance contributions and salary inflation which will be reallocated in-year.</p>
Schools Funding	0	0	0	
<b>Total</b>	<b>47,581</b>	<b>1,935</b>	<b>1,043</b>	

## 2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
SEN Transport – Additional cost of September and January cohort intake.	0	100
SEN Transport – Post 16. The transport costs of these young adults may be transferred back to ASC, dependent on an agreement between CHS and ASC. One of the aims of The Children's and Family's Act working group is to create a decision tree to allow these costs to be allocated in future.	(68)	0
<b>Total</b>	<b>(68)</b>	<b>100</b>

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

Children's Services		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000	£000	£000	£000
<b>Total MTFS Savings</b>		<b>3,227</b>	<b>2,557</b>	<b>0</b>	<b>670</b>
Schemes Delayed / At Risk	£000	Reason			
Commissioning of a Children's Services contact service centre	50	Delay in the implementation until June 2016.			
Achieving permanent care for children, reducing LAC numbers and placement costs	487	Activities to be defined by the service.			
YOT	9	Staffing pressures			
Disabled Children Team	77	Staffing pressures			
Reorganisation of Commissioning Team	47	Although the reorganisation has been implemented, there has been a need to recruit agency staff to cover vacancies. This will be subject of a separate report.			

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

The Family Services forecast is expected to reduce for CRM 4 following a full review of the placement model (potential £130k favourable movement). Overall, the service is seeing placement costs stabilise. Intensive work has been undertaken around reviewing care leavers placements to try and move them into more sustainable and cost effective placements. This is starting to take effect through increased Housing allocations and quicker closure of cases no longer eligible for Public Funding. In addition, Family Services DMT are looking at options to further mitigate the in-year directorate overspend position for 2016/17.

As referred to above, as a result in a change of legislation set out by the Department for Education, Children's Services are required to provide a conversion of Special Educational Needs (SEN) Statements into the new Education, Health and Care Plan (EHCP) format for young adults Post 16. The increased demand this requirement has placed upon the department has led to the establishment of a Transfer Team whose focus is to achieve the conversion rates set out by statute. There are 1634 plans that need to be converted and the plan is to have them converted by the end of December 2017. The requirement in order to convert these will be for 10 additional caseworkers and 1 manager. A Cabinet paper requesting funding is being developed.

The Commissioning Directorate are pursuing £250k of opportunities to mitigate non staffing adverse variances, and an improved forecast position is expected for CRM4. There are significant capacity pressures and a significant work programme for Hammersmith and Fulham. The directorate is reviewing every opportunity to contain these pressures, however the resource required for the current work programme exceeds the available budget resource which will require a further cabinet paper.

A review by Corporate Finance to bring together various elements of HR/Payroll SLA income and contract budgets for the BT Shared Service is planned. Within Children's Services a budget and associated pressure of £570k is held with respect to HR and Payroll SLA income with schools. It is expected that this budget and pressure be moved from Children's Services. Corporate Finance expect that the net impact on the Council will be significantly lower than £570k.

**APPENDIX 4: CONTROLLED PARKING ACCOUNTS (CPA)****BUDGET REVENUE MONITORING REPORT – MONTH 3****1: Variance by Departmental Division**

<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Variance Month 3</b>	<b>Variance Month 2</b>	<b>Variance Analysis</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
Pay & Display (P&D)	(11,808)	94	421	Income received at the start of 2016-17 from P&D (including phone payments and card payments) is higher than in the same period in the previous year. However, there is still an adverse variance of £94k forecast.
Permits	(4,496)	(112)	194	Income from resident permits in the first quarter of 2016-16 is higher than the same period last year, which has resulted in a favourable forecast.
Civil Enforcement Officer (CEO) Issued Penalty Charge Notice (PCN)	(6,814)	376	193	The number of PCNs issued in the first two months of the financial year are 2.74% down on the same period last year.
Bus Lane PCNs	(1,257)	(275)	(703)	The number of PCNs issued in the first two months of 2016-17 is similar to the same period last year.
CCTV Parking PCNs	0	(7)	(11)	There are restrictions on the areas where CCTV can be used for parking enforcement. The number of PCNs issued is at a minimal level and this is expected to continue for the rest of the year.

Departmental Division	Revised Budget	Variance Month 3	Variance Month 2	Variance Analysis
	£000	£000	£000	
Moving Traffic PCNs	(6,314)	(136)	13	The numbers of PCNs issued in April and May 2016 were significantly lower than in the same period last year (20%). It is not expected that this will continue for the full year. This will be monitored closely and the forecast adjusted as appropriate. The budgeted income was reduced by £500k in the 2016-17 budget planning process.
Parking Bay Suspensions	(3,223)	(125)	(585)	Income in the first two months of 2016-17 has increased in comparison with the previous year. The risk associated with suspensions income means that the forecast for the last 10 months has been assumed to remain at the level seen last year. The budgeted income was increased by £500k in the 2016-17 budget planning process.
Towaways and Removals	(325)	14	27	Income to date is similar to the previous year, so the forecast outturn at this early stage is expected to be in line with the 2015-16 outturn.
Expenditure and Other Receipts	11,831	0	(20)	Staffing costs are forecast to underspent by £61k and Supplies and services are forecast to be overspent by £61k.
<b>Total</b>	<b>(22,406)</b>	<b>(171)</b>	<b>(471)</b>	



**2: Key Risks**

<b>Risk Description</b>	<b>Lower Limit £000</b>	<b>Upper Limit £000</b>
Moving Traffic Offences – potential reduction in income level	0	1,500
Economic downturn resulting in fewer parking bay suspension requests	0	1,000
<b>Total</b>	<b>0</b>	<b>2,500</b>

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

This is the first forecast for 2016/17 that can be based on a reasonable amount of actual data, and results in a forecast underspend of £171k. Officers will continue to keep a close eye on the performance of Parking income and expenditure and in particular review regularly the Parking Bay Suspension income which may change at short notice due to fluctuations in demand driven by the general state of the economy. The Moving Traffic Offences activity will also be regularly reviewed, to identify whether driver behaviours are changing.

The variances in the table above assumes the virement requested in CRM2, to better realign parking income budgets with actual activity, is approved.

**APPENDIX 5: CORPORATE SERVICES REVENUE MONITOR****BUDGET REVENUE MONITORING REPORT – MONTH 3****1: Variance by Departmental Division**

<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Variance Month 3</b>	<b>Variance Month 2</b>	<b>Variance Analysis</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
H&F Direct	19,023	0	0	Similar to last financial year, there is likely to be continued budget pressure on the recovery of court costs. However, currently it is anticipated that the favourable savings from the delivery of taxi cards will negate these pressures to ensure that the department is within its overall budget.
Innovation & Change Management (ICM)	(210)	0	0	
Legal and Electoral Services	786	0	0	
Finance & Audit	477	0	0	
Shared ICT Services & Procurement	(3,388)	0	180	Previously reported adverse variance of £180k has now been reduced to £62k and the department is confident that this can be eliminated completely by year end.
Commercial Directorate	70	0	0	There is a budget pressure relating to the non-recovery of budgets from departments for savings assumed from the new stationery contract. This issue is expected to be resolved before end of the second quarter.
Executive Services	(721)	0	0	
Human Resources	23	0	0	
Delivery and Value	694	0	0	
<b>Total</b>	<b>16,754</b>	<b>0</b>	<b>180</b>	

**2: Key Risks**

N/A

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

Finance & Corporate Services		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000	£000	£000	£000
<b>Total MTFS Savings</b>		£3,175	£3,175		
Schemes Delayed / At Risk	£000	Reason			

**APPENDIX 6: ENVIRONMENTAL SERVICES****BUDGET REVENUE MONITORING REPORT – MONTH 3****1: Variance by Departmental Division**

<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Variance Month 3</b>	<b>Variance Month 2</b>	<b>Variance Analysis</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
Cleaner, Greener & Cultural Services	21,539	(792)	(420)	<p><b>(£641k) Waste Disposal</b> – A one-off rebate of £470k has been confirmed by Western Riverside Waste Authority, relating to underspends in 2015/16. Year to date tonnages are 2% more than the same period last year. The forecast assumes this continues to year end, giving rise to a reduced forecast underspend of £171k.</p> <p><b>(£188k) Waste and Street Cleansing contract</b> – actual contract inflation is less than included in the budget this year. Proposals to reallocate this budget to ongoing overspends within the service group are currently being considered.</p> <p><b>£24k Waste Policy and Development</b> – recycling sack sponsorship income target will not be achieved due to lack of demand for waste related advertising.</p> <p><b>£13k Other smaller overspends</b></p>
Safer Neighbourhoods	7,754	548	554	<p><b>£150k Transport</b> – there is a £100k loss of management and repair income as a result of the Passenger Transport service being outsourced. There is an ongoing budget pressure of £100k for 2016/17 and future years. Additional pressures from 2015/16 are expected to be ongoing - mostly due to a smaller mark up being achieved on fuel, leases and the workshop as a result of declining activity. Budget growth is being pursued and options for the continuation of the workshop are being explored.</p> <p><b>£341k Phoenix Fitness Centre</b> – Capital improvement works to increase the income generating potential of the centre, and therefore</p>

Departmental Division	Revised Budget £000	Variance Month 3 £000	Variance Month 2 £000	Variance Analysis
				reduce its annual management fee have been delayed. Discussions with the school have been constructive and it is now expected that the works will be undertaken this year, enabling the management fee to be reduced to nil over a 3 year period. As such, part of this pressure will be ongoing into 2017/18 for which budget growth is being requested. <b>£48k CCTV Service</b> – mostly relating to forecast salary overspends, which are being investigated. <b>£9k Other smaller overspends</b>
Other LBHF Commercial Services	399	177	177	<b>£186k Ducting contract</b> – The income target is £291k, compared to £105k guaranteed income for 2016/17. The non-guaranteed income forecast for year 2 is £267k, so there is potential for this position to improve, but there has been no non-guaranteed income to date. <b>(£9k) Other smaller underspends</b>
Executive Support and Finance	(300)	0	0	
People Portfolio Saving	150	150	153	<b>£150k People Portfolio Saving</b> – this historic savings target is not expected to be met again this year. Proposals to permanently remove this target through a realignment of other service budgets are being considered.
Building & Property Management (BPM)	(2,779)	356	156	<b>£200k in Advertising Hoardings</b> – It is anticipated that advertising hoarding income will be in line with budget for most sites except for the Two Towers and L’Oreal sites. This accounts for the forecast adverse variance. The income forecasts are based on the average income for the six months to March 2016 in the absence of more current information. Given the challenges from the previous year, this area will be monitored closely. <b>£268k in Civic Accommodation</b> – This is mainly the result of unachievable MTFS savings on Fulham Town Hall. The disposal of

Departmental Division	Revised Budget £000	Variance Month 3 £000	Variance Month 2 £000	Variance Analysis
				<p>this property has been delayed and in the meantime the Council continues to incur running costs.</p> <p><b>£77k - Rent and Other Properties.</b> The unfavourable variance is due an unachievable MTFs savings of £63k and an unachievable income target on Galena Road of £14k.</p> <p><b>£44k Technical Support and BPM Business Support</b> – The Overspend relates to staffing costs in Technical Support of £42k. This is due to abnormal workload pressures.</p> <p><b>(£47k) Building Control</b> – The favourable variance is due to additional income from large building control schemes.</p> <p><b>(£188k) Valuation Services</b> –The favourable variance relates to the rebate from the laser contract and underspends in the carbon reduction team.</p> <p><b>£2k Other.</b></p>
Transport & Highways	13,706	(77)	349	<b>(£77k) Transport &amp; Highways</b> -The overall variance and the significant movement compared to last month is due to an increase in the cost of staff time that can be charged to projects - mainly from Better Junctions and the Hammersmith Gyratory schemes.
Planning	1,998	233	7	<b>£233k Planning</b> - The overall unfavourable variance is due to an anticipated increase in legal charges and claimants costs from challenges to planning decisions made by the Council. The Planning Division are using existing reserves to fund a proportion of these costs. This leaves unfunded costs of £229k. It is quite possible that these costs will increase further during the year. See the Risk Profile in section 2 below.
Environmental Health	3,021	1	51	There is a reduction in the overspend, compared to last month, due to a s113 income reforecast of (£43k).
Former TTS Support Services	(656)	0	4	

Departmental Division	Revised Budget	Variance Month 3	Variance Month 2	Variance Analysis
	£000	£000	£000	
<b>Total</b>	<b>44,832</b>	<b>596</b>	<b>1,031</b>	

## 2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Advertising Hoarding Income - Lower than expected income from Advertising Hoardings sites, and potential dispute with contractor.	200	500
Unfunded Judiciary Review expenditure and exceptional items in Planning Division.	250	450
If costs arise from the termination of the LINK shared service.	0	500
<b>Total</b>	<b>450</b>	<b>1450</b>

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

Environmental Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings	2,668	1,272	1,024	372
Schemes Delayed/ At Risk	£000	Reason		
Additional Rental income	63	Charge to Amey for accommodation is recharged back to the Council under the contract.		
Accommodation Savings	245	Depends on the sale of Fulham Town Hall.		
Streetlighting Energy	64	Street lighting LED pilots are running, and plans are in place to roll out across the borough. Currently, only 55% of the savings are expected to be achievable as a result of a start date that is later than assumed in the budget.		

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

This year the Environmental Services budget is seeing the financial impact of a number of factors not within its control.

Running costs of Fulham Town Hall continue to be incurred (£242k overspend) and Planning is seeing additional unbudgeted legal costs to defend judicial review challenges and public inquiries, the main one also being Fulham Town Hall (£229k). Planning costs may easily rise still further as a result of new legal challenges. Discussions continue to try and progress the delayed capital works at the Phoenix Fitness Centre to deliver revenue benefits (consequently these will not come in 2016/17, giving a £341k overspend). The service has raised many times the income shortfall resulting from the Passenger Transport service not transferring back in-house (£100k adverse). Advertising hoardings income is £200k adverse.

Overall, parking is forecast to be £171k favourable, and Environment Services is forecast to be £596k overspent, giving a net position of £425k adverse. This position is inherently volatile, particularly in parking, planning legal costs, waste disposal, and advertising hoardings. Expenditure that could feasibly be reduced quickly in year, if the Council made a decision to do that could result in higher costs overall in future years. Environmental Services hold significant earmarked reserves and these will be reviewed by the ES DMT for the next CRM to determine the extent to which they could cover the £425k adverse variance currently forecast.



**APPENDIX 7: HOUSING DEPARTMENT - GENERAL FUND****BUDGET REVENUE MONITORING REPORT – MONTH 3****1: Variance by Departmental Division**

<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Variance Month 3</b>	<b>Variance Month 2</b>	<b>Variance Analysis</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
Housing Strategy, Options, Skills & Economic Development	7,918	304	0	This mainly relates to a forecast overspend of £666k as a result of inflationary pressures on rents for suitable temporary accommodation from private sector landlords offset by a reduction in the net costs of Bed and Breakfast (B&B) accommodation of (£96k) due to lower average client numbers (103 forecast compared to 130 in the original budget) and a reduction in Bad Debt Provision (BDP) because of the better than expected collection performance on B&B (£37k) and Private Sector Leasing (PSL) (£229k).
Housing Strategy & Regeneration	7	0	0	
Housing Services	44	0	0	
Strategic Housing Stock Options Appraisal - General Fund	0	0	0	
Finance & Resources	174	0	0	
<b>Total</b>	<b>8,143</b>	<b>304</b>	<b>0</b>	

**2: Key Risks**

<b>Risk Description</b>	<b>Lower Limit £000</b>	<b>Upper Limit £000</b>
<b>Temporary Accommodation Procurement Costs</b> – recent months have seen increased difficulties in containing the inflationary cost pressures associated with procuring suitable temporary accommodation from private sector landlords. Officers are continuing to make use of incentive payments to private landlords in mitigating this risk. In the event that this risk crystallises, the resultant costs will be mitigated by the Temporary Accommodation reserve.	109	274
<b>No recourse to public funds</b> - recent legislative changes mean that asylum seekers granted Leave to Remain are not given access to public funds. This means that households have the legal right to remain in the UK but are unable to access benefits and social housing. As a result, the Council has seen an increase in the number of applications for assistance. In order to mitigate against this, officers are reviewing the application and assessment process and liaising with colleagues from Adult and Children Services to identify funding.	278	464
<b>Total</b>	<b>387</b>	<b>738</b>

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

<b>Housing Department</b>	<b>MTFS Target</b>	<b>On Track</b>	<b>In Progress</b>	<b>Delayed/ At Risk</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Total MTFS Savings £265k TA &amp; £140k EDLS</b>	405	265	0	140
<b>Schemes Delayed / At Risk</b>	<b>£000</b>	<b>Reason</b>		
Adult Learning and Skills Service MTFS	140	Officers are planning to achieve this saving through the implementation of a restructure. This is expected to be initiated when the Director for Housing Growth & Strategy is in post.		

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

The Housing and Regeneration department currently expects the overall outturn for the year 2015/16 to overspend against the budget by £304k. The department continues to work on ways to mitigate this forecast overspend.

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

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

**APPENDIX 8: LIBRARIES AND ARCHIVES SERVICES****BUDGET REVENUE MONITORING REPORT – MONTH 3****1: Variance by Departmental Division**

Departmental Division	Revised Budget	Variance Month 3	Variance Month 2	Variance Analysis
	£000	£000	£000	
Libraries Shared Services	3,175	0	0	No variance for the month
<b>Total</b>	<b>3,175</b>	<b>0</b>	<b>0</b>	

**2: Key Risks**

Risk Description	Lower Limit £000	Upper Limit £000
Reduction in income from internet usage on PC's	10	10
<b>Total</b>	<b>10</b>	<b>10</b>

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

Libraries Shared Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
<b>Total MTFS Savings</b>	20		20	
Schemes Delayed / At Risk	£000	Reason		

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

The risk of £10k is to reflect the reduced income from the decision to allow 1hour free usage on PC's, which will need to be mitigated through increased income elsewhere (in addition to MTFS requirements). This is currently rated as in progress as there is work being undertaken to identify the income streams, but not all of these have been introduced yet. This will be monitored closely throughout the year.

**APPENDIX 9: PUBLIC HEALTH SERVICES****BUDGET REVENUE MONITORING REPORT – MONTH 3****1: Variance by Departmental Division**

<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Variance Month 3</b>	<b>Variance Month 2</b>	<b>Variance Analysis</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
Sexual Health	5,768	0	0	
Substance Misuse	4,870	0	0	
Behaviour Change	2,527	(47)	0	Health Trainers performance trigger unlikely to be met; trend follows prior year.
Intelligence and Social Determinants	60	(10)	0	Specialist project work not required in current year.
Families and Children Services	6,440	0	0	
Public Health Investment Fund (PHIF)	2,162	39	0	Minor overspend of £39k which is due to projects spending in 2016/17 which were agreed in the previous year.
Salaries and Overheads	1,285	0	0	
Drawdown from Reserves	(596)	405	(14)	
Public Health – Grant	(18,524)	(387)	14	Grant confirmation received March 2016, £18,911k.
Public Health 0-5 Programme Grant (from Oct 2015)	(3,992)	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**2: Key Risks**

<b>Risk Description</b>	<b>Lower Limit £000</b>	<b>Upper Limit £000</b>
Awaiting consultation response for proposals to amend the funding formula for 2016/17 onwards.	0	1,930
<b>Total</b>	<b>0</b>	<b>1,930</b>

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

N/A

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

Relatively few invoices are paid in relation to current financial year, so variance is based on budget manager forecasting, which will be analysed in greater depth once invoices are received and paid.

**APPENDIX 10: HOUSING REVENUE ACCOUNT****BUDGET REVENUE MONITORING REPORT – MONTH 3****1: Variance by Departmental Division**

<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Variance Month 3</b>	<b>Variance Month 2</b>	<b>Variance Analysis</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
Housing Income	(76,571)	0	0	
Finance and Resources	15,151	(35)	0	This underspend relates to a delay in IT project spend.
Housing Services	11,417	89	0	Increase in grounds maintenance costs, with an estimated additional £180k for an improved process of weeding. These additional costs will be partially offset by underspends in staffing, projected at (£91k).
Commissioning and Quality Assurance	1,638	0	0	
Strategic Housing Stock Options Transfer	0	0	0	
Property Services	2,405	0	0	
Housing Repairs	13,869	0	0	
Housing Options HRA	343	(14)	0	This mainly relates to higher than expected income from hostels due to a lower void rate than budgeted.
Adult Social Care	48	0	0	
Regeneration	237	94	0	This relates to costs associated with the Earls Court Regeneration Project for 70 Lillie Road which cannot be funded from capital of £70k. In addition, refurbishment costs at Mund Street of £24k are forecast.
Safer Neighbourhoods	578	0	0	
Housing Capital	29,824		0	
<b>(Contribution to)/ Appropriation From HRA General Reserve</b>	<b>(1,061)</b>	<b>134</b>	<b>0</b>	

**2: Key Risks**

Risk Description	Lower Limit £000	Upper Limit £000
<b>Universal Credit:</b> A very prudent allowance was made in the budget for the impact of Welfare Reform, however, the full impact of Welfare Reform has not been felt yet. The timing of the roll out of Universal Credit and the resultant financial impact is being closely monitored and will be reported on monthly.	unknown	unknown
<b>Managed Services:</b> the general lack of data available from the system, the lack of systems assurance and reconciliation reporting, the time taken to resolve payment issues, the delay in implementing the system for leaseholder service charges, delayed and missing cash files preventing rent arrears from being managed and the associated bad debt risk, the opportunity cost of officer time in managing issues arising and other factors are expected to have both a financial and non-financial impact on the department.	unknown	unknown
<b>Housing Development Programme:</b> This relates to a reduction in the capitalisation of staffing costs resulting from delays in commencing construction on Housing Development programme projects compared to the position assumed when the original budget was prepared.	0	200
<b>Termination of IT contract:</b> the contract with Hammersmith & Fulham Bridge Partnership will terminate this year and it is expected that should there be any additional unbudgeted costs, these will be funded from an earmarked reserve set aside for this purpose.	unknown	unknown
<b>Total</b>	<b>unknown</b>	<b>unknown</b>

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

Housing Revenue Account	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
<b>Total MTFS Savings</b>	922	922		
Schemes Delayed / At Risk	£000s	Reason		



**4: HRA General Reserve**

	Opening Balance	Budgeted (Contribution to)/Appropriation from General Reserve	HRA Variance (Surplus)/ Deficit	Forecast C/F
	£000	£000	£000	£000
HRA General Reserve	(18,520)	(1,061)	134	(19,447)

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


The Housing Revenue Account is forecast to over spend by £134k against the budget for 2016/17. The department continues to work on ways to mitigate this forecast overspend.

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

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

**APPENDIX 11: VIREMENT REQUESTS**

<b>Details of Virement</b>	<b>Amount £000</b>
<b>GENERAL FUND:</b>	
<b><u>Department: ADULT SOCIAL CARE</u></b>	
The department is requesting Cabinet approval for a virement of £716,000 from ASC Pressures and Demand reserves to partly offset the budget pressures in Integrated Care Services such as Homecare and Direct Payments.	DR £716 CR (£716) ASC / Earmarked Reserves
<b>Total General Fund Virements (Debits)</b>	<b>716</b>
<b>Housing Revenue Account (HRA):</b>	
<b>Total HRA Virements (Debits)</b>	<b>0</b>

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET</b></p> <p><b>10 OCTOBER 2016</b></p>	
<p><b>CAPITAL PROGRAMME MONITOR &amp; BUDGET VARIATIONS, 2016/17 (FIRST QUARTER)</b></p>	
<p><b>Report of the Cabinet Member for Finance – Councillor Max Schmid</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification:</b> For Decision</p>	
<p><b>Key Decision:</b> Yes</p>	
<p><b>Consultation:</b> Service Finance Teams</p>	
<p><b>Wards Affected:</b> ALL</p>	
<p><b>Accountable Director:</b> Hitesh Jolapara, Strategic Finance Director</p>	
<p><b>Report Author:</b> Christopher Harris, Head of Corporate Accountancy and Capital</p>	<p><b>Contact Details:</b> Tel: 0208 753 6440 Email: christopher.harris@lbhf.gov.uk</p>

## 1. EXECUTIVE SUMMARY

- 1.1. This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations as at the end of the first quarter, 2016/17. A net decrease of **£5.2m** to the 2016/17 capital budget (as approved at the end of the fourth quarter, 2015/16) is proposed.

## 2. RECOMMENDATIONS

- 2.1. To approve proposed technical budget variations to the capital programme totalling **£5.2m** (summarised in Table 1 and detailed in Appendix 2 of the report).

## 3. REASONS FOR DECISION

- 3.1. This report seeks revisions to the Capital Programme which require the approval of Cabinet in accordance with the Council's financial regulations.

## 4. CAPITAL PROGRAMME 2016-17 –Q1 VARIATIONS

4.1. The Council's capital programme as at the end of the first quarter 2016/17 – including proposed variations - is summarised in Table 1 below. A full analysis of elements of the programme funded from internal Council resource is included in section 6.

Table 1 – LBHF Capital Programme 2016-20 with proposed 2016/17 Q1 Variations

	Analysis of Movements (Revised budget to Q1)						Indicative Future Years Analysis				
	2016/17 Original Budget £'000	2016/17 Revised Budget £'000	Slippages from/(to) future years £'000	Addition/(Reduction) £'000	Transfers £'000	Total Variations (Q1) £'000	Revised Budget 2016/17 (Q1) £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total Budget (All years) £'000
<b>CAPITAL EXPENDITURE</b>											
Children's Services	30,199	44,946	(3,984)	4,604	-	620	45,566	15,608	751	-	61,925
Adult Social Care	1,707	2,545	-	1,019	-	1,019	3,564	450	450	450	4,914
Environmental Services	11,311	22,908	-	3,226	-	3,226	26,134	7,731	7,731	7,731	49,327
Finance & Corporate Services	-	436	-	-	-	-	436	-	-	-	436
Libraries	250	285	-	-	-	-	285	-	-	-	285
<b>Sub-total (Non-Housing)</b>	<b>43,467</b>	<b>71,120</b>	<b>(3,984)</b>	<b>8,849</b>	<b>-</b>	<b>4,865</b>	<b>75,985</b>	<b>23,789</b>	<b>8,932</b>	<b>8,181</b>	<b>116,887</b>
HRA Programme	47,836	49,304	(17)	1,245	-	1,228	50,532	29,900	24,040	26,635	131,107
Decent Neighbourhoods Programme	21,315	27,011	(11,592)	349	-	(11,243)	15,768	13,378	13,147	25,178	67,471
<b>Sub-total (Housing)</b>	<b>69,151</b>	<b>76,315</b>	<b>(11,609)</b>	<b>1,594</b>	<b>-</b>	<b>(10,015)</b>	<b>66,300</b>	<b>43,278</b>	<b>37,187</b>	<b>51,813</b>	<b>198,578</b>
<b>Total Expenditure</b>	<b>112,618</b>	<b>147,435</b>	<b>(15,593)</b>	<b>10,443</b>	<b>-</b>	<b>(5,150)</b>	<b>142,285</b>	<b>67,067</b>	<b>46,119</b>	<b>59,994</b>	<b>315,465</b>
<b>CAPITAL FINANCING</b>											
<b>Specific/External Financing:</b>											
Government/Public Body Grants	21,508	36,629	2,620	399	(6,000)	(2,981)	33,648	2,487	2,157	2,427	40,719
Developers Contributions (S106)	5,010	10,874	(8,797)	582	6,000	(2,215)	8,659	9,143	501	-	18,303
Leaseholder Contributions (Housing)	4,093	9,786	-	-	-	-	9,786	2,849	2,849	2,849	18,333
<b>Sub-total - Specific Financing</b>	<b>30,611</b>	<b>57,289</b>	<b>(6,177)</b>	<b>981</b>	<b>-</b>	<b>(5,196)</b>	<b>52,093</b>	<b>14,479</b>	<b>5,507</b>	<b>5,276</b>	<b>77,355</b>
<b>Mainstream Financing (Internal):</b>											
Capital Receipts - General Fund	11,280	18,771	(737)	61	-	(676)	18,095	6,287	5,480	5,480	35,342
Capital Receipts - Housing*	28,443	28,871	633	1,594	-	2,227	31,098	7,942	16,581	15,470	71,091
Revenue funding - General Fund	544	1,685	-	(23)	-	(23)	1,662	544	544	544	3,294
Revenue Funding - HRA	3,514	3,514	(466)	-	-	(466)	3,048	3,702	353	1,562	8,665
Major Repairs Reserve (MRR) [Housing]	17,377	17,487	622	-	-	622	18,109	17,820	17,404	19,794	73,127
Earmarked Reserves (Revenue)	-	10	-	2,080	-	2,080	2,090	-	-	-	2,090
<b>Sub-total - Mainstream Funding</b>	<b>61,158</b>	<b>70,338</b>	<b>52</b>	<b>3,712</b>	<b>-</b>	<b>3,764</b>	<b>74,102</b>	<b>36,295</b>	<b>40,362</b>	<b>42,850</b>	<b>193,609</b>
<b>Internal Borrowing</b>	<b>20,849</b>	<b>19,808</b>	<b>(9,468)</b>	<b>-</b>	<b>-</b>	<b>(9,468)</b>	<b>10,340</b>	<b>16,293</b>	<b>250</b>	<b>11,868</b>	<b>38,751</b>
<b>Funding to be identified/agreed</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,750</b>	<b>-</b>	<b>5,750</b>	<b>5,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,750</b>
<b>Total Capital Financing</b>	<b>112,618</b>	<b>147,435</b>	<b>(15,593)</b>	<b>10,443</b>	<b>-</b>	<b>(5,150)</b>	<b>142,285</b>	<b>67,067</b>	<b>46,119</b>	<b>59,994</b>	<b>315,465</b>

\*Capital Receipts include use of brought forward Housing receipts

4.2. A net variation to the 2016/17 programme of **£(5.2)m** is proposed, decreasing total budgeted expenditure from £147.4m to £142.2m. Of the proposed net variation, £(15.6)m relates to slippages to future financial years. The remaining £10.4m variation relates primarily to growth in the programme where external funding sources have now been confirmed or associated forecast funding has increased. A detailed analysis of proposed variations for approval is included at Appendix 2.

4.3. The capital programme presented here is based on approved projects and known funding allocations. The 2016/17 budget will be further updated throughout the year. The indicative future years' analysis (2017+) will be updated as pipeline schemes are confirmed or otherwise and these future years remain subject to approval in future capital programmes. Departments such as Children's Services, whose capital programme has traditionally depended on external specific grants, will be updated as and when future grants are confirmed.

## 5. CAPITAL FINANCE REQUIREMENT (CAPITAL DEBT)

5.1. The Capital Finance Requirement (CFR) measures the Council's long-term indebtedness. The current forecast for the General Fund Headline<sup>1</sup> CFR is shown in Table 2 below. The current HRA CFR forecast is shown in Table 3. The CFR is explained in more detail in Appendix 4.

**Table 2 – General Fund CFR at Q1 2016-17 (including future years forecast)**

General Fund CFR Forecast	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Closing CFR (Including DSG-funded Schools Windows borrowing)	56.85	62.98	64.08	64.88
Closing CFR (Excluding DSG-funded Schools Windows borrowing)	46.51	43.68	45.30	46.86

**Table 3 – HRA CFR at Q1 2016-17 (including future years forecast)**

HRA CFR Forecast	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Closing Forecast HRA CFR (excluding deferred costs of disposal)	204.36	211.28	211.28	223.15
Deferred Costs of Disposal	6.08	7.44	11.95	14.72
Closing Forecast HRA CFR (including deferred costs of disposal)	210.44	218.72	223.23	237.87

5.2. The General Fund CFR forecast is heavily dependent on the timing and certainty of capital receipts forecasts. Where receipts are not available to fund mainstream expenditure, and no other sources of funding can be found, internal borrowing will increase. This will increase the CFR. The General Fund CFR is also sensitive to any transfer of assets between the HRA and the General Fund (a process known as 'appropriation'). Where assets transfer from the HRA to the General Fund, the GF CFR increases by the market value of assets being transferred.

## 6. GENERAL FUND – MAINSTREAM PROGRAMME AND CAPITAL RECEIPTS

6.1. The General Fund mainstream programme cuts across the departmental programmes and represents schemes which are funded from internal Council resource – primarily capital receipts. The mainstream programme is summarised in Table 4 overleaf.

6.2. Forecast General Fund Capital receipts for 2016-17 are currently £13.1m. A summary of expected receipts and their application to capital funding/debt reduction is included in Appendix 3.

6.3. As at the end of the first quarter of 2016/17, £1m of deferred disposal costs have been accrued in respect of anticipated General Fund disposals. These costs are netted against the receipt when received (subject to certain restrictions). In the event that a sale does not proceed these costs must be written back to revenue. A summary of the deferred costs is included in Appendix 3.

<sup>1</sup> Excludes items such as finance leases and PFIs, the MRP cost of which is funded through revenue budgets.

**Table 4 – General Fund Mainstream Programme 2016-20 with proposed 2016/17 Q1 Variations**

	2016/17 Revised Budget	Variations (Q1)	2016/17 Budget (Q1)	Indicative Budget 2017/18	Indicative Budget 2018/19	Indicative Budget 2019/20	Total Budget (All years)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Approved Expenditure</b>							
<b>Ad Hoc Schemes:</b>							
Schools Organisation Strategy [CHS] (mainstream element)*	3,160	(737)	2,423	807	-	-	3,230
Other Capital Schemes [ENV]	1,048	2,080	3,128	-	-	-	3,128
Camwath Road [ENV]	3,070		3,070	-	-	-	3,070
Fulham Cemetery (Porta Cabins) [ENV]	85		85	-	-	-	85
<b>Rolling Programmes:</b>							
Disabled Facilities Grant [ASC]	533		533	450	450	450	1,883
Planned Maintenance/DDA Programme [ENV]**	8,708	61	8,769	2,500	2,500	2,500	16,269
Footways and Carriageways [ENV]	2,459		2,459	2,030	2,030	2,030	8,549
Controlled Parking Zones [ENV]	333		333	275	275	275	1,158
Column Replacement [ENV]	269	(23)	246	269	269	269	1,053
Parks Programme [ENV]	986		986	500	500	500	2,486
<b>Total Mainstream Programmes</b>	<b>20,651</b>	<b>1,381</b>	<b>22,032</b>	<b>6,831</b>	<b>6,024</b>	<b>6,024</b>	<b>40,911</b>
<b>Financing</b>							
Capital Receipts	12,158	3,765	15,923	7,500	3,840	3,840	31,103
General Fund Revenue Account	1,680	2,057	3,737	544	544	544	5,369
Increase/(Decrease) in Internal Borrowing	-	2,372	2,372	(1,213)	1,640	1,640	4,439
<b>Total Financing</b>	<b>13,838</b>	<b>8,194</b>	<b>22,032</b>	<b>6,831</b>	<b>6,024</b>	<b>6,024</b>	<b>40,911</b>

\*Queensmill redevelopment using Earls Court receipt, £9m of which has been ring-fenced for this purpose

\*\*Includes Town Hall Refurbishment Programme

## 7. HOUSING CAPITAL PROGRAMME

7.1. The expenditure and resource analysis for 2016-17 of the Housing Programme is summarised in Table 5 below:

**Table 5 – Housing Capital Programme 2016-20 with proposed 2016/17 Q1 Variations**

	2016/17 Revised Budget	Total Variations (Q1)	2016/17 Budget (Q1)	Indicative Budget 2017/18	Indicative Budget 2018/19	Indicative Budget 2019/20
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Approved Expenditure</b>						
Decent Neighbourhood Schemes	27,011	(10,431)	16,580	14,776	17,747	28,019
HRA Debt Repayment	-	1,563	1,563	-	-	-
HRA Schemes	49,304	(334)	48,970	29,900	24,040	26,635
<b>Total Housing Programme - Approved Expenditure</b>	<b>76,315</b>	<b>(9,202)</b>	<b>67,113</b>	<b>44,676</b>	<b>41,787</b>	<b>54,654</b>
Adjustment for deferred costs	-	(813)	(813)	(1,398)	(4,601)	(2,841)
<b>Total Expenditure after deferred costs</b>	<b>76,315</b>	<b>(10,015)</b>	<b>66,300</b>	<b>43,278</b>	<b>37,186</b>	<b>51,813</b>
<b>Available and Approved Resource</b>						
Capital Receipts - Unrestricted	26,086	3,138	29,224	6,323	-	11,010
Capital Receipts - RTB (141)	2,275	(910)	1,365	1,619	-	-
Capital Receipts - Sale of new build homes	510	-	510	-	-	-
Earls Court Receipts recognisable	-	-	-	-	16,581	4,460
Housing Revenue Account (revenue funding)	3,514	(466)	3,048	3,702	353	1,562
Major Repairs Reserve (MRR)	17,487	622	18,109	17,820	17,404	19,794
Contributions Developers (S106)	5,307	(2,130)	3,177	3,777	-	-
Repayment of NHHT loan	800	(800)	-	270	-	270
Contributions from leaseholders	9,786	-	9,786	2,849	2,849	2,849
<b>Internal Borrowing</b>	<b>10,550</b>	<b>(9,468)</b>	<b>1,082</b>	<b>6,918</b>	<b>-</b>	<b>11,868</b>
<b>Total Funding</b>	<b>76,315</b>	<b>(10,015)</b>	<b>66,300</b>	<b>43,278</b>	<b>37,186</b>	<b>51,813</b>

7.2. The Decent Neighbourhoods Fund contains the Council's Housing Capital Receipts which in accordance with the change in capital regulations, effective from 1 April 2013 must be used for Housing or Regeneration purposes and shows how the Council plans to reinvest those receipts in Housing and Regeneration.

## **8. EQUALITY IMPLICATIONS**

8.1. There are no direct equalities implications in relation to this report. This paper is concerned entirely with financial management issues and as such is not impacting directly on any protected group.

## **9. LEGAL IMPLICATIONS**

9.1. There are no direct legal implications in relation to this report.

9.2. Implications verified/completed by: David Walker, Principal Solicitor, Commercial and Corporate Property, 020 7361 2211.

## **10. FINANCIAL IMPLICATIONS**

10.1. This report is wholly of a finance nature.

## **11. IMPLICATIONS FOR BUSINESS**

11.1. The Council's Capital Programme represents significant expenditure within the Borough and consequently, where supplies are sourced locally, may impact either positively or negatively on local contractors and sub-contractors. Where capital expenditure increases, or is brought forward, this may have a beneficial impact on local businesses; conversely, where expenditure decreases, or is slipped, there may be an adverse impact on local businesses.

11.2. Implications completed by: Antonia Hollingsworth, Principal Business Investment Officer, Planning and Growth Dept. Tel: 020 8753 1698

## **12. RISK MANAGEMENT**

12.1. Large scale capital projects can operate in environments which are complex, turbulent and continually evolving. Effective risk identification and control within such a dynamic environment is more than just populating a project risk register or appointing a project risk officer. Amplifying the known risks so that they are not hidden or ignored, demystifying the complex risks into their more manageable sum of parts and anticipating the slow emerging risks which have the ability to escalate rapidly are all necessary components of good capital programme risk management.

12.2. Major capital projects can significantly enhance value based on how well they are executed. Considering their high impact nature, the levels of oversight, governance, risk management and assurance need to be in place. For this the standards for the Council are set out in the financial regulations and scheme of delegation along with the key controls. A clearly defined enterprise wide risk management framework is now established across Shared Services which considers all relevant risk classes and provides a common definition and approach to risk management. This will ensure that

a common language and understanding is secured. Capital projects form part of the strategic risks and monitoring of the programme is noted as a key mitigating action.

12.3.Implications completed by: Michael Sloniowski, Shared Services Risk Manager ext. 2587

### **13. PROCUREMENT AND IT STRATEGY IMPLICATIONS**

13.1. There are no immediate procurement implications arising from this report. The corporate Procurement team will advise and support service departments on their major capital procurements as and when such support is required, including consideration of whether and how any social value, local economic and community benefits might be obtained from these.

13.2. Implications verified/completed by: Alan Parry, Interim Head of Procurement (Job-Share) - 020 7361 2581.

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

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
1.	Capital Programme 2016-20 (Published Feb 2016)	Christopher Harris tel. 6440	Finance Dept., Room10, Hammersmith Town Hall

#### **LIST OF APPENDICES:**

Appendix 1 – Detailed Capital Budgets, Spend and Variation analysis by Service

Appendix 2 – Analysis of Budget Variations

Appendix 3 – Capital Receipts Forecast

Appendix 4 – Capital Finance Requirement



## Appendix 1 – Detailed Capital Budget, Spend and Variation Analysis by Service

### Children's Services

#### Scheme Expenditure Summary

Lyric Theatre Development
Schools Organisational Strategy
Schools Window Replacement Project
Other Capital Schemes

#### Total Expenditure

#### Capital Financing Summary

##### Specific/External or Other Financing

Capital Grants from Central Government
Grants and Contributions from Private Developers (includes S106)
Capital Grants/Contributions from Non-departmental public bodies
Capital Grants and Contributions from GLA Bodies
<b>Sub-total - Specific or Other Financing</b>

##### Mainstream Financing (Internal Council Resource)

Capital Receipts
General Fund Revenue Account (revenue funding)
Use of Reserves
<b>Sub-total - Mainstream Funding</b>

##### Borrowing

##### Funding to be identified/agreed

#### Total Capital Financing

#### Current Year Programme

##### Analysis of Movements (Revised budget to Q1)

2016/17 Original Budget £'000	2016/17 Revised Budget £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000	Revised Budget 2016/17 (Q1) £'000
-	2,145	-	-	-	-	2,145
20,824	33,496	(3,984)	3,616	-	(368)	33,128
9,375	9,258	-	-	-	-	9,258
-	47	-	988	-	988	1,035
<b>30,199</b>	<b>44,946</b>	<b>(3,984)</b>	<b>4,604</b>	<b>-</b>	<b>620</b>	<b>45,566</b>
18,094	30,383	2,620	(1,146)	(6,000)	(4,526)	25,857
-	-	(5,867)	-	6,000	133	133
-	2,145	-	-	-	-	2,145
-	-	-	-	-	-	-
<b>18,094</b>	<b>32,528</b>	<b>(3,247)</b>	<b>(1,146)</b>	<b>-</b>	<b>(4,393)</b>	<b>28,135</b>
2,730	2,930	(737)	-	-	(737)	2,193
-	230	-	-	-	-	230
-	-	-	-	-	-	-
<b>2,730</b>	<b>3,160</b>	<b>(737)</b>	<b>-</b>	<b>-</b>	<b>(737)</b>	<b>2,423</b>
9,375	9,258	-	-	-	-	9,258
-	-	-	5,750	-	5,750	5,750
<b>30,199</b>	<b>44,946</b>	<b>(3,984)</b>	<b>4,604</b>	<b>-</b>	<b>620</b>	<b>45,566</b>

#### Indicative Future Years Analysis

2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000	Total Budget (All years) £'000
-	-	-	2,145
6,233	501	-	39,862
9,375	250	-	18,883
-	-	-	1,035
<b>15,608</b>	<b>751</b>	<b>-</b>	<b>61,925</b>
60	-	-	25,917
5,366	501	-	6,000
-	-	-	2,145
-	-	-	-
<b>5,426</b>	<b>501</b>	<b>-</b>	<b>34,062</b>
807	-	-	3,000
-	-	-	230
-	-	-	-
<b>807</b>	<b>-</b>	<b>-</b>	<b>3,230</b>
9,375	250	-	18,883
-	-	-	5,750
<b>15,608</b>	<b>751</b>	<b>-</b>	<b>61,925</b>

## Adult Social Care Services

### Scheme Expenditure Summary

Extra Care New Build project (Adults' Personal Social Services Grant)
Community Capacity Grant
Parkview Project
Transforming Care (Winterbourne Grant)
Autism Capital Grant
Social Care Capital Grant
Disabled Facilities Grant

#### Total Expenditure

### Capital Financing Summary

#### Specific/External or Other Financing

Capital Grants from Central Government
Grants and Contributions from Private Developers (includes S106)
Capital Grants/Contributions from Non-departmental public bodies
Capital Grants and Contributions from GLA Bodies

#### Sub-total - Specific or Other Financing

#### Mainstream Financing (Internal Council Resource)

Capital Receipts
General Fund Revenue Account (revenue funding)
Use of Reserves

#### Borrowing

#### Total Capital Financing

Current Year Programme							Indicative Future Years Analysis			
2016/17 Original Budget	2016/17 Revised Budget	Analysis of Movements (Revised budget to Q1)				Revised Budget 2016/17 (Q1)	2017/18 Budget	2018/19 Budget	2019/20 Budget	Total Budget (All years)
		Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements					
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
957	957	-	-	-	-	957	-	-	-	957
-	244	-	-	-	-	244	-	-	-	244
-	-	-	-	-	-	-	-	-	-	-
300	300	-	-	-	-	300	-	-	-	300
-	-	-	-	-	-	-	-	-	-	-
-	511	-	511	-	511	1,022	-	-	-	1,022
450	533	-	508	-	508	1,041	450	450	450	2,391
<b>1,707</b>	<b>2,545</b>	<b>-</b>	<b>1,019</b>	<b>-</b>	<b>1,019</b>	<b>3,564</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>4,914</b>
957	1,712	-	1,019	-	1,019	2,731	-	-	-	2,731
-	-	-	-	-	-	-	-	-	-	-
300	300	-	-	-	-	300	-	-	-	300
-	-	-	-	-	-	-	-	-	-	-
<b>1,257</b>	<b>2,012</b>	<b>-</b>	<b>1,019</b>	<b>-</b>	<b>1,019</b>	<b>3,031</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,031</b>
450	533	-	-	-	-	533	450	450	450	1,883
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
<b>450</b>	<b>533</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>533</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>1,883</b>
-	-	-	-	-	-	-	-	-	-	-
<b>1,707</b>	<b>2,545</b>	<b>-</b>	<b>1,019</b>	<b>-</b>	<b>1,019</b>	<b>3,564</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>4,914</b>

## Environmental Services

### Current Year Programme

### Indicative Future Years Analysis

#### Scheme Expenditure Summary

Planned Maintenance/DDA Programme
Footways and Carriageways
Transport For London Schemes
Controlled Parking Zones
Column Replacement
Carnwath Road
Fulham Cemetery (Porta Cabin Facility)
Hammersmith Bridge Strengthening
Other Capital Schemes
Parks Expenditure
Shepherds Bush Common Improvements
Recycling
CCTV
Linford Christie Stadium Refurbishment

#### Total Expenditure

#### Capital Financing Summary

##### Specific/External or Other Financing

Capital Grants from Central Government
Grants and Contributions from Private Developers (includes S106)
Capital Grants/Contributions from Non-departmental public bodies
Capital Grants and Contributions from GLA Bodies
<b>Sub-total - Specific or Other Financing</b>

##### Mainstream Financing (Internal Council Resource)

Capital Receipts
General Fund Revenue Account (revenue funding)
Use of Reserves
<b>Sub-total - Mainstream Funding</b>

#### Borrowing

#### Total Capital Financing

#### Analysis of Movements (Revised budget to Q1)

2016/17 Original Budget	2016/17 Revised Budget	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements	Revised Budget 2016/17 (Q1)
£'000	£'000	£'000	£'000	£'000	£'000	£'000
2,500	8,708	-	61	-	61	8,769
2,030	2,395	-	-	-	-	2,395
2,157	2,479	-	526	-	526	3,005
275	332	-	-	-	-	332
269	328	-	(23)	-	(23)	305
3,070	3,070	-	-	-	-	3,070
-	85	-	-	-	-	85
-	170	-	-	-	-	170
-	3,155	-	2,234	-	2,234	5,389
500	1,426	-	-	-	-	1,426
510	586	-	-	-	-	586
-	19	-	-	-	-	19
-	15	-	428	-	428	443
-	140	-	-	-	-	140
<b>11,311</b>	<b>22,908</b>	<b>-</b>	<b>3,226</b>	<b>-</b>	<b>3,226</b>	<b>26,134</b>
-	-	-	-	-	-	-
510	4,046	-	582	-	582	4,628
-	-	-	-	-	-	-
2,157	2,089	-	526	-	526	2,615
<b>2,667</b>	<b>6,135</b>	<b>-</b>	<b>1,108</b>	<b>-</b>	<b>1,108</b>	<b>7,243</b>
8,100	15,308	-	61	-	61	15,369
544	1,455	-	(23)	-	(23)	1,432
-	10	-	2,080	-	2,080	2,090
<b>8,644</b>	<b>16,773</b>	<b>-</b>	<b>2,118</b>	<b>-</b>	<b>2,118</b>	<b>18,891</b>
-	-	-	-	-	-	-
<b>11,311</b>	<b>22,908</b>	<b>-</b>	<b>3,226</b>	<b>-</b>	<b>3,226</b>	<b>26,134</b>

2017/18 Budget	2018/19 Budget	2019/20 Budget	Total Budget (All years)
£'000	£'000	£'000	£'000
2,500	2,500	2,500	16,269
2,030	2,030	2,030	8,485
2,157	2,157	2,157	9,476
275	275	275	1,157
269	269	269	1,112
-	-	-	3,070
-	-	-	85
-	-	-	170
-	-	-	5,389
500	500	500	2,926
-	-	-	586
-	-	-	19
-	-	-	443
-	-	-	140
<b>7,731</b>	<b>7,731</b>	<b>7,731</b>	<b>49,327</b>
-	-	-	-
-	-	-	4,628
-	-	-	-
2,157	2,157	2,157	9,086
<b>2,157</b>	<b>2,157</b>	<b>2,157</b>	<b>13,714</b>
5,030	5,030	5,030	30,459
544	544	544	3,064
-	-	-	2,090
<b>5,574</b>	<b>5,574</b>	<b>5,574</b>	<b>35,613</b>
-	-	-	-
<b>7,731</b>	<b>7,731</b>	<b>7,731</b>	<b>49,327</b>

## Finance & Corporate Governance

### Scheme Expenditure Summary

Relocation of HAFAD to Edward Woods Community Centre and Related Refurbishment Requirements

#### Total Expenditure

### Capital Financing Summary

#### Specific/External or Other Financing

Capital Grants from Central Government

Grants and Contributions from Private Developers (includes S106)

Capital Grants/Contributions from Non-departmental public bodies

Capital Grants and Contributions from GLA Bodies

#### Sub-total - Specific or Other Financing

#### Mainstream Financing (Internal Council Resource)

Capital Receipts

General Fund Revenue Account (revenue funding)

Use of Reserves

#### Sub-total - Mainstream Funding

#### Borrowing

#### Total Capital Financing

### Current Year Programme

### Indicative Future Years Analysis

Analysis of Movements (Revised budget to Q1)										
2016/17 Original Budget	2016/17 Revised Budget	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements	Revised Budget 2016/17 (Q1)	2017/18 Budget	2018/19 Budget	2019/20 Budget	Total Budget (All years)
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
-	436	-	-	-	-	436	-	-	-	436
-	436	-	-	-	-	436	-	-	-	436
-	-	-	-	-	-	-	-	-	-	-
-	436	-	-	-	-	436	-	-	-	436
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	436	-	-	-	-	436	-	-	-	436

## Libraries Services

### Scheme Expenditure Summary

Hammersmith Library Refurbishment Project

#### Total Expenditure

### Capital Financing Summary

#### Specific/External or Other Financing

Capital Grants from Central Government

Grants and Contributions from Private Developers (includes S106)

Capital Grants/Contributions from Non-departmental public bodies

Capital Grants and Contributions from GLA Bodies

#### Sub-total - Specific or Other Financing

#### Mainstream Financing (Internal Council Resource)

Capital Receipts

General Fund Revenue Account (revenue funding)

Use of Reserves

#### Sub-total - Mainstream Funding

#### Borrowing

#### Total Capital Financing

### Current Year Programme

### Indicative Future Years Analysis

Analysis of Movements (Revised budget to Q1)											
2016/17 Original Budget	2016/17 Revised Budget	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements	Revised Budget 2016/17 (Q1)	2017/18 Budget	2018/19 Budget	2019/20 Budget	Total Budget (All years)	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
250	285	-	-	-	-	285	-	-	-	285	
<b>250</b>	<b>285</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>285</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>285</b>	
-	-	-	-	-	-	-	-	-	-	-	
250	285	-	-	-	-	285	-	-	-	285	
-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	
<b>250</b>	<b>285</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>285</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>285</b>	
-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	
-	-	-	-	-	-	-	-	-	-	-	
<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
-	-	-	-	-	-	-	-	-	-	-	
<b>250</b>	<b>285</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>285</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>285</b>	

## Housing Capital Programme

### Current Year Programme

### Indicative Future Years Analysis

#### Analysis of Movements (Revised budget to Q1)

	2016/17	2016/17	Analysis of Movements (Revised budget to Q1)				Revised	2017/18	2018/19	2019/20	Total Budget
	Original	Revised	Slippages	Additions/	Transfers	Total	Budget	Budget	Budget	(All years)	
	Budget	Budget	from/(to)	(Reductions)		Transfers/	2016/17				
	£'000	£'000	future years	£'000	£'000	Virements	(Q1)	£'000	£'000	£'000	£'000
			£'000	£'000	£'000	£'000	£'000				
<b>Scheme Expenditure Summary</b>											
<b>HRA Schemes:</b>											
Supply Initiatives (Major Voids)	939	1,361	(381)	61	559	239	1,600	500	-	-	2,100
Energy Schemes	3,961	3,481	255	259	-	514	3,995	2,570	2,175	2,200	10,940
Lift Schemes	6,373	8,786	(3,100)	417	(70)	(2,753)	6,033	5,230	5,070	1,100	17,433
Internal Modernisation	1,408	639	269	92	-	361	1,000	250	250	1,500	3,000
Major Refurbishments	16,565	16,641	3,129	1,083	2,109	6,321	22,962	13,455	9,393	13,777	59,587
Planned Maintenance Framework	9,071	6,721	-	593	(1,198)	(605)	6,116	250	-	-	6,366
Minor Programmes	8,346	10,488	(189)	546	(1,762)	(1,405)	9,083	6,695	6,202	7,108	29,088
ASC/ELRS Managed	1,173	1,187	-	77	45	122	1,309	950	950	950	4,159
HRA Debt Repayment	-	-	-	1,563	-	1,563	1,563	-	-	-	1,563
Rephasing & Reprogramming	-	-	-	(3,446)	317	(3,129)	(3,129)	-	-	-	(3,129)
<b>Subtotal HRA</b>	<b>47,836</b>	<b>49,304</b>	<b>(17)</b>	<b>1,245</b>	<b>-</b>	<b>1,228</b>	<b>50,532</b>	<b>29,900</b>	<b>24,040</b>	<b>26,635</b>	<b>131,107</b>
<b>Decent Neighbourhood Schemes:</b>											
Earls Court Buy Back Costs	10,506	12,077	(4,210)	-	615	(3,595)	8,482	7,005	13,147	25,178	53,812
Earls Court Project Team Costs	4,636	5,430	(4,002)	-	(615)	(4,617)	813	1,398	4,601	2,841	9,653
Housing Development Project	4,928	7,582	(2,401)	-	-	(2,401)	5,181	5,906	-	-	11,087
Other DNP projects	1,245	1,922	(166)	349	-	183	2,105	467	-	-	2,572
<b>Subtotal Decent Neighbourhoods</b>	<b>21,315</b>	<b>27,011</b>	<b>(10,779)</b>	<b>349</b>	<b>-</b>	<b>(10,430)</b>	<b>16,581</b>	<b>14,776</b>	<b>17,748</b>	<b>28,019</b>	<b>77,124</b>
<b>Total Expenditure</b>	<b>69,151</b>	<b>76,315</b>	<b>(10,796)</b>	<b>1,594</b>	<b>-</b>	<b>(9,202)</b>	<b>67,113</b>	<b>44,676</b>	<b>41,788</b>	<b>54,654</b>	<b>208,231</b>
<b>Adjustment for deferred costs</b>	<b>-</b>	<b>-</b>	<b>(813)</b>	<b>-</b>	<b>-</b>	<b>(813)</b>	<b>(813)</b>	<b>(1,398)</b>	<b>(4,601)</b>	<b>(2,841)</b>	<b>(9,653)</b>
<b>Total Net Expenditure</b>	<b>69,151</b>	<b>76,315</b>	<b>(11,609)</b>	<b>1,594</b>	<b>-</b>	<b>(10,015)</b>	<b>66,300</b>	<b>43,278</b>	<b>37,187</b>	<b>51,813</b>	<b>198,578</b>
<b>Capital Financing Summary</b>											
<b>Specific/External or Other Financing</b>											
Contributions from leaseholders	4,093	9,786	-	-	-	-	9,786	2,849	2,849	2,849	18,333
Grants and Contributions from Private Developers (includes S106)	4,250	6,107	(2,930)	-	-	(2,930)	3,177	3,777	-	-	6,954
Capital Grants/Contributions from Non-departmental public bodies	-	-	-	-	-	-	-	270	-	270	540
<b>Sub-total - Specific or Other Financing</b>	<b>8,343</b>	<b>15,893</b>	<b>(2,930)</b>	<b>-</b>	<b>-</b>	<b>(2,930)</b>	<b>12,963</b>	<b>6,896</b>	<b>2,849</b>	<b>3,119</b>	<b>25,827</b>
<b>Mainstream Financing (Internal Council Resource)</b>											
Capital Receipts	28,443	28,871	633	1,594	-	2,227	31,098	7,942	16,581	15,470	71,091
Housing Revenue Account (revenue funding)	3,514	3,514	(466)	-	-	466	3,048	3,702	353	1,562	8,665
Major Repairs Reserve (MRR) / Major Repairs	17,377	17,487	622	-	-	622	18,109	17,820	17,404	19,794	73,127
<b>Sub-total - Mainstream Funding</b>	<b>49,334</b>	<b>49,872</b>	<b>789</b>	<b>1,594</b>	<b>-</b>	<b>2,383</b>	<b>52,255</b>	<b>29,464</b>	<b>34,338</b>	<b>36,826</b>	<b>152,883</b>
<b>Borrowing (Internal Borrowing)</b>	<b>11,474</b>	<b>10,550</b>	<b>(9,468)</b>	<b>-</b>	<b>-</b>	<b>(9,468)</b>	<b>1,082</b>	<b>6,918</b>	<b>-</b>	<b>11,868</b>	<b>19,868</b>
<b>Total Capital Financing</b>	<b>69,151</b>	<b>76,315</b>	<b>(11,609)</b>	<b>1,594</b>	<b>-</b>	<b>(10,015)</b>	<b>66,300</b>	<b>43,278</b>	<b>37,187</b>	<b>51,813</b>	<b>198,578</b>

## Appendix 2 – Analysis of Budget Variations

Variation by Service	Amount £'000
<b>Children's Services (CHS)</b>	
School's Organisation Strategy – Slippage to 2017/18 in respect of the following projects: Bridge Academy £3,247 Holy Cross School- £737k	(3,984)
School's Organisation Strategy-additional budget of £5.75m for Queens Manor Resource Centre (approved by Cabinet on 04/07/16) funded by a mixture of sources including Section 106, capital receipts and internal borrowing. The final arrangement will be confirmed by the Strategic Director of Finance. The funding and detailed budget profile will be confirmed in future monitoring. £(2.134)m budget reduction as recognition of allocations devolved directly to schools	3,616
Other Capital Schemes – additional budget of £988k consists of £980k for Targeted Childcare For Two Year Olds (approved by Cabinet on 04/07/16 and funded by DFG grant) and £8k adjustment for Short Breaks Grant (to reflect additional grant available)	988
<b>Total CHS variations</b>	<b>620</b>
<b>Adult Social Care (ASC)</b>	
Social Care Capital Grant –additional funding received in 2016/17	508
Disabled Facilities Grant- additional funding received in 2016/17	511
<b>Total ASC variations</b>	<b>1,019</b>
<b>Environmental Services (ENV)</b>	
TFL funded schemes -additional budget of £526k to reflect an increase in external funding (TFL grant)	526
Planned Maintenance/DDA Programme-additional £61k of mainstream resource as a result of 15/16 carry forward adjustment	61
Column Replacement-forecast reduction in budget	(23)
Other Capital Schemes- additional budget of £2.08m for Parking Pay and Display Project (as approved by Cabinet on 12/10/15) and £228k of additional S106 funding for various capital projects	2,234
Public CCTV-additional budget to reflect increase in S106 funding for 2016/17	428
<b>Total ENV variations</b>	<b>3,226</b>
<b>Housing Capital Programme</b>	
HRA schemes- net slippage from/to future years as a result of budget re-profiling	(335)
HRA Debt Repayment	1,563
Earls Court Buy Back Costs-slippage due to the anticipated number of buybacks of leaseholder properties for this year being reduced.	(3,595)
Earls Court project Team Costs –slippage	(4,617)
Housing Development Project- slippages result of delay in start of the existing housing development schemes due to the procurement issues	(2,401)
Other DNP projects- £349k addition to bring the budget in line with the original cabinet approved budget of £3.469m for Fulham Court HEIP. £166k slippage due to shop front investment being delayed.	183
Adjustment for deferred costs –recognition of costs related to Earls Court project	(813)
<b>Total Housing variations</b>	<b>(10,015)</b>
<b>Grand Total 2015-16 Variations</b>	<b>(5,150)</b>

**Appendix 3 – General Fund – Summary of Forecast Capital Receipts and mainstream resource tracker**

Year/Property	Previous Forecast £'000s	Movement/ Slippage £'000s	Forecast Outturn at Quarter 1 £'000s	Deposit received to date £'000s	Full sales proceeds @ Q1 £'000s	Deferred Costs of Disposal reserved £'000s
<b>2016/17</b>						
<b>Total 2016/17</b>	<b>12,158</b>	<b>922</b>	<b>13,079</b>	<b>250</b>	<b>500</b>	<b>943</b>
<b>2017/18</b>						
<b>Total 2017/18</b>	<b>11,668</b>	<b>(2,685)</b>	<b>8,983</b>	<b>-</b>	<b>-</b>	<b>55</b>
<b>2018/19</b>						
<b>Total 2018/19</b>	<b>3,840</b>	<b>-</b>	<b>3,840</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2019/20</b>						
<b>Total All Years</b>	<b>31,506</b>	<b>(1,764)</b>	<b>29,741</b>	<b>250</b>	<b>500</b>	<b>998</b>

<b>Mainstream Forecast Resource Tracker</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Capital Receipts B/fwd	2,844	-	-	-
Capital Receipts generated in year	13,079	7,500	3,840	3,840
Capital Receipts used in year - Capital Expenditure	(15,923)	(6,287)	(3,840)	(3,840)
Capital Receipts used in year - repayment of internal borrowing	-	(1,213)	-	-
<b>Capital Receipts C/fwd</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## **Appendix 4 – The Capital Finance Requirement (CFR) and the Minimum Revenue Provision (MRP)**

The Capital Finance Requirement (CFR) measures an authority's underlying need to borrow for a capital purpose.

The CFR is the difference between capital expenditure incurred and the resources set aside to fund this expenditure. It serves as a measure of an authority's capital indebtedness.

The CFR does not necessarily equal the outstanding loans of the authority. A council may – at a given point in time - be 'cash rich' and pay for a new asset in full without entering into new loans. However, unless the Council simultaneously sets aside reserves, this purchase remains 'unfunded' and the CFR will increase. This scenario is known as 'internal borrowing'.




The CFR can therefore be thought of as the total of external borrowing (loans) and internal borrowing.

An alternative way of considering the CFR is that it represents the amount the Council would need to borrow if all its other liabilities were called-in. Hence it shows the 'underlying need to borrow'.

To keep the CFR 'in check', Local Authorities are required to recognise an annual revenue cost – known as the Minimum Revenue Provision (MRP). The MRP will, over time, reduce the CFR. There are several options for selecting MRP, although traditionally this has been 4% of the CFR.

# Agenda Item 6

## Executive Decision Report

<b>Decision maker(s) at each authority and date of Cabinet meeting, Cabinet Member meeting or (in the case of individual Cabinet Member decisions) the earliest date the decision will be taken</b>	<i>Full Cabinet – 10 October 2016</i>	
	<i>CAB – 23 August 2016</i>	 THE ROYAL BOROUGH OF <b>KENSINGTON            AND CHELSEA</b>
	<i>CAB – 23 August 2016</i>	 <b>City of Westminster</b>
<b>Report title (decision subject)</b>	<b>INSURANCE TENDER 2017 FOR PROPERTY, TERRORISM, LIABILITIES AND SUNDRY COVERS</b>	
<b>Reporting officer</b>	Ray Chitty – Head of Insurance Service	
<b>Key decision</b>	No	
<b>Access to information classification</b>	Public	

### 1. EXECUTIVE SUMMARY

- 1.1. This report sets out the proposed strategy upon which insurance contracts for property, terrorism, liability, personal accident and fidelity guarantee / crime insurance will be procured for a contract commencement date of the 1<sup>st</sup> April 2017.

### 2. RECOMMENDATIONS

- 2.1. For LB Hammersmith and Fulham to approve the proposed strategy, commencement of the formal tender process, intended compliance with the Public Contract Regulations 2015 and the need to seek suitable authority on a sovereign Council basis to award the contract after evaluation.
- 2.2. For City of Westminster to approve the proposed strategy, commencement of the formal tender process, intended compliance with the Public Contract Regulations 2015 and the need to seek suitable authority on a sovereign Council basis to award the contract after evaluation.

- 2.3. For RB Kensington and Chelsea to approve the proposed strategy, commencement of the formal tender process, intended compliance with the Public Contract Regulations 2015 and the need to seek suitable authority on a sovereign Council basis to award the contract after evaluation.

### **3. REASONS FOR DECISION**

- 3.1. The contracts of Insurance in respect of property, terrorism, liabilities, personal accident and fidelity guarantee / crime insurances expire after a five-year term on the 31<sup>st</sup> March 2017 for all three Councils and a re-tendering of these contracts open to all qualifying bidders is required under the Public Contract Regulations 2015, WCC's Procurement Code, LBHF's Contract Standing Orders and RBKC's Contract Regulations.

### **4. BACKGROUND**

- 4.1 All three Council's insurance operations are discharged via a shared Insurance Service hosted by RB Kensington and Chelsea. The service delivery is fully integrated with employees delivering service response to all three councils based on specialisation.
- 4.2 In view of the potential for catastrophic financial loss to Council budgets arising from damage to assets or the need to meet compensation awards for injury to the public or employees it is prudent to cap the financial exposure from any one event or occurrence by transferring some of this financial risk through the purchase of insurance from suitably regulated and qualifying providers.
- 4.3 The current providers of the insurances under consideration are: -  
Zurich Municipal – property, liabilities and fidelity guarantee / crime  
  
JLT Global via Lloyds and scheme arrangements – terrorism and personal accident.
- 4.4 Expenditure on relevant insurance premiums in 2016 / 2017 including insurance premium tax of 9.5% of the premium is: -  
  
City of Westminster: - £1M  
  
LB Hammersmith and Fulham: - £770K  
  
RB Kensington and Chelsea: - £680K
- 4.5 The level of insurance premiums is driven by a number of factors the most prominent being the sums insured and claims experience of the individual councils; levels of self-retained risk; global re-insurance rates and individual supplier experience and risk appetite or capacity.
- 4.6 The insurances are currently procured with large self-insured deductibles (excesses) with both a one off cap per incident and an annual aggregate cap to limit in year financial exposure: -

City of Westminster - £100K per claim subject to annual aggregates of £1M and £2M in respect of property and liability respectively

LB Hammersmith and Fulham - £100K per claim subject to annual aggregates of £500K and £1.5M in respect of property and liability respectively

RB Kensington and Chelsea - £250K per claims subject to annual aggregates of £750K and £1M in respect of property and liability respectively

This strategy is to reduce uneconomic pound swapping with insurers for known loss levels and to mitigate the amount of insurance premium tax. Current levels of deductible were set prior to service integration on claims analysis and sovereign risk appetite assessed at the time.

- 4.7 The available market for placement of local authority insurances is traditionally limited; past tender exercises only receiving quotations from three suppliers. There are however three new entrants to the market and the expectation is to receive five or more valid quotations to this tender.
- 4.8 Beyond not purchasing insurance at all, which would result in unacceptable and uncapped financial exposures to the Councils, the only alternative to the current procurement strategy would be for the Councils to collectively, perhaps individually, set up or join their own captive insurance company, retaining significant financial exposure in-house, and to approach the re-insurance market direct rather than the current provider market. This strategy has been tested in the past by other Councils with limited success.

Consideration of such alternative methods of purchasing benefit from a stable platform of local government operation and the ability to commit to a longer term strategy. Considered exploration of this requires engagement of consultancy and complex feasibility studies to provide sufficient information to enable confident decision making in view of the financial exposures involved. If there is a political and strategic will to commit funding to the investigation of such alternative risk financing, then this would be an issue to explore over the period of the next contract period but is not a viable option for current consideration in view of timescales involved and pace of service change in local government and because of this is not recommended.

## **5. PROPOSAL AND ISSUES**

### **The proposed procurement process**

- 5.1. EU Public Procurement Directives and their domestic analogue, the Public Contract Regulations 2015 (PCR) will apply to the tender process in view of the likely award value of the final contract(s). The procurement will be undertaken in accordance with the Open Procedure which requires a Contract Notice to be published in the Official Journal of the European Union. A notice will also be published on Contracts Finder
- 5.2. The Open Procedure permits any economic operator (service provider) to tender provided they meet defined minimum standards (pass/fail tests) for economic

and financial standing, and technical and professional ability. In view of the relatively, limited number and nature of service providers likely to tender, it is not necessary to use the Restricted Procedure (which would permit the shortlisting of tenderers).

- 5.3. Regulation 53 PCR 2015 requires the procurement documents to be available for unrestricted and full direct access from the date the Contract Notice is published. The procurement will be executed through the boroughs' e-procurement portal, capitalEsourcing, which will ensure this requirement is met.

### **Proposals for the development of the contract documentation**

- 5.4. The ITT technical specification will be drawn up by the Head of Insurance Service supported by the retained insurance advisors JLT Group.
- 5.5. Insurance is classified as a special contract in Law and therefore insurance policy documentation is the basis of contract combined with the ITT specification and bidder response.
- 5.6. The contract length will be five years.
- 5.7. Many of the likely bidders have registered offices or operations based in the financial services sector of the City of London but bidding will be open to any qualifying supplier authorised to underwrite insurance in the UK and of suitable financial standing.

### **Letting process**

- 5.8. Please note Appendix B setting out the key milestones and the procurement timetable.
- 5.9. Please note Appendix C setting out the internal project management process as at 23<sup>rd</sup> May 2016.

### **Proposed tender evaluation and process**

- 5.10. To ensure that they meet the minimum standards, bidders will be required to evidence they are authorised to underwrite insurance business in the UK and must be at least "A- "rated by Standard and Poors or equivalent agency and prepared to produce: -
  - A copy of their annual reports and accounts for the last 3 years
  - The name and address of their bankers
  - Details of last 3 years of underwriting experience for the classes of business under consideration
- 5.11. The Quality Award Criteria will be based on the technical specification, the technical specification will include both policy coverage and claims handling requirements. Evaluation of bidders' responses to the award criteria will be carried out in accordance with the published marking scheme.

5.12. The bidding will be subject to the following lot structure: -

Lot 1 – Property

Lot 2 – Liabilities

Option to offer multi-lot discount to secure lots 1 & 2 recognising this will be where the majority of the expenditure will be.

Lot 3 – Terrorism

Lot 4 – Fidelity Guarantee / Crime

Lot 5 – Personal Accident / Travel

Bidders will be required to submit the price per lot individually scheduled for each of the three boroughs to ensure correct premium allocation but price evaluation will be on the total price per lot to provide the cover for all three boroughs.

5.13. The contract will be awarded on the basis of the most economically advantageous tender in accordance with the evaluation basis specified in the ITT in detail but in summary will be out of a maximum attainable 1000 points as follows: -

- Price 500 points – 5-point deduction for each 1% variance from lowest bidder price
- Technical specification 350 points - evaluated and documented deductions for minor non-compliance with specified requirements and bid rejection for major non-compliance. Examples of major non-compliance being failure to supply the fire insurance peril or to agree to minimum requirement to allow self-handling of all claims up to 50% of the policy deductible
- Added value / Innovation 150 points – evaluated and documented additional points for exceeding specification minimums; offering addition services or covers or setting aggregate deductibles at a level likely to be of financial value to the Council. ITT documentation will provide guidance to bidders.

#### **Staffing implications and Consultations**

5.14. There are no staffing implications or employee / union consultations required.

#### **Supplier relationship management and monitoring**

5.15. The Head of the Insurance Service will retain overarching contract management responsibility with frequency of review meetings to be agreed prior to contract letting. If a new supplier is awarded the contract, frequency will be increased over 1<sup>st</sup> year and then revert to quarterly or six monthly as appropriate given the high degree of devolved financial authority to the Council and less reliance on contractor supplied service and resources other than financial.

Reporting on claims handling expenditure by the Council will be set by the bidder and subject to their audit requirements but is likely to be monthly or quarterly.

## **6. OPTIONS AND ANALYSIS**

- 6.1. Re-procurement of this contract is required as the current contract expires 31<sup>st</sup> March 2017. Notwithstanding the expiry of the current contract period, the addition of new potential bidders to the market suggests an increase in the numbers of bidders in comparison with previous tender processes is likely and this is therefore also a good time to approach the market place for quotation.

With reference to the caveats in 4.8 regarding the current viability or suitability at this time to consider alternative means of risk transfer and alternative basis of provision, the feasibility of exploring these approaches will be considered and reported upon over the next contract period.

- 6.2. Bidders will be requested to provide terms on the basis of the following policy deductibles: -

- Existing arrangements for each Council to enable direct comparison with expiring contracts – i.e. £100K for WCC & LBHF and £250K for RBKC
- A homogeneous deductible applying equally but individually to each Council to test if increased harmonisation of terms is advantageous – this is likely to be either £200K or £250K subject to completion and analysis of claims data sanitation phase of project plan.
- Bidder determined levels – this will enable the bidders to supply deductible terms at the point of maximum utility as determined by their individual risk and pricing models.

In view of the comprehensive claims data held by the Councils, evaluation of the merits between the above options will be viable and demonstrable in providing recommendations to decision-makers on the basis to award the contract.

## **7. CONSULTATION**

- 7.1. As this report is a Gate 1 report prior to commencement of the tender process for a specialised support function and not a key decision, the draft has been submitted to the following Senior Managers for discussion or comment with the option for them to raise with Cabinet Member as appropriate at this pre stage: -

- LBHF – Hitesh Jolapara – Strategic Finance Director – No amendments required
- WCC - Steven Mair – City Treasurer – No amendments required
- RBKC – Nicholas Holgate – Chief Executive with pre-delegated authority in respect of Insurance Matters has confirmed no need to consult with Cabinet Member at this stage in process.

## **8. EQUALITY IMPLICATIONS - None**

## **9. LEGAL IMPLICATIONS –**

- 9.1 The proposed Open Procedure for award of these insurance contracts would be in compliance of the Councils' obligations under the Public Contracts Regulations 2015.

[Legal Implications by Babul Mukherjee, Senior Solicitor (Contracts), Shared Legal Services, Ph: 02073613410]

## **10. FINANCIAL AND RESOURCES IMPLICATIONS**

- 10.1. Insurance premium tax, a percentage levy against the external premium has increased twice in the last 12 months rising from 6% to 10% at time of next contract award. The annual expenditure on this tax is therefore around £200K and is a factor to be considered when evaluating options to increase level of self-financed retention and reduced external risk transfer.
- 10.2. The respective levels of deductibles and aggregates supplied by bidders will require analysis and projected spend parameters between external premium and retained self-financed risk. This cannot be completed ahead of receiving the bidder responses but will be supplied upon evaluation for detailed scrutiny by finance offers.
- 10.3. Speculation ahead of the tender process of the likely financial outcome is not in the Council's commercial interest and as explained in the report, analysis to determine most economically advantageous terms will require assessment of claims data and trends not yet available.
- 10.4. Lyn Myers - The RBKC Group Finance Manager, Corporate Services has been consulted and concurs with the recommendation in this report.
- 10.5. Matthew Davis – The WCC Head of Corporate Finance has been consulted and concurs with the recommendation in this report.
- 10.6. Andrew Lord – The LBHF Head of Finance – Budget and Monitoring has been consulted and concurs with the recommendation in this report.

Moyra McGarvey  
**Director of Fraud, Audit, Insurance and Risk**

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

### **Contact officer(s):**

Ray Chitty, Insurance Manager, [Ray.Chitty@rbkc.gov.uk](mailto:Ray.Chitty@rbkc.gov.uk), 07739315565



## APPENDIX A

### ***Other Implications***

*[The report author should consider, and include paragraphs on the following as appropriate within this separate appendix, unless these considerations are sufficiently important and relevant as to justify being included within the body of the report itself.]*

1. Business Plan – No impact
2. Risk Management – Added value / innovation offers by bidders may provide additional risk management resource
3. Health and Wellbeing, including Health and Safety Implications – No impact
4. Crime and Disorder – No impact
5. Staffing – No impact
6. Human Rights – No impact
7. Impact on the Environment – No impact
8. Energy measure issues – No Impact
9. Sustainability – No impact
10. Communications – No impact

## APPENDIX B

*Key milestones and OJEU compliance timetable*

## APPENDIX C

*Internal Project Management Process*

**City of Westminster, London Borough of Hammersmith and Fulham and Royal Borough of Kensington and Chelsea (Tri Borough)**

**Draft Tender Timetable 1<sup>st</sup> April 2017**


**OPEN PROCEDURE**

	Date	Who	Status
Update meeting to agree Timetable, set out project, including, Objectives and Evaluation Criteria	3 <sup>rd</sup> March 2016	ALL	
Tender Review meeting	21 <sup>st</sup> April 2016	ALL	
Insurer Meetings	April – May 2016	Tri Borough	
Questionnaire FACTFIND issued to Client	1 <sup>st</sup> June 2016	JLT	
Compile draft Tender Document	June 2016 onwards	Tri Borough	
Request confirmed claims experience for Tender as at 01/09/2016 (required by 23/09/2016)	8 <sup>th</sup> August 2016	JLT	
Questionnaire FACTFIND completed by Client	8 <sup>th</sup> August 2016	Tri Borough	
Submit draft OJEU notice to Council	5 <sup>th</sup> September 2016	JLT	
Meeting to agree/ finalise Tender specification	8 <sup>th</sup> September 2016	ALL	
Publish OJEU notice	11 <sup>th</sup> October 2016	Tri Borough	
Tender to market	11 <sup>th</sup> October 2016	Tri Borough	
Tenders back	15 <sup>st</sup> December 2016		
Initial Meeting to form Clarification areas	20 <sup>th</sup> December 2016	ALL	
Evaluate Tenders	15 <sup>th</sup> December 2016 – 30 <sup>th</sup> January 2017	ALL	
Evaluation Report presented to Council	31 <sup>st</sup> January 2017	JLT	
Compliance with Council and Committee award process approval	1 <sup>st</sup> February 2017 – 3 <sup>rd</sup> March 2017	Tri Borough	
Final Decision received from Council	1 <sup>st</sup> March 2017	Tri Borough	
Award decision letters issued	6 <sup>th</sup> March 2017	Tri Borough	
Award Contract	20 <sup>th</sup> March 2017	JLT	
Protocol Meeting with New Insurers	21 <sup>st</sup> March 2017 onwards	ALL	
Cover Incepted	1st April 2017		
Issue contract award notice by	17 <sup>th</sup> April 2017	Tri Borough	

**Liability, Property, Terrorism, Crime and PA Insurance Tender 2017**

Task	Assigned to	Start	Finish	RAG Status and latest position	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>Claims data sanitation</b>	RC	21/04/16	15/09/16													
Identify insurers to contact by period, borough and class of business and produce schedule	RD	21/04/16	28/04/16	Completed.												
Contact insurers for up to date and detailed claims lists	RD	29/04/16	16/05/16	Completed.												
Scrutinise claims and raise queries	RC	16/05/16	06/06/16	Completed.												
Resolve queries	RC	06/06/16	16/08/16	Completed.												
Request finalised and confirmed claims experience as at 31/08/2016	RC	16/08/16	16/09/16													
<b>Gateway zero report</b>	RC	21/04/16	31/05/16													
Finalise strategy with JLT	RC	21/04/16	22/04/16	Meeting 21/04/2016												
Prepare gateway zero report	RC	21/04/16	23/05/16	Completed												
Attend CAB and obtain sign off	RC	23/08/16	23/08/16	Completed												
<b>Information gathering</b>	RD	21/04/16	15/09/16													
Check for market engagement to info gathering project	RC	21/04/16	06/06/16	Meeting 21/04/2016 and JLT emails												
Identify and schedule information to be gathered	RD	26/04/16	13/06/16	Completed												
Identify and schedule services and people to be contacted	RD	26/04/16	13/06/16	Completed												
Design templates and obtain RC approval	RD	26/04/16	13/06/16	Completed												
Commence gathering	RD	01/07/16	14/07/15	Completed												
Chaser 1	RD	15/07/16	22/07/16	Completed												
Chaser 2	RD	23/07/15	01/08/15	Completed												
Collate information for ITT inclusion	RD	01/08/15	22/08/16	Completed												
<b>Claims handling guide</b>	NW	21/04/16	15/09/16													
Schedule project and target dates	NW	21/04/16	21/04/16	Completed.												
Meetings with portal colleagues to discuss content required	NW	22/04/16	29/04/16	Completed.												
Review example in-house tender docs provided by JLT	NW	22/04/16	29/04/16	Completed.												
Finalise basic structure of document: sections, themes, etc.	NW	03/05/16	13/05/16	Completed.												
Finalise assistance/roles with portal colleagues	NW	16/05/16	20/05/16	Completed.												
1st draft produced	NW	23/05/16	15/07/16	Completed.												
Review 1st draft and identify any gaps and editing requirements	NW	18/07/16	29/07/16	Completed.												
2nd draft produced	NW	01/08/16	26/08/16	In progress												
2nd and final draft reviewed and final changes	NW	30/08/16	15/09/16													
Produce appendix for ITT	NW	15/09/16	15/09/16													
<b>Produce ITT inc technical spec</b>	RC	21/04/16	30/09/16													
Finalise strategy and parameters	RC	21/04/16	06/06/16	Completed.												
Obtain JLT template	RC	06/06/16	20/06/16	Completed.												
Complete 1st draft and return to JLT	RC	20/06/16	19/09/16	Completed.												
1st draft feedback from JLT	RC	20/09/16	20/09/16	In progress												
Complete 2nd draft and return to JLT	RC	20/09/16	26/09/16													
2nd draft feedback from JLT	RC	26/09/16	03/10/16													
Complete final draft and return to JLT for last comment	RC	03/10/16	10/10/16													
Document ready for upload to capital e-sourcing	RC	03/10/16	11/10/16													
<b>Approval and contract start up processes</b>	RC	21/04/16	31/03/16													
Identify committee dates and timetables	RC															
Schedule process	RC															

# Agenda Item 7

<b>London Borough of Hammersmith &amp; Fulham</b>  <b>CABINET</b>  <b>10 OCTOBER 2016</b>	 hammersmith & fulham
<b>2016/17 SECTION 106 EXPENDITURE</b>	
<b>Report of the Cabinet Member for Finance – Councillor Max Schmid and Cabinet Member for Economic Development and Regeneration - Councillor Andrew Jones</b>	
<b>Open Report</b>	
<b>Classification : For decision</b>	
<b>Key Decision: Yes</b>	
<b>Wards Affected: ALL</b>	
<b>Accountable Director:</b> Juliemma McLoughlin, Director for Planning and Development	
<b>Report Author:</b> Peter Kemp, Planning Change Manager	<b>Contact Details:</b> Tel: 0208 753 6970 E-mail: <a href="mailto:peter.kemp@lbhf.gov.uk">peter.kemp@lbhf.gov.uk</a>

## 1. EXECUTIVE SUMMARY

- 1.1 The Council enters into agreements with developers and land owners under Section 106 of the Town and Country Planning Act 1990 to enable mitigation of impacts of development and to enable delivery of necessary social and physical infrastructure.
- 1.2 For a Council to enter into an agreement under S106 of the Town and Country Planning Act, the obligations need to comply with the tests set out in Regulation 122 of the Community Infrastructure Regulations 2010. All obligations must be:
  - i. Necessary to make the development acceptable in planning terms;
  - ii. Relevant to the development being permitted; and
  - iii. Reasonably in all other respects.
- 1.3 Funds received pursuant to S106 agreements must be used for the purposes specified in those agreements or, where there is flexibility within the terms of the agreement, for purposes that comply with the tests set out

above. The Council will have increased flexibility in future years in how it spends money it collects as Community Infrastructure Levy (CIL).

1.4 This report seeks authority for the 2016/17 spend of monies received from S106 obligations for the purposes set out in this report, together with an explanation of the considerations that have been taken into account in reaching this recommendation. If additional projects come forward for funding, authority will be sought for that spend later in the year.

1.5 In total authority is sought for £4.7m expenditure.

## **2. RECOMMENDATIONS**

2.1. That officers be authorised to spend £4.7m of Section 106 monies for the purpose of addressing the impact of development.

## **3. SPEND 2016/17**

The following projects are funded from S106 monies to address needs generated by the developments taking place.

3.1 **Air Quality Monitoring Work** – £37,000 drawn from:

£22,803	-	Hurlingham Club
£12,830	-	184 Shepherds Bush Road
£1,367	-	Goldophin and Latymer School

3.2 **Library Services** – £404,623 drawn from:

£202,000	-	Chelsea Creek, Imperial Road
£202,623	-	26 Sullivan Road and Carnwarth Road

3.3 **Highways Improvements and Maintenance and CPZ Reviews-**  
£360,923 drawn from:

£100,000	-	Riverside Studios
£21,303	-	Imperial Wharf
£30,000	-	Fulham Reach
£80,000	-	Chelsea Creek
£129,620	-	26 Sullivan Road and Carnwarth Road

3.4 **Street Cleansing** - £191,768 drawn from:

£100,000	-	Street Cleansing
£91,768	-	51 Townmead Road

3.5 **Adult Social Care and Public Health** - £407,327 drawn from:

£50,000	-	51 Townmead
£45,000	-	405 King Street
£150,000	-	Chelsea Creek

£25,000	-	Ashlar Court
£15,000	-	282 – 292 Goldhawk Road
£100,000	-	Riverside Studios
£22,327	-	Parsons Green Club

**3.6 Children’s Services** - £ 576,523 drawn from:

£50,000	-	Imperial Wharf
£76,000	-	Woodlands
£100,000	-	51 Townmead
£50,000	-	28 Sullivan Road and Carnwarth Road
£125,000	-	Chelsea Creek, Imperial Road
£50,000	-	Chelsea Creek, Lots Road
£20,000	-	22 Bute Gardens
£50,000	-	Farm Lane Trading Estate
£20,000	-	258 – 264 Goldhawk Road
£35,523	-	Parsons Green Club

**3.7 Parks and Open Spaces** - £414,879 drawn from

£10,000	-	Goldhawk Industrial Estate
£10,000	-	271 – 281 King Street
£90,000	-	51 Townmead
£90,000	-	Chelsea Creek
£90,000	-	28 Sullivan Road and Carnwarth Road
£90,000	-	Chelsea Creek, Imperial Road
£34,879	-	153 Hammersmith Road

**3.8 Waste Disposal** - £206,947 drawn from:

£56,947	-	Chelsea Creek
£100,000	-	28 Sullivan Road and Carnwarth Road
£50,000	-	77 – 89 Glenthorne road

**3.9 Parks Projects –**

£260,685 towards works in Ravenscourt Park being

£80,000	-	Goldhawk Industrial estate
£20,000	-	Ravenscourt House
£140,000	-	271 – 281 King Street
£20,685	-	282 – 292 Goldhawk Road

£200,000 towards works on Brook Green, being

£200,000	-	184 Shepherds Bush Road
----------	---	-------------------------

**3.10 Monitoring and Management Costs** - The Cost to planning of monitoring and managing S106 and CIL contributions. Authority is sought to draw down £80,000 from S106 fund interest and the remainder being the administration costs from CIL.

- 3.11 **Policing** - The Council has committed to funding enhanced policing across the borough to support the Council's strategy of to reduce crime resulting from increased population in the borough. The total contribution to this for 2016/17 is £1,530,000. The funding will be drawn from

£40,000	-	51 Townmead
£33,000	-	Stewarts Garage
£200,000	-	Westfield
£240,000	-	West 12
£88,000	-	BBC White City
£210,000	-	Chelsea Creek
£200,000	-	26 Sullivan Road
£50,000	-	313 – 321 North End Road
£100,000	-	258 – 264 Goldhawk Road
£160,000	-	Sovereign Court
£150,000	-	Woodlands
£33,000	-	North End Road
£33,000	-	Stuarts Garages

#### **4. EQUALITY IMPLICATIONS**

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

#### **5. LEGAL IMPLICATIONS**

- 5.1 Section 106 agreements containing planning obligations are entered into between developers and the Council as the Local Planning Authority.
- 5.2 The use of such obligations is controlled by legislation, including regulation 122 of the Community Infrastructure Regulations 2010 which requires planning obligations to be:
- (i) Necessary to make the development acceptable in planning terms;
  - (ii) Directly related to the development; and
  - (iii) Fairly and reasonably related in scale and kind to the development.
- 5.3 The Council has entered into a significant number of Section 106 agreements. Section 106 Funds can only lawfully be applied in accordance with the terms of each specific agreement, as approved by the Planning Applications Committee. Officers will need to ensure that the funding proposals as set out in this Report are permitted under the terms of each individual Section 106 agreement.
- 5.4 Implications verified/completed by: Adesuwa Omoregie, Planning Highways and Licensing Solicitor, Tel. 0208 753 2297

## **6. FINANCIAL AND RESOURCES IMPLICATIONS**

- 6.1. The Council budget assumes provision for £2.6m of the Council's budget to be recovered from S106 funds to address some of the impacts of development taking place in the borough. This report seeks authority for this spend also for the funding for the enhanced policing projects in the borough and specific projects.
- 6.2. Implications verified/completed by: Mark Jones, Director for Finance and Resources Ext. 6700

## **7. COMMENTS OF THE DIRECTOR FOR PLANNING AND GROWTH**


- 7.1. The contributions outlined in this report are all part of the Council's annual budget for 2016/17 and accounted for.
- 7.2. All of the projects outlined meet the statutory tests set out in regulation 122 of the community infrastructure regulations, and would be used within the contractual and geographical constraints stated in the relevant agreements. Therefore the recommendations are considered acceptable
- 7.3. Implications verified/completed by: Juliemma McLoughlin, Director for Planning and Growth x3000

### **LOCAL GOVERNMENT ACT 2000**

#### **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

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



<p style="text-align: center;"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p style="text-align: center;"><b>CABINET</b></p> <p style="text-align: center;"><b>10 OCTOBER 2016</b></p>	
<p><b>INTEGRATED FAMILY SUPPORT SERVICE BUSINESS CASE</b></p>	
<p><b>Report of the Cabinet Member for Children and Education – Councillor Sue Macmillan</b></p>	
<p><b>Open</b> A separate report on the exempt part of the Cabinet agenda provides exempt financial information.</p>	
<p><b>Classification - For Decision</b></p> <p><b>Key Decision: Yes</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director:</b> Rachael Wright-Turner, Tri-borough Director for Children’s Commissioning</p>	
<p><b>Report Author:</b> Jonathan Stevens, Strategic Commissioner</p>	<p><b>Contact Details:</b> Tel: 07739 317012 E-mail: Jonathan.stevens@rbkc.gov.uk</p>

## 1. EXECUTIVE SUMMARY

- 1.1. This paper makes proposals for the ambition to redesign provision across universal to targeted (tiers 1, 2, 3) services as part of a whole system service strategy with specialist services, including Children’s Social Care. It represents an integration of practice and workforces across of a range of family and health services and budgets across the 0-18 age range (24 if the young person has a learning difficulty or disability) and across the different thresholds of support.
- 1.2. The Integrated Family Support Service (IFSS) will deliver improved outcomes through the provision of high quality effective whole family early intervention, delivered in the community, and which will drive through significant delivery efficiencies. Prevention and early intervention are built into the core of the model, along with the importance of working in partnership with families and local communities. The approach is collaborative, and based upon the belief that early help is best addressed by integrated practice and an integrated workforce amongst all those supporting families across the Borough.

- 1.3. This proposal forms part of the Smarter Budgeting Programme which will achieve annual savings of £1.5m from 2018/19 subject to an investment of £1,610,000 in order to deliver this.
- 1.4. Cabinet are requested to agree the approach being proposed so that a full programme of work to develop the detailed IFSS model, as set out in this paper, can commence.
- 1.5. As the Programme progresses subsequent papers will be brought to Cabinet for approval to progress specific parts of the IFSS. A separate paper setting out the detailed approach proposed for the implementation of Phase 1 of the IFSS, will be presented to Cabinet later this year.

## **2. RECOMMENDATIONS**

- 2.1. To approve the progression of work for the implementation of the proposed IFSS as described in this paper;
- 2.2. To agree the combined budget for the IFSS as set out in section 9.1 in the exempt report to deliver the IFSS;
- 2.3. To explore the creation of an innovative special purpose vehicle (SPV), in partnership with the sector and other funding bodies, to protect and lever further alternative investment into universal and early intervention services and support partnership working in the sector;
- 2.4. To approve the Smarter Budgeting investment (as set out in section 9.2 in the exempt report) subject to a full business case and to agree an initial start-up investment (as set out in section 9.2 in the exempt report). The investment requirement will need to be funded from the Efficiency Projects Reserve.

## **3. REASONS FOR DECISION**

- 3.1. There is a strong case for changing the way that children and family services are delivered in LBHF across tier 1-3 services, the detail of which is set out below. The IFSS proposed will be designed to deliver better outcomes for children and families through an improved, integrated and effective service model that will be best placed to meet current and future need.

### ***3.2. Increased and changing demand for services***

- 3.2.1. LBHF's population is rising and becoming increasingly diverse. The 2011 Census 0-15 population figure in the Borough was 29,630 young people, an increase of 8.8%<sup>1</sup>. There are currently 11,807<sup>2</sup> children aged 0-4, which correlates to the increasing demand for early years services. The child

---

<sup>1</sup> Compared to 2001 Census

<sup>2</sup> Population Quinary Estimates 2014

population of the Borough is projected to continue rising in the next ten years by 11%<sup>3</sup>.

- 3.2.2. The needs of the population are also changing and are influenced by the rapidly changing environment and period of austerity in which children and young people and their families are growing up. Since 2010 the total number of LBHF children aged 0-18 living in the most deprived areas has increased by 107% from 1,529 to 3,167 in 2015<sup>4</sup>.
- 3.2.3. This has impacted upon the increase in emotional health issues presenting in referral to Children's Services. Of the families currently worked with by LBHF's tier 3 Early Help Service within the auspices of the Troubled Families programme, 30% of children are experiencing mental health problems, 33% are living in households experiencing domestic abuse and 37% are not attending school/education regularly<sup>5</sup>.

### 3.3. ***Delivering required efficiencies in a way that minimises any negative impact on service users***

- 3.3.1. The IFSS Programme is focused on improving outcomes for families. It is however important to note that all local authorities are being challenged to make significant savings on already very reduced budgets and that in LBHF both Children's Services and Public Health have already delivered significant savings. Further savings need to be delivered over the next few years. Specifically, the Smarter Budgeting / MTFs planning process includes an IFSS saving requirement which is set out in the exempt report. As such, the IFSS new model needs to be sustainable going forward.
- 3.3.2. Making future efficiency savings simply by cutting individual services, rather than rethinking and redesigning the broader service offer for families, would lead to changes that would negatively impact on service users.
- 3.3.3. The IFSS Programme is going to focus on how required efficiencies can be made in a way that minimises negative impact on front line service delivery. Instead of top slicing different services, the Programme will instead look at how savings can be made through means such as efficiencies in management structures, integrating practice and workforce, reducing service duplication, and more efficient delivery models.
- 3.3.4. The IFSS will involve increased targeting of resource where it is deemed best to do so to support families in need.

### 3.4. ***The need to identify need quickly and address it effectively***

- 3.4.1. The Borough has a vibrant and strong child, young person, and family support sector offering a broad and varied range of services and activities at tiers 1 and 2. Services offered by schools, health services, and the community and

---

<sup>3</sup> Based on the WITAN (GLA) population projections for Hammersmith & Fulham

<sup>4</sup> Index of Multiple Deprivation 2015

<sup>5</sup> TF data analysis 26.07.2016

voluntary sector have strong, established and effective relationships with families which are successful in engaging and supporting children, young people and families.

- 3.4.2. The fragmented nature of the tier 1 services and the lack of effective integration between tier 1 and tier 2 services, including the Early Help Service, Children's Centres, Health Visiting service, and School Nursing service currently results in missed opportunities for comprehensive, joined up, and effective targeted preventative activity and early intervention support.
- 3.4.3. A strong evidence base shows that effective focused early intervention, delivered when problems first emerge, can significantly improve outcomes for children and young people in a range of areas including mental and physical health, educational attainment, and employment opportunities.<sup>6</sup>
- 3.4.4. In addition to improving outcomes for young people, an effective early intervention approach has proven economic benefits. Every pound invested saves many more that would have been spent had problems been allowed to escalate.<sup>7</sup> Action to try and tackle these problems further down the line is more costly, and often cannot achieve the results that early intervention is able to deliver.
- 3.4.5. To deliver outcomes through the provision of an effective offer to families the Borough needs to provide high quality early intervention support for those children, young people, and families to prevent the need for higher threshold support from the Council's tier 4 statutory Children's Social Care services.
- 3.4.6. Further, the lack of service integration characterised by a fragmented workforce and complex systems currently presents the risk of broken referral pathways and families being passed between services, with issues remaining unidentified and the chance to intervene early being missed.
- 3.4.7. The IFSS will reach out to vulnerable and disadvantaged families to engage with those that would not normally access services, ensuring that those less able or willing to engage are not missed.
- 3.5. ***Families and professionals need to be able to know what help and support is available at tiers 1-3 and need to be able to access it appropriately and efficiently***
  - 3.5.1. A wide range of local authority, partner, and wider voluntary and community sector support and provision is available across the Borough. However, providers and young people have told us that there is not currently a comprehensive awareness of the full range of support available to young people and families across tier 1-3 services.

---

<sup>6</sup> Early Intervention: The next steps, Graham Allen MP, Jan 2011

<sup>7</sup> Early Intervention: Securing good outcomes for all children and young people, Department for Children, Schools and Families 2010

3.5.2. This results in a failure to best utilise the wide range of provision that is currently available in the Borough. At present the Family Information Service is not operating effectively to signpost families and professionals to the range of services on offer.

3.5.3. A priority for the IFSS will be the development of a comprehensive and appealing communication offer, including an information portal, to direct families to positive activities (e.g. leisure and NHS services) and early support services, and enable a culture of self-help for families and professionals through the provision of easily accessible service information. This will result in the available provision being understood and effectively utilised, leading to reduced demand on higher tier services.

### 3.6. ***To be able to better access future sources of funding***

3.6.1. Moving forward schools will have increased financial autonomy and choice about where they buy services from. It is anticipated that schools will be a significant revenue source going forward to buy in early intervention services for children and families.

3.6.2. Currently providers and Council Officers do not have sufficient capacity to act on behalf of the sector to attract additional funding e.g. corporate sector funding and national or regional funding programmes.

3.6.3. Through the IFSS options for Troubled Families Payment by Results funding to be drawn down to incentivise and support services that identify Troubled Families at tier 1 and work with them at tier 2 to achieve significant and sustained outcomes will be explored.

3.6.4. The alternative delivery models being considered as part of the IFSS would enable trading and income generation to take place, particularly with schools. The IFSS' organisational structure will seek to also enable charitable and statutory funding to be obtained.

### 3.7. ***Improved integration of services and joined up working***

3.7.1. National policy has long emphasised the importance of integrated support coordinated around the needs of the child and family. Key reports of recent years, such as the Graham Allen review of Early Intervention, Eileen Munro's reports on child protection, and the Special Educational Need and Disability (SEND) Green Paper (DfE, 2011) have all made the case for a holistic, integrated service for children and young people.

3.7.2. Integrated service delivery by cross disciplinary teams can result in a number of benefits, including; increased understanding, trust and cooperation between different services, better communication and consistent implementation of services, and less duplication of processes across agencies. Effective

professional and service integration provides an opportunity to maximise available resources while focusing on improving outcomes.<sup>8</sup>

### **3.8. *Gaps in current provision and workforce pressures***

- 3.8.1. From the overall child population, 6,950 children accessed LBHF Children's Centres during 2015/16.<sup>9</sup> This service therefore reached 59% of the 11,807 0-4 year olds in the Borough.<sup>10</sup> During 2015/16 4499 young people accessed some form of youth support. These services were able to reach 38% of the 11,944 11-18 year olds in the Borough<sup>11</sup>.
- 3.8.2. We know that in the current service offer there are both gaps in provision in some areas as well as duplication in others.
- 3.8.3. At present not all families who would benefit from services and support currently receive this. For example, at tier 1 we know that a large number of families do not engage with Children's Centres and schools have reported that families in need of tier 2 services often cannot access these due to the current lack of this provision. Another example of this is families who have not signed up for the Borough's Healthy Start Scheme.
- 3.8.4. There is currently insufficient provision to reach out and engage families at the tier 2 level of need who need extra help but are not going to access it themselves and may need additional service focus and effort to engage and support effectively.
- 3.8.5. We also know that service duplication currently exists at different tiers of service. At tier 1 families may be engaging with a wide range of professionals, including Health Visitors, Children's Centre workers and School Nurses. Children's Centres and Health Visitors have a shared responsibility to reach and engage with families who have children aged under 5. They both take a different approach, but we know that 59% are reached by Children's Centres and 100% reached by Health Visitors. As well as delivering a universal service both services are trying to identify and engage with families that need additional support.
- 3.8.6. At tiers 2 and 3 a significant number of agencies and professionals may be working with a family at a given point. We know that this, unless well-coordinated, can lead to confusion and repetition for the family and silo working, duplication, and insufficient information sharing for professionals. Families often receive services from a range of partners trying to address similar issues, this can mean duplication of effort and this can dilute the impact – particularly between Children's Services and Public Health, as well as within the community (particularly the NHS). Given the significant financial challenges across public services there is a need to work more closely with

---

<sup>8</sup> EIF Getting it Right for Families a Review of Integrated systems and promising practice in the early Years 2014

<sup>9</sup> 1+ contact

<sup>10</sup> Population Quinary Estimates 2014

<sup>11</sup> Population Quinary Estimates 2014

partners and share resources, increasing impact and the likelihood of improved outcomes.

- 3.8.7. There are currently 35.67 (FTE) Health Visitors in post who manage a 0-5 year old caseload of 15,264 children. This corresponds to an average of 428 families per practitioner. The caseload per Health visitor is currently above the assumptions suggested by Cowley et al, that each Health Visitor has the maximum caseload of 301-400.<sup>12</sup> There is currently not a full complement of Health Visitors (5.86 FTE shortfall).
- 3.8.8. With increasing demand on services more children and families require interventions. It is becoming increasingly important to manage the demand on the service upstream to prevent more disruptive and costly interventions later in a child's life.
- 3.8.9. By integrating tier 1-3 services, combining resources, and reshaping how they are delivered the IFSS will be able to more effectively provide a universal offer as well as reaching and supporting families in greatest need.

3.9. ***Lack of aligned outcomes across services working with families***

- 3.9.1. Currently services that support families at tiers 1-3 deliver against a wide range of child and family outcomes. The IFSS Programme will include the development of aligned outcomes that will be shared outcomes across the IFSS provision, for example school readiness and attainment, early intervention and prevention around health and wellbeing, and safeguarding. These will link with the Troubled Families outcomes and the public health outcomes and contribute to the Borough achieving its public health and Troubled Families targets.
- 3.9.2. The IFSS is expected to impact positively on a range of key child and family outcome indicators. Further discussion will take place during the development of the IFSS to agree these, baseline current performance, and measure future performance. The IFSS will build on current approaches that are delivering positive outcomes as well as changing practice to improve outcomes where there is current underperformance.
- 3.9.3. Regarding some of the key health and wellbeing outcomes for children in LBHF, the performance against these is currently mixed compared with the England average. Infant and child mortality rates are similar to the England average.
- 3.9.4. 9.6% of children aged 4-5 years and 23.1% of children aged 10-11 years are classified as obese. The prevalence of obesity for children aged 4-5 is not significantly different from the England average but aged 10-11 it is significantly worse than the England average.

---

<sup>12</sup> Cowley, S. Bidmead C. Controversial Questions (part one): what is the right size for a health visiting caseload? Community Practitioner: 2009;82(6):18-22

- 3.9.5. Local areas should aim to have at least 90% of children immunised in order to give protection both to the individual child and the overall population. The MMR immunisation rate is lower than the 90% target at 80.8% The immunisation rate for diphtheria, tetanus, polio, pertussis and Hib in children aged two is also lower than 90% at 85.6%.
- 3.9.6. Other areas where children's health is significantly worse than the England average includes hospital admissions for mental health conditions, A&E attendance for children aged 0-4 and hospital admissions for children aged 0-4 with dental cavities. However, the rates of children aged 5 with decayed missing or filled teeth has fallen from 1.15 in 2012 to 0.71 in 2015 subsequent to the Brushing for Life and Keep Smiling public health interventions.
- 3.9.7. Health areas where the health and wellbeing of children in the borough is not significantly different than the England averages include low birth weight of term babies, under 18 conceptions, and hospital admissions for substance misuse (15-24).
- 3.9.8. Health areas where the health and wellbeing of children is significantly better than the England average include breastfeeding initiation, prevalence of teenage mothers, smoking at time of delivery, hospital admissions for injuries (0-14), hospital admissions for asthma, and hospital admissions for self-harm.
- 3.9.9. The IFSS will have agreed outcome indicators in place that will evidence the impact of the new model at the family, service, and system level. This information will be used to ensure continued service improvement and develop an evidence base for what works most effectively.

#### **4. PROPOSAL AND ISSUES**

- 4.1. ***Summary of current service offer at tiers 1-3 that is currently within the scope of the IFSS***
  - 4.1.1. 16 Children's Centres are commissioned around a hub and spoke Children's Centre model to deliver services which improve outcomes for young children (0-5 years) and their families.
  - 4.1.2. The Council commissions nine term-time youth clubs for young people aged 13-18 years (up to 24 years for young people with LDD) in the borough. The council also commissions a single provider to deliver a broad range of activities throughout the school holidays for young people. A Duke of Edinburgh scheme is also in operation and delivered through schools.
  - 4.1.3. The Family Services Early Help Service provides tier 2 and 3 targeted services to vulnerable families, with a focus on meeting need early and preventing the need for statutory and specialist children's services. In addition, the Family Services Early Help Service has responsibility for the Family Information Service, early years function, youth participation functions, the



young carers support provision, and substance misuse and sexual health services.

- 4.1.4. Health visitors are the lead professionals in the delivery of the Healthy Child Programme from pregnancy to 5 years. This Programme sets out the schedule for the delivery of services during these early years, and includes both universal services and additional interventions for families with more complex needs. The Programme includes health promotion, child health surveillance and screening, and services to be offered to families.
- 4.1.5. The Family Nurse Partnership (FNP) is a preventive programme for vulnerable first time young mothers (aged under 20). It offers intensive and structured home visiting, delivered by specially trained nurses, from early pregnancy until the child is two.
- 4.1.6. The School Nursing Service supervises and leads the delivery of universal and mandated elements of the Healthy Child Programme 5-19 which includes health screening, health needs assessment, and the National Child Measurement Programme. In addition, the service inputs into the school health care plans of children with long term conditions and plays a key role in safeguarding.
- 4.1.7. The Healthy Schools Programme and Healthy Early Years services support and encourage schools and early years settings (Children's Centres, Nurseries and Nursery Classes) to develop and deepen their focus on health and wellbeing.

#### 4.2. ***The proposed IFSS model***

- 4.2.1. This model sets out a blueprint for multi-agency and cross sector service integration and as such presents the opportunity for a more ambitious and holistic offer to be incorporated into the scope of the Programme. The potential to broaden the scope to include for example, Adults Services and other Corporate services that would benefit from this approach and enable LBHF to more effectively meet the needs of its residents, will be explored as the Programme develops.
- 4.2.2. The IFSS initially seeks to bring together a range of children's services; specifically, those currently provided by the Family Services Early Help Service, Children's Centres, Youth Services, Public Health, and potentially the Clinical Commissioning Group and Youth Offending Service, into a single offer that sustains and enhances universal provision, whilst providing further support to those families who need additional help through Universal Plus and Targeted services.
- 4.2.3. The IFSS will be the vehicle for delivering this and will contribute to LBHF's strategic priorities; putting children and families first, and creating more opportunities for young people.<sup>13</sup>

---

<sup>13</sup> The change we need – Hammersmith and Fulham Labour's manifesto

- 4.2.4. Specifically, it will deliver against the priorities to:
- Maintain and improve our children's centres, in particular the Sure Start centres
  - Facilitate more activity for young people after school and during the holidays, focusing particularly on the areas of highest child poverty
  - Make sure that the area's most vulnerable children are well looked after and safe

### 4.3. ***The vision and principles guiding the future IFSS model***

- 4.3.1. The IFSS vision is as follows:

*To develop an IFSS for tiers 1 to 3. The IFSS will operate as one integrated offer with pooled resource and budget. It will explore new innovative ways of working across professions and agencies to meet the budgetary challenge and deliver improved outcomes.<sup>14</sup>*

- 4.3.2. The IFSS aims to maintain access to universal support but ensure that targeted support reaches those that have additional needs as early as possible. The future offer will<sup>15</sup>:

- Deliver personalised support to those families with the greatest need
- Support families to build their resilience and help them to support themselves and reduce the need for future intervention
- Connect communities and local provision to deliver services to people where they need them in a flexible way that is easy to use
- Maximise the use of volunteers and networks of community support recognising the strength and value of local activity
- Ensure that intervention is available as early as possible to those who need it
- Provide access to services through already established routes, pooling knowledge and budgets across services to achieve the best outcomes for those most in need
- Provide professionals and families equally with easy access to information and services to empower them to make the right decisions and offer the right support

- 4.3.3. The IFSS will form an integral part of a whole system strategy to prevent needs from escalating, thus managing demand on specialist tier 4 services. Through supporting families effectively; avoiding needs arising, and where they do, identifying them quickly and effectively supporting families to address them, the aim is to avoid needs from escalating. The IFSS will link effectively with tier 4 statutory services, including Children in Need. This will be through clear and consistently applied thresholds, and effective step up and step down arrangements.

---

<sup>14</sup> Integrated Family Support, High Level Design (May 2016)

<sup>15</sup> Integrated Family Support, High Level Design (May 2016)

#### 4.4. ***How the new approach will operate***

- 4.4.1. The operation of the future IFSS will be guided by a number of key principles and approaches. Some will guide the delivery of the overall service, whilst others will be specifically applicable to the different tiers of support offered.
- 4.4.2. All partner will be asked to sign up to a memorandum of understanding as part of the Programme. This will set out and formalise their commitment to shared principles and ways of working.

#### 4.5. ***What this will look like across the whole model***

- 4.5.1. A service model that focuses on addressing the wider determinants on health and wellbeing both through the IFSS direct delivery, but also through its effective integration with key agencies operating beyond the immediate IFSS, including but not limited to, housing, economic growth, training and employment, the Police, and primary care.
- 4.5.2. A clear service offer.
  - A clear menu of service will be developed that will set out what each service offers and who it is for
  - A pathway of support will be produced that sets out how different services fit together and how they can be accessed
  - Thresholds for the services will be reviewed so that they are clear to understand (for families and professionals), practical to use, and consistently applied
- 4.5.3. Professionals understand their responsibilities in supporting families, are confident holding onto and directly working with families where appropriate, formulate a targeted and measurable plan, and the Lead Professional takes responsibility for implementing that plan through the Team around the family/child (TAF/TAC) process.
  - The IFSS will provide practical support to professionals working with families where they have a concern about a child or family. This function will support professionals to identify effective ways in which they themselves can provide direct support to families in their own settings, rather than automatically referring on to other services
  - Where needs are higher, ensure that a Universal Family Assessment (subject to the agreement to develop this) is completed and owned by the Lead Professional and can be accessed, added to, and built on by the relevant professionals involved
  - Professionals are supported so that they are confident and capable of holding onto and directly working with children and families at risk of poor outcomes through the TAC/TAF process
- 4.5.4. A service that is valued by families and appropriately engages and delivers the right level of support to them.

- A service that actively reaches out to engage with families who would benefit from support, but may be harder to identify and engage
- Delivers support at the lowest appropriate tier
- A service that reduces demand on higher tier support services by delivering interventions at the appropriate time

4.5.5. A service that identifies need early.

- A workforce that effectively engage with families and are trained to identify emerging needs quickly
- A greater focus on delivering support to families where predictive factors (such as primary exclusions) are used to identify families that would benefit from IFSS input, so as to address needs that would likely grow in the future without intervention

4.5.6. A service that effectively supports families where additional needs have been identified, through mutually agreed outcomes and the provision of appropriate focused support.

- A service that looks at children in the context of the family
- A service that sets outcomes with families rather than for families
- A service that delivers focused and time bound intervention that has the best possible chance of effectively engaging and delivering positive change within families
- A service model that is delivered by professionals who are a consistent presence in families' lives
- Approaches of delivering support to families in groups are utilised so that the IFSS can maximise the number of families it can reach and realise the immediate and longer term benefits of group interaction
- A service that has family support caseloads that are appropriate and manageable
- A service that is focused on enabling families to help themselves and building resilience to achieve sustainable change and reduce dependency on public services
- The delivery of interventions that demonstrate a positive impact on improved parenting aspirations, self-esteem and parenting skills, and child and family health and life chances
- A service that includes an asset-based approach to supporting families, for example through peer support programmes e.g. a breastfeeding peer support programme, and a parenting peer support programme

4.5.7. A seamless service.

- Families effectively and consistently move between different tiers of support
- Families don't feel stigmatised passing through different tiers of support
- There should be no wrong door for families to access the IFSS, no unintended gaps in provision, no avoidable delays, and minimum service duplication

- The service will be connected with the Multi Agency Safeguarding Hub (MASH) so that provision can be delivered to families who are identified as requiring additional support

4.5.8. A service that achieves demonstrable significant and sustained outcomes.

- The service will be focused on achieving positive outcomes with the families that it works with. These will be aligned with the Government's Troubled Family outcomes
- An overarching outcome for the IFSS will be keeping families out of tier 4 services, whilst where necessary identifying early those families who should be receiving a tier 4 service

4.5.9. A service that delivers an integrated and efficient service model.

- The service will ensure integrated delivery of the core elements and principles of the Health Visiting and School Health service models. The current models developed by the Department of Health set out the levels and elements of the service offer, and outline High Impact Areas based on evidence of where the services can have significant impact on health and wellbeing, on improving outcomes for children, young people and their families, and on the reduction of health inequalities. There are Public Health indicators to measure performance and outcomes of the High Impact Areas
- Increased use of information technology will contribute to the development of innovative ways to access information and services, particularly at the universal level
- The offer at the universal level will be proportionate to needs, risk assessing families so that resources are used in the most appropriate ways

4.5.10. A service delivered by a workforce that has a flexible and appropriate skill mix that enables it to respond appropriately to presenting needs.

- Support is delivered to families in conjunction with professionals who have positive and longstanding relationships with families e.g. schools
- A delivery model that maximises the time that professionals can spend directly working with families
- Ensures that the approach and service offer draws on good practice from across the professional agencies involved in its delivery, including building on the approach developed through the Focus on Practice Programme; with a focus on family therapy, Signs of Safety, motivational interviewing and parenting theory and skills. The learning from these evidenced based approaches will continue to be embedded with the support of clinicians working alongside practitioners

4.5.11. A service that is valued by professionals and effectively utilised.

- Partners have high expectations and good experiences of interacting with the IFSS at different tiers of support

- Partners can effectively access the services offered for families through clear and consistent channels
- There is effective collaboration between the IFSS and other services for families e.g. NHS primary care, Job Centre Plus, housing services

4.5.12. A service that makes the best use of building resources and existing community assets.

- A model that utilises a supersite (hub) and microsite model delivered in three clusters in the North, South, and Centre of the Borough
- An approach that embeds delivery in existing settings that families already access and feel comfortable in, such as schools

4.5.13. A service that is viable in the future.

- A model that is able to find innovative and sustainable ways of funding this service now and in the future, recognising that further funding cuts may in the future reduce the available money for universal provision. An approach that utilises income generation and fundraising (potentially through a charitable arm) to ensure that high quality provision across the tiers can continued to be delivered going forwards

## **5. OPTIONS AND ANALYSIS OF OPTIONS**

5.1. There are 3 different options that have been considered in relation to this area. Each is covered in turn below.

5.2. Option 1 – Continue delivering services in the way they are now

5.3. This option is not viable or desirable. As set out in the case for change above the current service offer for families at tier 1-3 levels of need doesn't meet the current need in LBHF, nor will it meet the future need without change taking place. The committed savings set out in the exempt report against the IFSS services agreed through the Smarter Budgeting / MTFS planning process will not be delivered if this option is pursued.

5.4. Option 2 – Make changes and savings on an individual service basis

5.5. This option is viable but not desirable. For this option to be viable it would need to be able to deliver service change and improvement and would also need to be able to deliver the savings set out in the exempt report by 2018/19. This approach would deliver a lower level of service integration than is desired, which would see the continuation of siloed working, a disparate workforce, and a less integrated whole system delivery model. It would also involve cuts that would be less easily absorbed through back office efficiencies. This would result in a greater impact on front line service delivery and on children and families in LBHF. This option would also not permit the development of a future service vehicle that could attract additional funding through charitable grants etc.

- 5.6. Option 3 – Develop an IFSS as set out in this paper
- 5.7. This option is both viable and desirable. It is best placed to deliver improved outcomes for children and families through an improved service model that most effectively and efficiently meets current and future need. In terms of delivering the required savings set out in the exempt report this would focus on how required efficiencies can be made in a way that minimises negative impact on front line service delivery. Instead of top slicing different services, the Programme will instead look at how savings can be made through means such as efficiencies in management structures, integrating practice and workforce, reducing service duplication, and more efficient delivery models.
- 5.8. However, the feasibility and implementation of this Programme is subject to securing the investment set out in section 9.2 in the exempt report.

## **6. CONSULTATION**

- 6.1. The scope and focus of this programme has been developed, shaped and refined over the past 12 months through a collaborative approach with key stakeholders.
- 6.2. Consultation and feasibility discussions with partners, including Public Health, the CCG and schools, started in 2015. The Programme commenced in February 2016 and was initially looking at prevention and early intervention in the areas of Children's Centres and the Family Services Early Help Service.
- 6.3. However, following further engagement with key partners, the scope of the programme expanded, resulted in the inclusion of Public Health commissioned family services.
- 6.4. A high level design summary was developed and presented to key stakeholders in May 2016.

## **7. EQUALITY IMPLICATIONS**

- 7.1. This paper seeks authorisation to develop proposals for how the IFSS would operate, rather than making specific changes at this point. The equality implications of changes proposed through the IFSS Programme will be fully assessed and set out in future reports that detail the service change being put forward.

## **8. LEGAL IMPLICATIONS**

- 8.1. There are no legal implications at this stage of the process. Subject to approval to develop the IFSS the Programme team and Legal Services will work closely together to fully assess current and possible future legal implications.

*Legal Implications completed by: Andre Jaskowiak, Senior Solicitor, Shared Legal Services. Tel: 020 7361 2756*

## **9. FINANCIAL IMPLICATIONS**

9.1. As set out in the exempt report on the exempt Cabinet agenda.

## **10. IMPLICATIONS FOR BUSINESS**

10.1. If the IFSS approach is approved, then it will have an impact on the market of children and family services. These will be worked through during each stage of the implementation process and detail will be contained in future reports as applicable.

## **11. OTHER IMPLICATION PARAGRAPHS**

11.1. None.

## **12. BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

12.1. None.

## **LIST OF APPENDICES:**

None.



<p><b>]London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET</b></p> <p><b>10 OCTOBER 2016</b></p>	
<p><b>CARERS PROCUREMENT STRATEGY REPORT</b></p>	
<p><b>Report of the Cabinet Member for Health and Adult Social Care: Councillor Vivienne Lukey</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Decision</b></p> <p><b>Key Decision: Yes</b></p>	
<p><b>Wards Affected: ALL</b></p>	
<p><b>Accountable Director: Liz Bruce, Executive Director of Adult Social Care</b></p>	
<p><b>Report Author: Chidi Okeke, (Interim) Strategic Commissioner</b></p>	<p><b>Contact Details:</b> Tel: 07739316371 E-mail: chidi.okeke@rbkc.gov.uk</p>

## 1. EXECUTIVE SUMMARY

- 1.1. The Council's current contract with Carers Network for a carers' hub service started on 1 December 2013. The contract was for an initial period of two years with provision in the contract terms and conditions to extend for a further 18 months. The annual value of the carers hub service contract with Carers Network is £230,200 per year. The contract was extended for a period of 17 months to 30 April 2017. There are no further extension periods within the current contract.
- 1.2. This report seeks approval to re-procure the contract for the provision of an individual central carer's hub service within the London Borough of Hammersmith and Fulham by undertaking a competitive tender process. The carers hub service remains the primary organisation responsible for delivering support to adult carers within the borough.
- 1.3. The service procured will be demand led and geographically based within the borough and aligned to the delivery of neighbourhood and community based carers support. The chosen Provider will work in partnership with community and voluntary, public and private sector care and health based organisations and local faith networks to assess, identify and support carers and form robust referral pathways for carers to access additional support within the borough.

- 1.4. A joint Local Authority and Clinical Commissioning Group (CCG) led engagement and coproduction process with service users, carers and third sector and public providers has been used to determine the scope and configuration of the contract in order to meet operational and service user requirements, in addition to shaping the tender evaluation process.<sup>1</sup>

## 2. RECOMMENDATIONS

- 2.1. That the strategic approach for the procurement of a carers support service within Hammersmith and Fulham through an OJEU (Official Journal of the European Union) open competitive tender process, be approved.

## 3. REASONS FOR DECISION

- 3.1. Significant changes in the legislative framework within which carers' services are offered are highlighted in the Care Act 2014. The Act places the carer on an equal footing to the service user as well as placing overall wellbeing at the forefront of an individual's care and support. The Act also sets out a number of responsibilities for local authorities. including:
  - Providing carers with an assessments of their own support needs, applying consistent, national eligibility criteria;
  - Providing comprehensive information and support about local services so that carers know what's available both to them and to those for whom they are;
  - Ensuring that carers receive a personal budget which set out what it will cost to meet their needs and where they are eligible to receive publicly funded support.
- 3.2. Through delivering a central carers hub service, the procurement approach indicated in this report will support our local area policy commitment to carers and our Care Act 2014 duties within Hammersmith and Fulham. The reprocurement of a central carers support hub service, through a competitive tender process, is the way in which the council and clinical commissioning group are seeking to:
  - Deliver a range of information, advice, guidance and support to carers to comply with our statutory duties to carers;
  - In partnership with the Council's own referral and assessment services, strengthen the identification and assessment of carers within the borough;
  - Ensure that carers are well supported in their caring role;
  - Strengthen the service offer to carers within Hammersmith and Fulham;
  - Improve the carers offer and add value to existing carers services and our joint council and clinical commissioning group local area commitments to carers, and the vital care and support role they play within the borough;

---

<sup>1</sup> Carers engagement and co-production meetings:

20<sup>th</sup> January, 2016 (Wednesday) 12:00.p.m. - 3:00.p.m.

23<sup>rd</sup> February, 2016 (Tuesday) 12:00.p.m. - 3:00.p.m.

24<sup>th</sup> February, 2016 (Wednesday) from 6:00 p.m. - 8:00 p.m.

22<sup>nd</sup> March, 2016 (Tuesday) 12:00.p.m. - 3:00.p.m.

13th May, 2016 (Friday): 10am – 12pm | Session two: 1.00.p.m. – 3.00.p.m.

Providers engagement meetings:

2nd March, 2016 and 23rd March, 2016.

- Support our policy commitments to enhance the lives of vulnerable adults within our communities.

#### **4. PROPOSAL AND ISSUES**

##### Procurement Objectives

- 4.1. The procurement will result in the award of one local area specific contract in which the Council will contract directly with one provider who will be awarded the contract to operate in Hammersmith and Fulham. It is to be noted that the provider can sub-contract aspects of the service, within the financial envelope given.
- 4.2. The contract will have an initial term of three years with the option to extend for two further periods, each of one year. The proposed tender that is being run exceeds the EU threshold of £589,148 for the category of Social and other specific services, as provided by the Public Contracts Regulations 2015 and will be conducted in accordance with the light touch regime rules applicable to this category of services.

##### What is being proposed?

- 4.3. The model for the re-tendered service seeks to maximise the use of existing generic service offers locally whilst retaining a borough based person centred approach, and will focus on:
  - I. In addition to generic information and advice related to carer specific issues, the provision, in partnership with relevant agencies within the borough, targeted financial, legal and welfare advice at point of access to the service;
  - II. Assessments / Support Planning / Personal Budgets - the provider will undertake these using the Council's electronic case management system Frameworki. This will enable both the Provider and internal care management teams to access the same carer information and better coordinate service delivery for the needs of the carer and the cared for. This is a new requirement which was not in the previous specification.
  - III. The Provider/s working with specialist organisations to facilitate and coordinate the provision of specialist support groups for Dementia, Mental Health and Learning / Physical Disabilities.
  - IV. Partnership working with health and community and voluntary sector organisations to deliver a comprehensive range of carers support within our communities.
  - V. Early intervention and prevention work and signposting towards specialist agencies within our communities
  - VI. The service will be based on an outreach model and will provide support in the communities and facilities in which carers already spend their time. Support will be provided to a wide range of adult carers (including parent/carers of children with disabilities).

#### **5. OPTIONS AND ANALYSIS OF OPTIONS**

- 5.1 The procurement will be undertaken through an open tender process as commissioners believe that will provide best value for the Council. The tender will be open to all qualified and interested bidders and advertised locally, as well as in OJEU. Commissioners will ensure that the open tendering of this

service will give interested providers objective qualifications criteria, clear technical specifications both outputs and outcomes for service delivery; clear and objective evaluation criteria, and be awarded to the best cost / quality provider for the council.

Please see Appendix 1 Procurement Strategy section 3, 3.1 – 3.3. for further details.

## CONSULTATION

- 6.1. Commissioners undertook an extensive engagement and consultation exercise with carers, and associated partners in order to ensure that any proposed service reflected their needs. This process focused on understanding carers' views on the current arrangements, what needed to improve and how the future delivery model could be shaped to address the issues identified.
- 6.2. The consultation and engagement process undertaken involved the following:

What	When	Outcome
<ul style="list-style-type: none"> <li>5 engagement meetings were organised with carers and other stakeholders within Hammersmith and Fulham, including one evening meeting.</li> </ul>	Jan – May 2016	<ul style="list-style-type: none"> <li>50 people attended and engaged in meetings.</li> <li>More carers booked to attend but did not show on the day.</li> <li>Where apologies were given, carers often sited unforeseen caring responsibility as the barrier to attending.</li> </ul>
<ul style="list-style-type: none"> <li>2 provider only events facilitated by the three councils, the CCG's and with the representatives of the Voluntary Sector Councils from across the 3 boroughs.</li> </ul>	March and May 2016	35+ provider staff attended from a range of organisations across the three boroughs, including Age UK, MENCAP, CAB, Life and Balance, Carers Network, Open Age, Age UK, Mind, DWP, Healthwatch, CVS Councils from the 3 boroughs, Carers Network, Carers Kensington and Chelsea, MIND, Open Age, Midaye Somali Development Network, Alzheimer's Society, Turning Point.
<ul style="list-style-type: none"> <li>One to one interviews and digital questionnaires returned with carers who could not attend the above meetings</li> </ul>	Jan – April 2016	<ul style="list-style-type: none"> <li>38 questionnaires have been returned to date from carers who were unable to attend an event on the day.</li> <li>5, 1-2-1 interviews completed with carers who could not attend their pre-booked event.</li> </ul>

<ul style="list-style-type: none"> <li>Other engagement activity</li> </ul>	Jan – May 2016	<ul style="list-style-type: none"> <li>Senior Commissioners also attended a number of forums to engage directly with carers for example:               <ul style="list-style-type: none"> <li>Hammersmith &amp; Fulham Carers Forum;</li> <li>MENCAP;</li> <li>MIND;</li> <li>Alzheimer’s Society.</li> </ul> </li> </ul>
---	----------------	---

6.3. Carers concluded that there should be the continuation of a central Carers’ Hub within Hammersmith and Fulham delivering information, advice and support, and that the service should be based on an outreach model that provides support in the communities and facilities in which carers already spend their time.

6.4. Further details are provided within Appendix 1 Procurement Strategy Section 8, 8.1 – 8.5

## 7. EQUALITY IMPLICATIONS

7.1. No negative equality implications have been identified within the procurement strategy proposed and the service will support all carers within our communities.

## 8. LEGAL IMPLICATIONS

8.1. The carer support services proposed to be tendered would fall within the Specific and Other Services under Schedule 3 of the Public Contracts Regulations 2015. These services above the threshold value of £ 589,148.00 are subject to the Light Touch Regime (LTR) under the Regulations. Such LTR requires that the opportunity is published in the OJEU and the advertised process followed for the tender plus the Treaty principles of transparency and equal treatment are observed. The proposed open procedure procurement would be in compliance with the Regulations.

8.2. Implications verified/completed by: Babul Mukherjee, Senior Solicitor(Contracts), Shared Legal Services, Ph: 02073613410

## 9. FINANCIAL IMPLICATIONS

9.1. The costs of the contracts will be met from Adult Services Commissioning budgets and the budget holders for these contracts will be the Head of Older Peoples Services Commissioning. The yearly contract value for the London Borough of Hammersmith and Fulham is detailed below and will be funded from the total budget available currently within each delivery unit. The budget for this service is shown in the table below:

Council	Annual Budget (£)
London Borough of Hammersmith & Fulham	230,200
Clinical Commissioning Group – Section 75	40,400

- 9.2. The results of the tender process will be reported to Cabinet which will detail the financial implications on the award of contract.
- 9.3. Implications verified/completed by: P. Daryanani, Head of ASC Finance, 0208 753 2523.

## **10. IMPLICATIONS FOR BUSINESS**

The current care and support market is limited to a reasonably small number of providers. The contract with the provider will promote partnership working with local businesses and organisations within the community most especially voluntary sector organisations who will work with the provider to deliver specialist support and direct referral pathways, and strengthen the local offer of support to carers that addresses their needs.

- 10.1. In addition, it should be noted that there are over three million working carers in the UK and, as our population ages and people live for longer with complex health conditions, this number is set to increase rapidly. Estimates suggest that the number of older people needing care and support will begin to outstrip the number of family members able to provide it as soon as 2017, meaning that working age family members are coming under increasing pressure to provide more care and support to their loved ones.
- 10.2. There is evidence to show that the current impact of staff turnover, absenteeism and stress as a result of juggling work with caring is already having a huge impact on business and could be costing UK businesses over £3.5 billion every year. Greater flexibility and support for those juggling work and care could significantly reduce these costs, save money and increase productivity. Some businesses have introduced this already so the impact to some would be low.
- 10.3. The delivery of an effective central carers resource within the borough that is working with other private, public and statutory agencies to directly support carers and provide information to organisations regarding the needs of carers will act as an important council mechanism to address carers related workforce and employment issues.
- 10.4. In order to deliver this, commissioners will be evaluating tender organisations on their previous experience of: (a) Working with other voluntary sector agencies, statutory agencies and ensuring that carers are supported to access opportunities within the borough. (b) Working with local businesses to support carers and promoting the needs of carers. (c) Supporting carers in work, and into employment within the borough. (d) Providing volunteering / employment opportunities for carers within the contracted service.

## **11. OTHER IMPLICATION PARAGRAPHS**

### **Procurement**

- 11.1 The nature of the services being procured fall within the “Social and other Specific” category of the Public Contracts Regulations 2015 and, as the financial value of the proposed contract is above the £589,148 threshold for these services, will need to be advertised in the Official Journal of the EU. Once advertised, however, there is significant scope for discretion in how the council runs the procurement under the “light touch regime” section of the Regulations, provided it is done in a fair and transparent manner.
- 11.2 The report’s appendix sets out a detailed strategy for re-procuring a carer’s hub service; describes the key outcomes the new contract will directly deliver and other wider community benefits it will contribute towards (including cost avoidance in other areas); and reports on impressive stakeholder and market engagement undertaken (including co-design with the local voluntary and community sector) to inform the strategy. Where the appointed contractor is unable to directly provide specialist niche services themselves, they will be encouraged and expected to include local 3<sup>rd</sup> sector organisations within their supply chain to meet local needs, thereby also giving effect to the Administration’s policy objectives of in this area.

Comments provided by John Francis, Interim Head of Procurement (job-share) 020-8753-2582.

## **12. BACKGROUND PAPERS USED IN PREPARING THIS REPORT: N/A**

## **APPENDIX 1**

### **PROCUREMENT STRATEGY REPORT**

#### **1. OVERARCHING STRATEGY**

- 1.1 Hammersmith and Fulham recognises the fact that carers play a vital role in providing unpaid support for vulnerable children and adults who are frail, ill, disabled, or who have mental health or substance misuse problems. This can at times affect Carers' own health and wellbeing. The government has recognised the importance of supporting Carers of all ages through the Care Act 2014 and the Children and Families Act 2014 which, for the first time, placed the needs of Carers on a par with those they care for.

#### **Carer's Data**

- 1.2 Within Hammersmith and Fulham it is estimated that there are 12,330 residents providing unpaid care (2011 Census), which is the 3rd lowest nationally, of whom 2,530 (21%) provide 50+ hours a week, and 37% Male, and 63% Female. The 2011 Census identifies highest levels of provision of 50+ hours a week in the far north of the borough in College Park & Old Oak and Wormholt & White City, areas of relative deprivation and social housing. Fulham Broadway and Sands End also have a high rate of provision compared to the borough average.

#### **Council Duties**

- 1.3 The Care Act 2014 has meant important changes for Adult Carers from 1st April 2015. It has put Adult Carers on an equal footing to those that they care for and is driven by the principle of promoting well-being for both the Carer and the cared for person. The Act sets out in law what local authorities and their strategic and operational partners must do in relation to Adult Carers and means that they must take steps to prevent, reduce or delay the need for care and support for Carers.

#### **NHS Priorities**

- 1.4 In addition, NHS planning guidance sets out how the NHS will implement its duties under the Care Act (2014) and Children and Families Act (2014); for Clinical Commissioning Groups to work alongside authorities to draw up plans to identify and support Carers, particularly those who are Young Carers and those over 85 years old.

#### **Care Act 2014**

- 1.5 The Care Act 2014 has mandated legislative changes with regards to providing support for carers and addressing a range of statutory requirements for carers' services. In response to this Hammersmith and Fulham is committed to the delivery of a central carer's hub service to support carers within the borough. The Hammersmith and Fulham Carers Hub service will support the council's duties under the Care Act 2014 through the hubs prevention based approach to supporting carers. The service will continue to support carers to maintain their caring role to reduce, delay and prevent the need for more expensive interventions such as hospital or residential care for the cared for person. The service will also be processing carers assessments through delegated authority under the



Act. The new contract enhances previous work and meets the vision to make Hammersmith and Fulham fairer where everyone will have the same opportunity to reach their potential and enjoy a good quality of life.

### Partnership Working With Other Agencies

- 1.6 The Council managers and administers a series of contracts with the local Third Sector from larger contracts to small grants funded through Adult Social Care and Delivery and Value Directorates. It is expected that the successful contractor for the provision of carers support works with these agencies to ensure no duplication in service delivery and clear referral pathways between organisations in order that carers needs are addressed as expediently as is possible in order to prevent the further escalation of their problems.
- 1.7 The service specification will highlight partnership organisations that the contractor will be expected to work with and the referral pathways that should be developed. It is anticipated that the contractor could use to subcontract aspects of the service to other organisations including specialist support groups and aspects of the legal, welfare and financial advice if they do not have the capacity themselves and it is not being provided within the community.

## **2. FINANCIAL INFORMATION**

### Efficiencies and Value for Money

- 2.1 An increase in carers assessments will form efficiencies as this will either, increase the number of assessments completed or release capacity in operational care management teams to increase assessment activity. Supporting carers to maintain their role is a key feature of this service to help support the local health and social care economy by reducing the burden on more expensive and potentially institutional care for those that carers care for.

### Budget

- 2.2 The costs of the contracts for the Council will be met from Adult Services Commissioning budgets and the budget holders for these contracts will be the Head of Older Peoples Services Commissioning. The yearly contract value for the London Borough of Hammersmith and Fulham will be funded from the total budget available currently within each delivery unit.

## **3. OPTIONS APPRAISAL AND RISK ASSESSMENT**

- 3.1 The options appraisal and risk assessment are detailed as follows:

1	Do nothing	<p>a) The council has a duty to ensure residents with assessed eligible social care needs have access to the care services they require, as well as new duties under the Care Act 2014 to promote vibrant, diverse and sustainable care and support markets.</p> <p>b) The existing contract will have run out and Local Authorities have statutory duties to provide support for carers. There are</p>
---	------------	---

		<p>no internal or external services that provide a coordinated access point of specialist information, advice and support for all carers within the borough if we decide to decommission a central hub service within the borough. As a result health and wellbeing outcomes for carers may worsen.</p> <p>c) The council could do nothing and simply spot purchase care services beyond the current end date of the existing contract. This would result in a very fragmented market where the council has less influence and certainty on the cost of services and less influence over the quality of services.</p>
2	Single supplier negotiations	<p>a) In the context of a developing market, undertaking single supplier negotiations with existing or individual providers exposes the council to the risk of legal challenge.</p> <p>b) Public procurement duties require local authorities to ensure it uses fair, equitable and transparent process for the letting and awarding of contracts and conducting a tender exercise is typically how local authorities comply with these duties.</p>
3	In-house delivery	<p>a) The delivery of a service of this nature would require extensive recruitment, management and development of specialist staff; each council does not currently employ sufficient staff with the required range of skills to deliver this service.</p> <p>b) The service may be costly to establish in-house, due to the expertise required to deliver and manage the service. This option also has an impact on the council's in house capacity to deliver the services required within current resource allocations, and will be impacted by some carers reluctance to engage with statutory services.</p>
4	Undertake a competitive tender process	<p>a) When considering the option to externally commission services by undertaking a tender exercise the council must consider the nature of the market for the services it wishes to commission.</p> <p>b) The market for the provision of care services is growing with a good range of small, medium and larger national providers; for profit and not for profit; businesses and charities.</p> <p>c) Proactive pre-tender engagement with the market has been used to help shape and influence the response to external procurements in order to influence the type of providers who would be in a position to submit a tender proposal.</p> <p>d) In consideration of the above and the other options, it is recommended that an external procurement exercise is undertaken.</p>

3.2. The preferred option chosen would be to undertake a competitive tender process.

### Risk Management

3.3 Managing corporate and service spending efficiently through a structured approach to procurement offers potential to improve financial performance through: competition between all parties; accountability in the spending of public money; transparency in the

decision making process; and value for money. The following mitigating actions in identification of the risks are detailed below:

<b>Risk</b>	<b>Mitigating Actions</b>
1. The market not being fully developed and providers not equipped to deliver the required service.	a) Pre tender market engagement and provider engagement and support events will reduce this risk. Identified training and workshops have been arranged.
2. Provider/s failure to deliver to the required capacity and quality standards	b) Pre-tender development with providers of the optimum approach to secure, primary, secondary and back up arrangements in a framework that ensures this risk is designed out as far as possible.
3. The quality and specification requirements of the service required cannot be met by providers.	c) Pre tender engagement and tender process will ensure this is robustly tested and working with Voluntary Sector Council leads to ensure that the process is clear and transparent.
4. The budget for the contract will be at risk of further reduction and the contract term contains a break clause, as such there may not be sufficient interest from the market.	d) There is a developing market for the provision of these services, identified following the market testing exercise, and providers will be informed of the uncertainty of ongoing funding in the current financial climate.
5. There could be a risk that the TUPE costs will push up the bid price.	<p>e) Whether TUPE applies at the point of tender will depend on whether the incumbent provider continues to be the provider with whom Hammersmith and Fulham contracts with.</p> <p>f) If TUPE does apply it will be the responsibility of the Provider involved to resolve these issues and the council's role in this process will be to facilitate contact between the parties.</p> <p>g) The proportion of a provider's total costs that is made up of staffing costs; the size of the bidders and their ability to absorb the TUPE costs.</p> <p>h) Information will be included in the ITT packs for other tenderers to prepare their bids in order that TUPE liabilities can be identified and costed into any bid.</p>

#### **4. THE MARKET**

- 4.1 Community stakeholders have helped to shape the service specification and evaluation process in that it reflects the needs of carers and providers whilst also ensuring that it retains the strategic, operational and best value requirements of each Council and associated Clinical Commissioning Group.
- 4.2 Within Hammersmith and Fulham and associated neighbouring boroughs there are a range of providers who deliver services for adults carers, these organisations fall into two categories, either they are generic carers support organisations, or organisations that offer support to carers of people with specific conditions such as dementia, learning disabilities and mental health conditions. These organisations are key elements of the market of support services for carers although they are not all funded specifically to support carer but services users. Representatives from each type of organisation took part in the engagement and consultation process.
- 4.3 In addition, commissioners attended a range of forums and associated groups talking to services users and organisational officers regarding the tender in order to elicit the needs and requirements of both service users and providers.

#### **5. CONTRACT PACKAGE, LENGTH AND SPECIFICATION:**

- 5.1 Hammersmith and Fulham carers in reviewing different models of provision chose a hub and spoke model with central services provided by one main contractor delivering generic advice, as well as focussed financial, welfare and benefits advice, drop-ins and peer support; and carers having access to specialist support groups including those for mental health, dementia, physical disabilities and learning disabilities.

##### Local Economic Value

- 5.2 Carers were clear within the engagement process that they wanted experienced specialist organisations and subject matter experts to provide support to identified carers cohorts, and commissioners have reflected this with the proposed use of contract model that states that the provider will subcontract specialist provision from local community and voluntary organisations where it does not have the experience or expertise to provide a specialist carers group.
- 5.3 In addition, carers wanted to be assessed at point of contact / entry with the proposed carers support service and have a direct referral route to additional local authority, primary care, community and voluntary sector support within the borough; and directly processed, where eligible, for a carers personal budget.
- 5.4 It was important for carers that any future provider of this contract utilised an asset-based approach to service provision which will capitalise on the resources and support that people already have around them and within Hammersmith and Fulham social, cultural and faith communities.

- 5.5** In October 2015 carers support services were chosen to pilot a more co-productive approach to commissioning services across the three boroughs of Hammersmith and Fulham, Westminster City Council and the Royal Borough of Kensington and Chelsea, in partnership with Community and Voluntary Sector Council leads, the umbrella organisations for the voluntary and community sector within each borough, who provide organisational development services, training and networking opportunities to promote collaboration within and across sectors.
- 5.6** In partnership with the Community and Voluntary Sector Councils two provider engagement events were held in order to help shape the procurement and contract packaging of the proposed competitive tendering process and service design in relation to service user requirements. This engagement exercise has supported the council's commitment to redesign the procurement process in order to encourage the third sector to bid for council contracts and ensure they have a fair chance to bid for our services.
- 5.7** The issues that were raised by providers were as follows:
- (a) Proportionality: Processes have been overly arduous, time consuming and complex. Many small organisations do not have staff employed as bid writers as larger providers often do. So if a commissioning process is very complex and time consuming it greatly disadvantages small organisations and means they are not on a level playing field with larger providers. In response commissioners have proposed an open tender where which in effect combines both the requirements of a pre-qualification questionnaire and the invitation to tender within one process;
  - (b) Capital E-Sourcing Online Portal: The portal appears to be designed for large companies bidding for large contracts. Training on the portal needs to be provided. Commissioners will be providing training for this process to organisations;
  - (c) Wording of questions and forms: Clear guidance notes need to be provided with the tender. Commissioners will be consulting with the Social Council on the wording used within the tender;
  - (d) Scoring based largely or primarily on cost: This can advantage large private companies who may be able to get costs down. They may do this by having less ethical employment standards which voluntary organisations may not be willing to have. Also such scoring may not give due credit to the added social value voluntary organisations can bring to a contract.
    - Commissioners in consultation with the Community and Voluntary Sector Council lead for Hammersmith and Fulham have agreed to a 50/50 Price/Quality evaluation scoring criteria. Commissioners believe quality and price are of equal importance in awarding the contract.
    - In addition, following consultation with third sector community and voluntary organisations, commissioners have also agreed, following a thorough review of potential scoring scenarios that organisations who do not meet the scoring criteria referenced for the evaluation on all the social value questions within the technical /quality section of the tender will not be able to proceed.
    - The quality pass threshold set will also be significant, each provider will need to pass each individual section of the quality evaluation, and there will be no overall aggregate scoring given to the provider enabling them to pass.
  - (e) Contract duration: For many providers to invest in the process the duration of the contract is important. The consensus among the providers was that a contract of at least 3 years would allow for a stable operational and financial transition period. The longer the contract the more attractive the proposition for providers. Commissioners

have proposed a three year contract with the possibility of a two year extension for this procurement, but have also insisted on a 3 month break clause in order that they can address any performance issues and safeguard the interest of carers and the council if the provider is not performing to the standards stated in the contract.

### Quality Standards

- 5.8** This service will provide a specialist information, advice and guidance service to all carers as well as specialist advice on financial resilience including welfare benefits and access to employment, education and training. It is expected that the provider organisation will have received an accreditation from the Community Legal Service's quality standard mark for example, the General Quality Mark (GQM) or equivalent in order to deliver specialist legal and financial advice sessions, or that it is working in partnership with an organisation that has this accreditation who is delivering these sessions.
- 5.9** Commissioners will also be evaluating organisations on their previous experience. The provider will be required to identify and reach out to carers across the borough by working closely with local health partners, with a particular focus on primary care (GP surgeries, district nurses, pharmacies) as well as delivering an in-reach service into health care services including inpatient units, and evidence of previous work and the outcomes achieved in this area will be important. At the same time this service will be reaching carers within the wider population through innovative approaches that reach out to specific community groups such as faith-based groups, local events and activities across the borough, raising carer recognition and self-identification and the breath of work that the provider has undertaken in the past will be a part of the evaluation process.

### Other Council's Carers Service Model

- 5.10** The service being procured is not dissimilar to those in other councils. Camden Council provides an information, advice assessment and personal budget service, with support groups. Islington Council provides an information and advice service with a three level personal budget service (£10, £20 and £30 per week) where assessments are undertaken in house by local social work teams. Waltham Forest Council provides a building based service providing information, advice, outings and activities.

## **6. LOCAL ECONOMIC AND COMMUNITY BENEFITS**

### Social and Economic Value within Hammersmith and Fulham

- 6.1** The proposal to re-let carer support services will have a positive impact on most of the protected groups. The procurement strategy supports the Council's 'local economic value procurement policy' and the Council's commitment and duties under the Care Act 2014.
- 6.2** The health, social and economic value of informal care is huge. In 2000, around two thirds (65%) of the value of long-term care support was provided via unpaid care, with a quarter (25%) from the state and 10% funded privately. If carers' support had to be replaced with provision from statutory services, it would cost the NHS, social services and other

statutory bodies around £134 billion a year nationally, or around £140 million a year in Hammersmith and Fulham.<sup>2</sup>

6.3 It is not anticipated that the services received by carers or vulnerable adults will vary significantly from what is currently received as part of this exercise. Eligibility for access to these services is not affected under this process; rather, it is hoped that by working collaboratively and focusing on outcomes across service areas within the borough (whilst ensuring local needs continue to be met), residents will receive both better quality and value for money from the services procured. In addition, approved providers will be required to reach out and target more carers i.e. those currently not known to/or accessing services.

6.4 Social and economic value are intrinsic and core to the delivery of effective carers support services and maximising community assets. The pursuit of additional 'Social and Economic Value' and community benefits will be reflected in the contract award criteria, and tenderers will be required to submit social value and community benefit proposals as part of their final tender submission.

6.5 Tenderers will be required to evidence that they comply with Equality Legislation and actively promote and monitor equality on their workforce. The specifications address expectations on service providers in terms of adhering to equalities legislation and promoting equalities working, as well as the need to consider a diverse workforce to meet the needs of a diverse service user group. Contract monitoring of provision will ensure providers offer services to all client groups and that this is reflective of the community they serve.

#### 6.6 Innovation through working with GP Practices to Support Social Prescribing

The contracted provider will work with GP practices to link carers accessing the service with sources of support within the community. This will add value and community benefit to the proposed contract by enabling carers to access additional support that is available within our social, cultural and faith communities. The provider/s by working in partnership with GPs will help to inform non-medical referral options that can operate alongside existing treatments to improve health and well-being and prevent further escalations to statutory and acute services.

6.7 The aim being to promote integrated health and social care for carers that is partnered with the voluntary and community sector. It should be noted that commissioners have taken note that NHS England are promoting access to non-clinical interventions from voluntary services and community groups as a way of making general practice more sustainable and commissioners want to support this in partnership with our clinical commissioning groups leads.

### 7. OTHER STRATEGIC POLICY OBJECTIVES

7.1 This procurement will contribute to the delivery of the Council's 'Out of Hospital' policy objectives, in that council will be enabling carers to manage their health and the health and well-being of those that they care for within our local communities; we have also

---

<sup>2</sup> <http://jsna.info/document/carers-evidence-pack>

delivered on our 'Transforming Care' policy objectives by ensuring the needs of those caring for someone with a learning disability have been recognised through the delivery of specialist learning disability carers support group; through the engagement and consultation process that has been undertaken we have met our aspiration to 'think local and act personal' by striving to deliver a service that meets the needs of our local carer communities, as evidenced within our joint strategic needs assessment, in addition to addressing the themes and objectives within the National Carers Strategy 2014 – 2016.

## **8. STAKEHOLDER CONSULTATION / STRATEGIC POLICY OBJECTIVES**

- 8.1 The best value statutory guidance (Department for communities and local government 2012) stated that “before deciding how to fulfil their Best Value Duty – authorities are under a duty to consult representatives of a wide range of local persons; this is not optional. Authorities must consult representatives of council tax payers, those who use or are likely to use services provided by the authority, and those appearing to the authority to have an interest in any area within which the authority carries out functions. Authorities should include local voluntary and community organisations and small businesses in such consultation. This should apply at all stages of the commissioning cycle.”
- 8.2 The engagement and coproduction process outlined for the procurement of a carers support service within this report was undertaken to ensure that a strong engagement structure was in place that supported the actions prescribed within the Public Services (Social Value) Act 2013. The Act requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.
- 8.3 In addition, the care and support statutory guidance that is issued under the Care Act 2014 states in section 4.50 that ‘Local authorities should pursue the principle that market shaping and commissioning should be shared endeavours, with commissioners working alongside people with care and support needs, carers, family members, care providers, relevant voluntary, user and other support organisations and the public to find shared and agreed solutions.’ Commissioners from both the local authority and the clinical commissioning group delivered a coproduction and engagement process that provided:
- (i) A consultative mechanism that would facilitate the collection of qualitative evidence from service users, local community organisations, and associated internal and external service partners from the Council and the Clinical Commissioning Group regarding the central contracted carers support service needed for the carers service procurement commencing October 2016;
  - (ii) Involved carers in the planning, shaping and delivery of services and support;
  - (iii) Ensured our jointly commissioned services reflect the needs of carers’ from all sections of our communities. Through the delivery of this exercise commissioners hope to deliver a central commissioned carers service with the borough that has been strengthened by the collaborative approach that has been undertaken to address carer’s needs and the future planning of carers’ services;
  - (iv) Supported and strengthened the joint working across health and social care for carer’s services that deliver a jointly developed health and social care procurement strategy;



- (v) Involved voluntary organisations as key contributors to the engagement and coproduction process, who also acted as core contributors to engagement with service users as well as being part of the future landscape of provision;
- (vi) Ensured carers from a range of carers cohorts will contribute to the development of the specification, are part of the tender evaluation process, and post implementation are part of the contract monitoring process. This will ensure the service procured addresses the needs of all carers and not favour one group over another.

### Carers Requirements

- 8.4 The issues carers reported back to commissioners within this process where as follows: (1) The need to identify carers, particularly in health settings; (2) The need to raise the profile of carers and the need to support carers across all agencies, and to ensure professionals treat carers as expert care partners; (3) The need to increase the number of carers accessing information, advice and support to maintain their caring role especially in relation to maximizing the income of carers, providing information and advice on benefit entitlement and carers rights in the workplace; (4) The need to maximize the number of carers assessments carried across adult social care; (5) The need to enable carers to take short breaks which are flexible and personalized; (6) The promotion of personal budgets for carers and particularly joint ones with health; (7) The need to improve the health and wellbeing of carers, particularly older carers; (8) The need to provide carers with support in emergencies in order for them to maintain their caring role; (9) The need to provide training for carers to support them in their caring role; (10) The need to involve carers in the development and commissioning of carers services by increasing the number and range of carers involved in the development and implementation of carers services. (11) To ensure commissioned services provide value for money and quality services for carers.
- 8.5 In addition, in order to ensure service users' needs are reflected and inform all aspects of the procurement and ongoing delivery commissioners have ensured that they have and will be involved in:
- Co-design in planning future caring and support services in helping to design the service specification and shape the delivery model of services;
  - Co-decision making in deciding the re/allocation of resources for the carers services being procured, and ensuring the services chosen adequately reflect the needs prescribed;
  - Co-evaluation of tender submissions, and ongoing contract monitoring of service provision;
  - Co-assessment (including co-monitoring and co-evaluation) of the service.

## **9 PROCUREMENT PROCEDURE**

- 9.1. Due to the relatively small number of providers in this market the tender will be conducted using the Open Procedure, i.e. there will not be a Pre-Qualification Questionnaire stage. The evaluation of tenders at ITT stage will be two stage. Tenderers will need to satisfy the requirements of the Qualification stage if their Technical and Commercial submissions are to be evaluated.

## 10. **CONTRACT AWARD CRITERIA**

10.2 The purpose of the qualification stage is to create a shortlist of organisation who have demonstrated that they have sufficient capacity and financial and economic standing and the ability to continue to the commercial and technical evaluation stage. It is recommended that the contract will be awarded on the basis of the commercial and technical evaluation of 50/50: commissioners believe that quality and price are of equal importance in awarding the contract. In order to determine sufficient financial and economic standing and technical capacity organisations will be evaluated in accordance to the following criteria: economic and financial standing; business probity; health and safety; and equalities and diversity.

### Technical/Quality Evaluation (50%)

10.3 Providers will then be assessed on their technical/quality competences and will be required to demonstrate how they will achieve the outcomes described in the specification and within the funding envelope available for the contract. Method statements will be used to evaluate applicants against the key quality criteria, using the scoring system. To pass, they will have to achieve a minimum score for each question. Tenderers will be required to submit answers in the following five question areas that reflect the service user feedback from your engagement with them.

- Service Delivery 'Local Social and Economic Value'- weighted at 55%
- Performance Management – weighted at 10%
- Partnership Working – weighted at 10%
- Innovation and Adaptability - weighted at 23%
- Staff Delivery Costs – weighted at 2%

### Commercial Evaluation (50%)

The Form of Tender to be submitted by tenderers is shown below and revolves around a best value unit cost financial methodology:

<b>Service</b>	<b>London Borough of Hammersmith &amp; Fulham</b>
Price per Advice Session (weighted at 12.5%)	
Price per Assessment (weighted at 12.5%)	
Price per Review (weighted at 12.5%)	
Annual price for other services including three client group specific support groups and general running of the Contract (weighted at 12.5%)	

### Tender Appraisal Panel

10.4 Submissions will be marked independently by members of the Tender Appraisal Panel (TAP). Each TAP member will mark each submission out of five. The TAP members will then meet to agree a consensus score out of five for all submissions. Any tenderer scoring less than 3 out of 5 on any one of the quality criteria will be rejected. Consensus scores will then be weighted to give each tenderer a mark out of 100 which will then be reduced to an equivalent mark out of 50. A process to allow for the moderation of

evaluations will be agreed to ensure consistent and accurate assessment of submissions.

- 10.5 Each tenderer's Commercial and Technical scores are then added together and the provider with the highest combined score will be awarded the contract.

## **PROJECT MANAGEMENT AND GOVERNANCE**

### **11. PROJECT MANAGEMENT**

- 11.1 The project management will be through Adult Social Care Commissioning. Commissioning and procurement officers will lead with key engagement from Finance, Corporate Procurement, Risk and Legal. Reporting will be to the Head of ASC Commissioning and Director Commissioning & Enterprise, with the Cabinet Members for Health and Adult Social Care receiving progress reports at key milestones of the Procurement at their regular Cabinet Member briefings.

### **CONTRACT MANAGEMENT**

- 12.1 There will be quarterly meetings with the provider/s and commissioning staff. Quarterly performance reports will be required to address contract requirements, performance monitoring, and any council systems issues in delivery of the contract. The service specification will be clear about the outcomes that the council is seeking to achieve through the contract. These outcomes will form the basis of the contract monitoring and management approach. The provider will be required to provide evidence of the outcome achieved on a quarterly basis in a format agreed between the council and the provider. In addition they will be subject to an annual review of performance.

#### **Key Performance Indicators and Outcomes**

- 12.2 Some of the key performance indicators that the provider will be asked to deliver and that they will be assessed on within the tender evaluation, and monitored on post contract implementation, in order to ensure that the council is adhering to its best value commitments include: (1) Targets in relation to the provision of information and support for carers, signposting to appropriate services and facilitating onward referral through increased community provision and the use of existing services and community links; (2) In partnership with the Council, in respect of Carers as per the Carer Act 2014, undertake carer's assessments and providing care and support to the carers who meet the national eligibility criteria; (3) Evidence that carer's assessments are conducted in a consistent manner in accordance with the national eligibility criteria and that the assessments are recorded in a complete and consistent manner; (4) The support plan including a personal budget meet the needs of the carer and delivers the desired outcome, and the allocation of personal budgets is consistent and in accordance with the Council's defined policy. (5) In order to ensure that the budget is spent in an efficient and effective manner which achieves optimum outcome for the carers whilst also achieving sustainability the provider will be performance managed in relation to the outputs stated in their tender response and payments will be made according to the outputs stated in terms of number of advice sessions, assessments, reviews, support plans and drop-ins delivered.


## Improved Provider Monitoring / Business Intelligence

- 12.3 Frameworki is the electronic recording system on which social care staff across the London Borough of Hammersmith and Fulham record information on their contacts and activity relating to individual service users. This will now be used by the contracted provider to record details of carer's assessments, reviews and support plans. The advantages of this electronic recording are that: (a) Access to records will be available to all authorised internal and external (Contracted Provider) staff who need information on activity which enable them to better monitor and coordinate provision. (b) Information can be shared with service users. (c) Business Intelligence reporting is built into workflow which will enable commissioners to efficiently assess and collate provider activity data in relation to core outcomes. (d) Using indicative data / business intelligence where unexplained variations in stated outcomes and outputs exist to drive improvements in service delivery.

## 13. INDICATIVE TIME TABLE

<b>Carers Services Key Tasks</b>	<b>Timetable – completion dates</b>
Coproduction and Engagement: LBHF Carers, Providers and Internal and External Associated Partners	<ul style="list-style-type: none"> <li>• January 2016 - June 2016</li> </ul>
Agree proposed model	<ul style="list-style-type: none"> <li>• July 2016</li> </ul>
Design procurement strategy	<ul style="list-style-type: none"> <li>• June – July 2016</li> </ul>
<u>Tender preparation</u> Pin Notice – agreement with CVS Partners ITT: Specification / Evaluation – consultation with service users and internal and external partners	<ul style="list-style-type: none"> <li>• August - September 2016</li> </ul>
Market Engagement Events: Providers and Carers: LBHF	<ul style="list-style-type: none"> <li>• September 19 – 26 2016</li> </ul>
Market Engagement and Coproduction Facilitation CVS LBHF	<ul style="list-style-type: none"> <li>• September 19 – 26 2016</li> </ul>
Authority to tender	<ul style="list-style-type: none"> <li>• October 2016</li> <li>• By the week beginning 31 October 2016</li> </ul>
Issue open tender	<ul style="list-style-type: none"> <li>• October 2016</li> <li>• By the week beginning 31 October 2016</li> </ul>
Receive tender submissions	<ul style="list-style-type: none"> <li>• November 2016</li> <li>• 29 November 2016 (Proposed)</li> </ul>
Evaluate tenders	<ul style="list-style-type: none"> <li>• December 2016</li> </ul>
Approval to award contract: Governance Process for LBHF Executive Members	<ul style="list-style-type: none"> <li>• January 2017</li> </ul>
Implementation Period including 30 day TUPE consultation period	<ul style="list-style-type: none"> <li>• February – April 2017</li> </ul>
Contract(s) start date	<ul style="list-style-type: none"> <li>• 1 May 2017</li> </ul>

# Agenda Item 10

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET</b></p> <p><b>10 OCTOBER 2016</b></p>	 <p>hammersmith &amp; fulham</p>
<b>WEST LONDON ALLIANCE DYNAMIC PURCHASING SYSTEM – ACCESS AGREEMENT DECISION</b>	
<b>Report of the Cabinet Member for Health and Adult Social Care : Councillor Vivienne Lukey</b>	
<b>Open Report</b>	
<b>Classification - For Decision</b>	
<b>Key Decision: Yes</b>	
<b>Wards Affected: ALL</b>	
<b>Accountable Director:</b> Mike Boyle – Director of Commissioning and Enterprise, Adult Social Care and Health	
<b>Report Author:</b> Jonathan Lillistone – Head of Commercial, Innovation and Insight	<b>Contact Details:</b> Tel: 020 8753 3446 E-mail: <a href="mailto:jonathan.lillistone@lbhf.gov.uk">jonathan.lillistone@lbhf.gov.uk</a>

## 1. EXECUTIVE SUMMARY

- 1.1. This report summarises the collaborative work being undertaken between LBHF and the West London Alliance (WLA) group of authorities in relation to the availability of sufficient care home and nursing home placements within the region.
- 1.2. In particular the report sets out the work within the WLA Adult Social Care programme relating to the development of a more strategic approach to the management of the spot purchasing of care home and supported living placements through a Dynamic Purchasing System (DPS).
- 1.3. The report describes the work led by Ealing Council, closely supported by Hammersmith and Fulham, on behalf of WLA authorities to establish a DPS arrangement which Hammersmith and Fulham and other WLA authorities have the opportunity to make use of.
- 1.4. A summary of the nature of the DPS is provided and the report sets out for Cabinet the benefits and opportunities of participating in the WLA DPS approach.

- 1.5. The report recommends that Cabinet approve entering into an Access Agreement with Ealing Council which will allow the Council to make use of the DPS arrangement and that it is anticipated, subject to Cabinet approval, the DPS arrangement will go live in late October 2016 and remain in place for a four-year period.

## **2. RECOMMENDATIONS**

- 2.1. To note the contents of this report and the current and future challenges associated with the residential care and nursing home market in London.
- 2.2. To note the opportunities associated with adopting the Dynamic Purchasing System approach to the spot purchasing of care home placements. Namely that it:
- Can provide a more streamlined and transparent approach to the spot purchasing of care home and supported living placements
  - Supports user and family choice; and
  - Supports the Council to deliver its duties under the Care Act 2014 to manage the market for social care services.
- 2.3. To agree to enter into an Access Agreement with Ealing Council which is necessary to enable the Council to make use of the West London Alliance Dynamic Purchasing System for Care Home and Supported Living Placements.

## **3. REASONS FOR DECISION**

- 3.1. Under the Care Act 2014 the Council has a range of duties in relation to ensuring individuals care and support needs are assessed to determine whether they have eligible social care needs. Where individuals do have eligible care and support needs the Council is required to ensure that they have access to the care and support they need and subject to financial assessment to provide sufficient funding or commission services to meet assessed needs.
- 3.2. The Council discharges its duties to meet care and support needs in a range of different ways including through the direct provision of care and support services as well as through the commissioning of care and support services from a range of different voluntary and independent providers.
- 3.3. The commissioning of care and support from external providers is done in a range of different ways including block contracting arrangements, 'spot purchasing' of individual care packages as well as facilitating users to take direct payments and self-manage their care and support arrangements.

- 3.4. This report focuses on the spot purchasing of care home and supported living placements and the opportunity the Council has to participate in, and make use of, the West London Alliance Dynamic Purchasing System for Care Home and Supported Living Placements

#### **4. PROPOSAL AND ISSUES**

- 4.1. This report proposes making use of the WLA DPS approach by entering into an Access Agreement with Ealing Council and there are a number of key issues that inform this recommendation.

##### ***Market development and management: Sub regional collaboration***

- 4.2. Evidence from recent pan London and local analysis clearly shows that for the spot purchasing of care home and supported living placements authorities acting alone will have very limited influence over the availability, price and quality of services.
- 4.3. The West London Alliance collaborative work, under the Adult Social Care programme, offers an opportunity to work on a sub-regional, multi-borough basis. Participating in a sub-regional approach should provide the greatest opportunity to address some of the challenges the Council faces when trying to secure spot purchased care home and supported living placements.
- 4.4. This is particularly important for Hammersmith and Fulham given its relatively low levels of in borough supply, high numbers of nursing placements and our comparatively high level of out of borough placements.

##### ***Procurement approach and structure of the WLA DPS***

- 4.5. Currently the spot purchasing of care home and supported living placements, is carried out largely by using manual processes which are administratively cumbersome. The negotiation and securing of placements relies on phoning around homes to determine vacancies and negotiating individually on placement prices and service levels.
- 4.6. The current system therefore gives rise to the scope for varied practice and outcomes and this report recommends adopting a more systematic approach by making use of the WLA DPS.
- 4.7. The WLA DPS provides structure and price bandings for older peoples care and nursing home placements within the WLA geography and makes clear to providers that for placements outside the WLA geography these will be in line with what the host local authority normally pays.
- 4.8. The system is electronically based and will allow for a full and transparent audit trail and, in time, detailed reporting of market performance and activity.



### ***Quality Assurance***

- 4.9. An integral element of the WLA DPS is the inclusion of clear service specifications and expectations. Unlike the current arrangements which are simply subject to individual 'spot purchase placement contracts', services called off the WLA DPS will have to abide by services specifications alongside the individual placement agreements.
- 4.10. This structure will enable more robust quality monitoring and contract management of spot purchased placements which currently are not subject to the same level of rigour associated with Block or Framework Contracting arrangements.

### ***Choice and Control***

- 4.11. The circumstances in which individuals need a placement in a care home, nursing home or supported living scheme vary, but generally this is a difficult and challenging time for the individual and their relatives. The WLA DPS approach by introducing greater structure and transparency will support providing users, family members and carers with clear choices around options for a placement.
- 4.12. This is important as not only is it a requirement under the Care Act 2014, it also supports wider Council and Adult Social Care objectives to support user choice and control over their care and support arrangements.

## **5. OPTIONS AND ANALYSIS OF OPTIONS**

- 5.1. Alternative options were considered when determining the most effective approach to the spot purchasing of care home and supported living placements. These can be summarised as follows:
- Doing nothing and continue with the existing spot purchase approach
  - Develop a Framework Agreement approach
  - Enter into block contracts with providers
  - Develop a DPS approach in collaboration with other boroughs (WLA)
- 5.2. Given the market pressures and issues identified from the recent pan London and local analysis, coupled with the current administratively intensive approach to spot purchasing, doing nothing is not considered a viable option.
- 5.3. Framework Agreements can offer many benefits but can be inflexible as they do not allow for new providers / new services to join and 'enter the market' during their typical 4-year duration. With one of the key issues for Hammersmith and Fulham being securing sufficient and diverse supply, this is not considered to be the best approach for the future purchasing of care home and supported living placements.

- 5.4. Block contracting has some clear advantages in relation to securing supply and indeed Hammersmith and Fulham is able to secure much of the in borough supply by virtue of block contracts. However, given that the in borough supply is insufficient, and that out of borough purchasing patterns are very dispersed, the scope to enter into block contracts with out of borough provision is very limited and carries greater risk than it does benefit.
- 5.5. Having considered the other options developing a DPS approach has been identified as the option that offers some of the benefits of block contracting and Framework Agreements but without the inflexibility and risk.

## **6. CONSULTATION**

- 6.1. The Council and ASC continually seek the views of users and other stakeholders. In relation to care home and supported living placements users, carers and family members consistently emphasise the importance of having a choice of options and often that these options should be close to existing community roots or family members / carers area of residence. The WLA DPS approach will support responding more effectively and transparently to this feedback.
- 6.2. Provider stakeholders have been engaged through regular events including those organised by LCAS (London Care and Support Forum).
- 6.3. Ealing, as lead authority for establishing the WLA DPS arrangement, has continually engaged with all WLA boroughs through the programme and project structure involving senior officers from Adult Social Care.
- 6.4. Direct engagement with individual suppliers has been undertaken along with stakeholder colleagues within the NHS – local and NW London CCGs.
- 6.5. There will be ongoing engagement with stakeholders to ensure gaps in service provision are identified and this information is utilised to inform ongoing provider engagement to stimulate further potential suppliers to participate in the WLA DPS.

## **7. EQUALITY IMPLICATIONS**

- 7.1. Some of the key expected outcomes arising from the proposal to make use of the WLA DPS; are to create greater transparency and provide greater choice for users, family members and carers in relation to care home and supported living placements. It is therefore expected that participating in the WLA DPS will have a positive impact on a range of individuals with protected characteristics under the Equalities Act.
- 7.2. The WLA DPS approach will provide more robust and clear management information on how providers respond to requests for placements as well as

how users, family members and carers exercise their choice. Ongoing assessment of any Equalities impact will therefore be possible and will be incorporated into the contract management arrangements at a placement level and strategic system level.

- 7.3. In view of the above an Equalities Impact Assessment has not been completed. However, Ealing Council as lead authority for the establishment of the WLA DPS, has continually assessed Equalities throughout the process.

## **8. LEGAL IMPLICATIONS**

- 8.1. The Care Act 2014 places a number of general duties on the Council including promoting an individual's well-being, establishing and maintaining services that provide information and advice relating to care and support and promoting diversity and quality in the provision of services within the locality.
- 8.2. Section 5 of the 2014 Act places a general duty on the Council to promote the efficient and effective operation of a market in services for meeting care and support needs in its area - commonly known as 'market shaping' and 'commissioning'.
- 8.3. The Council must facilitate a local market that offers a diverse range of high quality and appropriate services and the proposals in this paper align with the Council's general duty, as well as supporting other duties in relation to supporting individuals to express a preference for accommodation and meeting shared duties with the NHS in relation to 'aftercare duties'.
- 8.4. A Dynamic Purchasing System (DPS) is a procedure for procuring contracts for works, services and goods commonly available on the market. As a procurement tool, it has some aspects that are similar to an electronic framework agreement, but where new suppliers can join at any time. However, it has its own specific set of requirements. It is to be run as a completely electronic process, and will be set up using the restricted procedure and some other conditions (as set out in Regulation 34 of the Public Contracts Regulations 2015).
- 8.5. The DPS is a two-stage process. First, in the initial setup stage, all suppliers who meet the selection criteria and are not excluded must be admitted to the DPS. Contracting authorities must not impose any limit on the number of suppliers that may join a DPS. Unlike framework agreements, suppliers can also apply to join the DPS at any point during its lifetime. Individual contracts are awarded during the second stage. In this stage, the authority invites all suppliers on the DPS (or the relevant category within the DPS) to bid for the specific contract.
- 8.6. The call off rules for use of the WLA DPS also take account of flexibilities under the Light Touch Regime allowing participating councils to consider the following as well as allowing for call offs to be made in emergencies.

- the need to ensure quality, continuity, accessibility, affordability, availability and comprehensiveness of the services;
- the specific needs of different categories of users, including disadvantaged and vulnerable groups;
- the involvement and empowerment of users; and
- innovation

8.7. Implications verified/completed by: Andre Jaskowiak, Senior Solicitor, Shared Legal Services

## **9. FINANCIAL IMPLICATIONS**

- 9.1. The Council, as at May 2016, had 436 spot placements with 185 of these being for people aged 18-64 and 251 for people aged 65 or above.
- 9.2. The vast majority of these placements are outside of the borough, some 149 of placements for people aged 18-64 and 210 for people aged 65 or above.
- 9.3. In 2015/16 spend on spot purchased care home placements was £20.4m. It is expected that spot purchases through the WLA DPS will be at a similar or slightly reduced level.
- 9.4. This represents a significant proportion of ASC spend and it is important that clear, robust and transparent systems are in place to manage the purchasing of spot placements. It is expected that the WLA DPS will deliver this outcome and help constrain cost pressures in future years.
- 9.5. Entering into the DPS agreement will not impede the Councils ability to achieve any savings that are agreed through the outcome based budgeting exercise currently being undertaken by the Council.
- 9.6. Implications verified by David Hore, Finance Manager, ASC: 020 8753 4498

## **10. IMPLICATIONS FOR BUSINESS**

- 10.1. The current pattern in Hammersmith and Fulham is that 29% of placements are made in borough. The WLA DPS by virtue of being open to new entrants for the four year duration of the arrangement will provide a mechanism by which all existing local providers, who are not already in a block contract with the Council, can offer care home and supported living placements.
- 10.2. As the majority of placements are made out of borough the WLA DPS will also provide an opportunity for the Council to encourage providers it has worked with in the past to be part of the arrangement. Based on the dispersed nature of the historic pattern of placements – the Council uses many different out of borough providers and many different schemes (92 placements across 61 individual schemes), the WLA DPS will be able to support ongoing diversity and use of SMEs within the spot placement market.

- 10.3. The way the WLA DPS has been set up promotes transparency and consistency in relation to the price the Council expects to pay for care home placements and provides a clear process and audit trail for individual placements.
- 10.4. Implications verified by Jonathan Lillistone, Head of Commercial, Innovation and Insight, tel. 020 8753 3446.

## **11. OTHER IMPLICATION PARAGRAPHS**

### **Procurement**

- 11.1. The Interim Head of Procurement supports the report's recommendations.
- 11.2. Granting approval to access the WLA Dynamic Purchasing System (DPS) offers the council a number of beneficial possibilities. It should:
- improve consistency in the quality of care home and residential nursing home placements offered to H&F residents needing these, when these have to be purchased on a spot basis;
  - enhance both service user choice and commercial leverage by, unlike conventional frameworks, allowing new emergent organisations to be added to the list of approved providers subject to quality tests being passed; these could, over time, include H&F-based SMEs should these emerge over the DPS's life-time;
  - because of the enhanced choice and competition, improve value for money, taking into account both quality and cost;
  - significantly improve transparency and, with this, the monitoring and contract management of spot placements;
  - contribute to the delivery of several of the council's key strategic priorities around supporting vulnerable adults, facilitating resident involvement in decisions that affect them, and sourcing decent homes.
- 11.3. Commissioners advise that the WLA Dynamic Purchasing System established by LB Ealing is compliant with the Public Contracts Regulations 2015; as is H&F being able to access and call-off from it, and other providers being added to the system over its duration. It represents an efficient and responsive option for the council to have.
- 11.4. Cabinet granting approval to access the WLA Dynamic Purchasing System would not commit the council to call-off from it. But approval would give officers responsible for placing vulnerable residents in care homes another option (another "shop") in which to look for the best possible placement for the H&F resident in need.

Comments provided by John Francis, Interim Head of Procurement (job-share) 020-8753-2582.

- 11.3. **Information Technology** – There are no immediate IT strategy implication associated with this report as the report only seeks Cabinet approval to enter into an access agreement to make use of the WLA DPS. Should Cabinet give approval to enter into an access agreement then the mobilisation process to go live with the system will involve the implementation of an E-Brokerage solution.
- 11.4. Hammersmith and Fulham can make use of the WLA E-Brokerage solution within ‘Care Place’ which is currently being rolled out for Children’s Services E-Brokerage. An initial Privacy Impact Assessment has been carried out and has identified that the nature of personal information held or with whom it is shared will not change from current arrangements, more that it will be done through an E-Brokerage system as opposed to a manual system involving phone and fax. It is anticipated that the new approach will be more secure but a full Privacy Impact Assessment will be completed as part of the roll out and mobilisation of the E-Brokerage approach.
- 11.5. **Risk management** – The WLA DPS will contribute to the Council and Adult Social Care departments overall approach to business continuity. In particular it will support the department and Council to fulfil its duties under the Care Act 2014 around market management and the focus within this on supplier resilience and ensuring that there is a diverse and sustainable local and regional market for care services.
- 11.6. **Property** – There are no property implications as spot purchased placements are made in schemes where the property is owned by and the responsibility of the provider.
- 11.7. **Health and wellbeing** – the proposals in this report will support the councils priorities and responsibilities in relation to health and wellbeing. The WLA DPS specifications set out clear standards in this regard and providers accepted onto the DPS are required to meet all minimum standards and will be monitored against these for any placement made with them.
- 11.8. **Safeguarding and PREVENT** – Service providers must sign up to the service specifications and contractual requirements associated with the WLA DPS to be accepted onto the WLA DPS arrangement. These include provisions around Safeguarding and complying with and discharging local authority duties including PREVENT.

## 12. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Ealing Council Cabinet Report - <i>published</i>	Jonathan Lillistone	Adult Social Care

**LIST OF APPENDICES;**

**Appendix 1: Suppliers applying to join the first round of the DPS**

**Appendix 2: Category 1 Price Bands 2016-17**

**Appendix 3: Procurement Strategy Report**

## Appendix 1: Suppliers applying to join the first round of the DPS

<p><b>Category 1</b> Care Home Placements (Priced)</p>	<ul style="list-style-type: none"> <li>• Abilities Development</li> <li>• Advinia</li> <li>• Allied Care</li> <li>• Avery Care</li> <li>• Bayswift</li> <li>• Blakesley Nursing Home</li> <li>• BUPA</li> <li>• Care UK</li> <li>• CMS Ltd</li> <li>• GSG Nursing Homes</li> <li>• HC-One Ltd</li> <li>• Healthcare Homes</li> <li>• Henry Nihil House</li> <li>• Shaw Healthcare Group Ltd</li> <li>• Ventry Residential Care</li> <li>• Voyage 1 Ltd</li> </ul>
<p><b>Category 2</b> Care Home Placements (Non-priced)</p>	<ul style="list-style-type: none"> <li>• Abilities Development</li> <li>• Allied Care</li> <li>• Avery</li> <li>• Bayswift</li> <li>• Blakesley</li> <li>• BUPA</li> <li>• Care UK</li> <li>• CareTech</li> <li>• Caring Consultancy</li> <li>• CMS Ltd</li> <li>• Cocklebury Farmhouse Homes</li> <li>• Consensus</li> <li>• Dimensions</li> <li>• Fircroft Services</li> <li>• Fitzroy Support</li> <li>• Frances Taylor Foundation</li> <li>• Georgian House - Torquay</li> <li>• GSG Nursing Homes</li> <li>• Healthcare Homes</li> <li>• Hestia Housing &amp; Support</li> <li>• Kisimul</li> <li>• Leonard Cheshire Disability</li> <li>• Lifestyle Care</li> <li>• Optima Care</li> <li>• Partnerships in Care</li> <li>• Positive Community Care</li> <li>• Precious Homes</li> <li>• SeeAbility</li> <li>• Sequence Care Ltd</li> </ul>



	<ul style="list-style-type: none"> <li>• Shine Partnerships</li> <li>• Sunrise Care</li> <li>• Support for Living</li> <li>• Terrance House</li> <li>• The Aurora Group</li> <li>• Ventry Residential Care</li> </ul>
<p><b>Category 3</b> CQC Regulated Supported Living Placements (Non-priced)</p>	<ul style="list-style-type: none"> <li>• Allied Care</li> <li>• Berks</li> <li>• Care Assist</li> <li>• Carers Thames Trust</li> <li>• CareTech</li> <li>• Caring Consultancy</li> <li>• Chiltern Supported Housing</li> <li>• Clece Care Services</li> <li>• Comfort Care Services</li> <li>• Craegmoor</li> <li>• Diagrama</li> <li>• Dimensions</li> <li>• Finefutures Ltd</li> <li>• Fircroft Services</li> <li>• Frances Taylor Foundation</li> <li>• Heritage Care</li> <li>• Jordan Xavier Ltd</li> <li>• Larkstone Ltd</li> <li>• Lifeways Community Care</li> <li>• Next Stage - A Way Forward</li> <li>• OneCare</li> <li>• People Who Care Ltd</li> <li>• Positive Community Care</li> <li>• Precious Homes</li> <li>• Richmond Fellowship</li> <li>• Royal Mencap Society</li> <li>• SeeAbility</li> <li>• Shine Partnerships</li> <li>• Sunrise Care</li> <li>• Support for Living</li> <li>• The National Autistic Society</li> <li>• Together for Mental Wellbeing</li> <li>• Ventry Residential Care</li> <li>• Yarrow Housing Ltd</li> </ul>
<p><b>Category 4</b> Non-CQC Regulated Supported Living Placements (Non-priced)</p>	<ul style="list-style-type: none"> <li>• Allied Care</li> <li>• Carers Thames Trust</li> <li>• Chiltern Supported Housing</li> <li>• Clece Care Services</li> <li>• Comfort Care Services</li> </ul>

	<ul style="list-style-type: none"><li>• Craegmoor</li><li>• Dimensions</li><li>• Finefutures Ltd</li><li>• Hestia Housing &amp; Support</li><li>• OneCare</li><li>• Royal Mencap Society</li><li>• Shaw Healthcare Group Ltd</li><li>• Support for Living</li><li>• The National Autistic Society</li><li>• Voyage 1 Ltd</li><li>• Yarrow Housing Ltd</li></ul>
--	---

## Appendix 2: Category 1 Price Bands 2016-17

- a) The price bands are for 'standard' placements
- b) BMA Applicants seeking entry onto the DPS agree to offer placements within the BMA Price Bands where each Care Home is located
- c) Out of Area Applicants will agree to offer prices with reference to their local area best market prices
- d) All Nursing price bands are quoted inclusive of Funded Nursing Care (FNC)

### BMA 1 – Kensington & Chelsea, Westminster

Category	Banding
Residential	£615 - £670 per week
Res. Dementia	£675 - £760 per week
Nursing	£770 - £815 per week
Nursing Dementia	£775 - £815 per week
Out of Area Suppliers	With reference to local area best market price

### BMA 2 – Hammersmith & Fulham

Category	Banding
Residential	£500 - £555 per week
Res. Dementia	£560 - £600 per week
Nursing	£615 - £670 per week
Nursing Dementia	£645 - £680 per week
Out of Area Suppliers	With reference to local area best market price

### BMA 3 – Barnet

Category	Banding
Residential	£466 - £520 per week
Res. Dementia	£525 - £565 per week
Nursing	£620 - £670 per week
Nursing Dementia	£665 - £712 per week
Out of Area Suppliers	With reference to local area best market price

### BMA 4 – Ealing, Brent

Category	Banding
Residential	£466 - £520 per week
Res. Dementia	£515 - £555 per week
Nursing	£625 - £670 per week
Nursing Dementia	£640 - £680 per week
Out of Area Suppliers	With reference to local area best market price

### BMA 5 – Hillingdon, Hounslow

Category	Banding
Residential	£425 - £480 per week
Res. Dementia	£505 - £540 per week
Nursing	£575 - £650 per week
Nursing Dementia	£590 - £650 per week
Out of Area Suppliers	With reference to local area best market price

## **APPENDIX 3: PROCUREMENT STRATEGY REPORT**

### **1. OVERARCHING STRATEGY**

- 1.1 The Council under the Care Act 2014 has a range of duties in relation ensuring individuals are assessed to determine whether they have eligible social care needs and if they do have eligible care and support needs to ensure that they have access to the care and support they need.
- 1.2 The Council discharges its duties to meet care and support needs in a range of different ways including through the direct provision of care and support services as well as through commissioning care and support services from a range of different voluntary and independent providers.
- 1.3 The commissioning of care and support from external providers is done in a range of different ways including block contracting arrangements, 'spot purchasing' of individual care packages as well as facilitating users to take direct payments and self-manage their care and support arrangements.
- 1.4 This report focuses on the arrangements for the spot purchasing of Care Home and Supported Living Placements. This is the main way in which needs are met where services are not available under block contracting arrangements.
- 1.5 At present spot purchasing is done through a largely manual process of ringing around lists of care homes and supported living schemes to establish if vacancies exist. When vacancies exist individual negotiations on prices and arrangements are carried out to secure placements. This is a labour intensive approach and inherent in the process is scope for variations in practice, leading to variations in the cost and quality of spot placements.
- 1.6 In that context, the new and strengthened local authority duties under The Care Act 2014 in relation to 'market shaping' and market management, this report recommends that Cabinet approve entering into an Access Agreement to make use of the West London Alliance Dynamic Purchasing System for Care Home and Supported Living Placements.
- 1.7 **This recommendation will support the delivery of the following outcomes for the Council:**
  - Ensuring the council has access to a good range of quality assured care providers (by service type and category)
  - Providing users, family members and carers with a clear choice of approved providers from which they can consider their preferred option
  - Ensuring that the Council secures best 'market value' in terms of cost and quality of service.
  - The opportunity to implement a competitive electronic based process for running mini-competitions which is clear and transparent for both providers, the council, users and any wider scrutiny

- The opportunity to improve business processes for both the Council and providers by systematising the process for securing spot placements and thus removing the scope for variable practice and outcomes.
- 1.8 The approach will also support the Adult Social Care vision and priorities to ensure greater choice, improve the quality and experience of care and where possible secure services that are locally based or near to family or the users existing networks.
- 1.9 It should also be noted that the market for care home and supported living placements is increasingly challenging. The sustainability of current prices for care is subject to considerable current debate. There are increasing pressures on providers driven by inflation linked to workforce costs – new national minimum / living wage and expected increases in these towards 2020, pension reform and new 'care certificate' training requirements. The rising cost of nursing staff and nursing agency cover costs and for London wage pressures associated with London Living Wage are further pressures.
- 1.10 In light of these pressures and given the current manual and administratively time consuming approach to the purchasing of spot placements it is vital that the Council has clear and systematic ways in which to manage, in a transparent way, these pressures by modernising its approach. A Dynamic Purchasing System approach for the spot purchasing of placements is one way of addressing these issues.

## **2. FINANCIAL INFORMATION**

- 2.1 This report relates to Adult Social Care revenue budgets which are currently associated with the spot purchasing of care home and supported living placements.
- 2.2 Under the proposed DPS arrangement Adults Services will continue to manage placements within existing revenue budgets. Through the use of a DPS approach it is expected that greater consistency of placement costs will be achieved, business processes will be improved and that the transparency and ease with which activity can be tracked and reported on will improve.
- 2.3 It is also expected that the use of a DPS will help constrain inflationary pressures by providing greater transparency of activity, although is unlikely to deliver cashable savings. By way of illustration through systematising the approach through the DPS future management of annual uplifts will be transparent and informed by market conditions and will help move away from dealing with numerous individual requests which for 2016/17 ranged between 3%-17% and required detail individual case work on each and every one to resolve and reach agreement.
- 2.4 There are no capital implications linked to the proposed DPS solution or recommendation to Cabinet that Hammersmith and Fulham participate by way of entering into an Access Agreement with Ealing Council.

- 2.5 Based on 2015/16 activity it is expected that in the region of £20 million may be spent through the DPS as it replaces the existing manual system of brokering individual spot placements.

### **3. OPTIONS APPRAISAL AND RISK ASSESSMENT**

- 3.1 Adults' Services in Hammersmith and Fulham and more broadly across the WLA region have experienced an increased use in spot provision due to a sustained lack of block contracted capacity across in the region. This coupled with growing demand for faster and earlier discharge from hospital has placed pressure on brokerage teams to secure placements at affordable rates within a reasonable proximity to the borough.
- 3.2 While spot providers used by Adult Services are subject to some checks to ensure quality, capacity and compliance with minimum regulatory standards spot providers are not bound by the standardised price and contractual arrangements typical of other block arrangements or more standardised terms that a framework contract or DPS could provide.
- 3.3 With little scope to expand in borough provision this pattern of spot purchasing out of borough is expected to continue and it is therefore important that a more structured and strategic approach is adopted to manages these pressures and to shape and influence the market in line with duties set out in the Care Act 2014.
- 3.4 In that context Hammersmith and Fulham has for a number of years collaborated with other boroughs as part of the WLA Adults Programme (The London Boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow, and Barnet) Previously this collaborative programme relating to Care Homes has worked on sharing placement activity information to inform setting guide price ceilings for care home placements. Though helpful, this approach still left it for individual boroughs to negotiate placements on a case by case basis which based on recent analysis has led to a continued variation in prices paid and quality of service secured.
- 3.5 In light of this the WLA group of authorities have worked together to develop new arrangements that respond to new duties under the Care Act 2014 and that would address historic and future challenges such as ensuring greater consistency of quality and cost.
- 3.6 Doing nothing was considered however this was ruled out as this would simply continue the existing arrangements and the associated issues of limited control over cost and quality and ability to increase capacity and build a diverse and sustainable local care market.

- 3.7 Framework and block contracts were considered but did not offer a suitable vehicle for the contracting of social care services as neither model once set allows new care providers to join and access the schemes for the lifetime of that contract. Restricting access to new entrants creates a risk that over time there would be an increase in the level of spot purchasing undertaken by the Council outside of a block or framework arrangement. As such all the associated issues of limited control over cost and quality or indeed ability to increase capacity and build a diverse and sustainable local care market that exist at present would incrementally return.
- 3.8 In the above context the council could risk failing in its statutory duty to meet a persons' eligible social care needs if necessary care and support services are not in place to meet those needs.
- 3.9 The often urgent nature of Adults' Services requires that services need to be actioned at short-notice e.g. to avoid a hospital admission or on a patients discharge from hospital or as a result of an emergency or crisis occurring; events that require Adults Services to build capacity within the marketplace that can respond to and deliver quality care services in a timely fashion. Hence, the need to ensure that effective competitive models are available to the Council, such as the development and new dynamic purchasing systems.
- 3.10 A DPS approach was considered to be the most appropriate mechanism for managing the legal and market management risks faced by the Council and other WLA boroughs and the DPS method was proposed as the preferred model.
- 3.11 Ealing Council as the lead WLA authority took forward the work (with oversight and input from other WLA boroughs) to develop and put in place a DPS arrangement and with this now in place this report and associated strategy recommends that Cabinet approve entering into an Access Agreement which will allow the Council to fully participate and make use of the WLA DPS arrangement.

#### **4. THE MARKET**

- 4.1 London ADASS commissioned a number of pieces of work to support authorities in their market management duties. This included pan London benchmarking analysis of residential and home care markets using a common dataset of anonymised client data which was then analysed with reference to other publicly available data.
- 4.2 A number of key themes emerged from the pan London analysis which inform the recommended approach. These are as follows:
- Overall the pan London analysis suggests that individually authorities acting alone have very limited leverage on the market.
  - Younger adults and Older Adults are quite distinct markets in terms of nature and shape.

- On average London commissions 47% of available beds but this ranges from just 17% to 78%
  - Independent providers run around 42% of homes but consolidation in the market is more limited than might be expected with the largest national providers (50+ homes) running just 19% of the homes in the pan London market.
  - The London market appears to segment into some distinct sub regions where activity and cost data reveal differences. These areas are broadly a north and south of the river difference and a distinction between inner north and outer north and similarly inner south and outer south.
  - Quite wide price variation across London with no 'usual price'
  - Deliberate commissioning strategies do appear to have an influence on achieving relative value for money – data showed some authorities paying higher prices than others for their host placements.
- 4.3 Acting jointly, including sub-regionally, to manage the market was identified as a way of providing the greatest scope to influence fees, access and availability of beds. Boroughs acting individually appear to have very limited influence on the care home market.
- 4.4 Furthermore taking account of the evidence that suggested deliberate commissioning strategies could influence the widely varying pricing patterns observed across London the establishment of a Dynamic Purchasing System for residential care, nursing home placements and supported living placements was considered as a viable option to respond to and manage these issues.
- 4.5 At a local level the analysis clearly highlighted significant supply challenges and the following is a summary of the notable features of the care home market and placement patterns for Hammersmith and Fulham.
- The supply of care home beds is comparatively low and although there are 4 large homes providing just under 400 beds this is still the 4<sup>th</sup> lowest in London.
  - Although the age profile is younger and proportion of older people is low compared to other London boroughs, (over 65 age group is 2<sup>nd</sup> smallest in London), as a percentage of the older peoples population the supply of beds is still the 7<sup>th</sup> lowest in London
  - While commissioning activity levels are low for residential - the lowest in London, by contrast Hammersmith and Fulham commission the highest level of nursing placements in London.
  - Taken together (nursing and residential) the activity levels are just above average, 11<sup>th</sup> highest in London
  - As a proportion of all beds available 'in borough' Hammersmith and Fulham buy a level of beds comparable to the London average
  - Self-funders are around average - 44% compared to 41% the London average



- There is a very small supply of younger adult care homes, the 3<sup>rd</sup> smallest in London though this is in part due to the proportion of supply of supported housing/living for younger adults.
- Hammersmith and Fulham do however commission almost 60% more placements than the London average for younger adults.
- This higher level of activity is primarily down to the level of Learning Disability placements and it should be noted that average LD placement cost are the 6<sup>th</sup> highest in London.
- Only 29% of placements are made in borough, and the out of borough placements are quite dispersed in terms of schemes/providers with 92 placements across 61 individual schemes with no more than 4 placements in any one scheme. There is however a fairly large number of placements made within Ealing.
- The profile of suppliers providing out of borough placements is worth noting most being with locally focused SMEs (local to the out of borough locations) as opposed to national/regional providers.

## 5. CONTRACT PACKAGE, LENGTH AND SPECIFICATION

- 5.1 Dynamic Purchasing Systems (DPS) are procedures available for the contracts of works, services and goods available from the marketplace. They have similar aspects to a framework agreement, but, subject to key criteria being met, allow an unlimited number of suppliers to join the scheme at any time, and are completely electronic processes.
- 5.2 The WLA DPS requires providers to register onto the DPS in order to be considered for the provision of care home or supported living placements or homecare services. In order to register, providers are required to go through an application and assurance process to assess their knowledge, experience and expertise in delivering services. These assessments focused on key areas such as quality, safeguarding, staffing and management, and customer choice and control to name among other things.
- 5.3 The DPS is made up of the following main categories and customer based sub categories.

<b>Category 1</b> Care Home Placements (Priced)	<ul style="list-style-type: none"> <li>• Older People (55 plus)</li> <li>• Dementia (18 plus)</li> <li>• End of Life Care (18 plus)</li> </ul>
<b>Category 2</b> Care Home Placements (Non-priced)	<ul style="list-style-type: none"> <li>• Physical Disabilities</li> <li>• Learning Disabilities</li> <li>• Autism</li> <li>• Mental Health (including Forensic History)</li> <li>• Sensory Impairment (Including Deaf / Blind)</li> <li>• Korsakoffs Syndrome</li> <li>• Brain Injury / Neurological Conditions</li> </ul>

	<ul style="list-style-type: none"> <li>• HIV / AIDs</li> </ul>
<b>Category 3</b> CQC Regulated Supported Living Placements (Non-priced)	<ul style="list-style-type: none"> <li>• Older People (55 plus)</li> <li>• Physical Disabilities</li> <li>• Learning Disabilities</li> <li>• Autism</li> <li>• Mental Health (including Forensic History)</li> <li>• Korsakoffs Syndrome</li> <li>• Sensory Impairment (including Deaf / Blind)</li> <li>• Brain Injury / Neurological Conditions</li> <li>• HIV / AIDs</li> </ul>
<b>Category 4</b> Non-CQC Regulated Supported Living Placements (Non-priced)	<ul style="list-style-type: none"> <li>• Older People (55 plus)</li> <li>• Physical Disabilities</li> <li>• Learning Disabilities</li> <li>• Autism</li> <li>• Mental Health (including Forensic History)</li> <li>• Korsakoffs Syndrome</li> <li>• Sensory Impairment (including Deaf / Blind)</li> <li>• Brain Injury / Neurological Conditions</li> <li>• HIV / AIDs</li> </ul>

- 5.4 WLA Boroughs who choose to enter into an Access Agreement to fully participate in the DPS will call-off from the DPS using a nominated online referral / ebrokerage system.
- 5.5 Once providers are registered on the DPS, services can then be called off e.g. in the following way:
- Social work referrals detailing a persons' care and support requirements are tasked to the Contracts, Placements or Brokerage Team
  - A service request is sent to all matching providers registered on the DPS system via a secure e-brokerage portal or similar electronic system
  - Providers view the secure request, and are given an allotted time period in which to respond, confirming that they can meet the persons' needs along with submitting a price for care – it is important to note that the price will not be considered until an acceptable response to meeting the persons' care needs has been met.
  - Providers will not be able to see submissions or prices submitted by other providers.
  - Services will be awarded to providers who successfully meet the published selection criteria and demonstrate (via this competitive process) that they are able to meet a person's care and support needs and provide quality services at a competitive market price.

## **6. LOCAL ECONOMIC VALUE AND COMMUNITY BENEFITS**

- 6.1 As highlighted in the market analysis around 70% of spot placements are made out of borough. This report therefore largely focuses on systematising the approach to spot purchasing in out of borough geographies.
- 6.2 It should however be noted that given Hammersmith and Fulham's pattern of spot purchasing is with smaller SME, albeit in other geographies, the use of a DPS which is open to new entrants throughout its four-year duration supports the Councils commitment and duties under the Care Act 2014 to ensure there is a diverse and sustainable market that include SMEs.

## **7. OTHER STRATEGIC POLICY OBJECTIVES**

- 7.1 The proposal to make use of the WLA DPS by entering into an Access Agreement support the delivery of Adult Social Care strategic priorities. The DPS approach will help promote choice for users, families and carers when a care home or supported living placement is needed.
- 7.2 The DPS approach through the introduction of clear service specifications and service contract requirements will contribute to the health and well-being of users living in care homes, nursing homes and supported living schemes by placing a clear focus on service quality and experience of receiving care and support in these settings.

## **8. STAKEHOLDER CONSULTATION**

- 8.1 Provider stakeholders have been engaged through regular events including those organised by LCAS (London Care and Support Forum) which support Adult Social Care with its provider and market engagement.
- 8.2 Ealing as lead authority for establishing the WLA DPS arrangement has continually engaged with all WLA boroughs through the programme and project structure involving senior officers from Adult Social care, brokerage, care management who have also engaged with and sought the view of procurement, finance and other relevant departments.
- 8.3 Direct engagement with individual suppliers has been undertaken along with stakeholder colleagues within the NHS – local and NW London CCGs.
- 8.4 There will be ongoing engagement with stakeholders to ensure gaps in service provision are identified and that this can be utilised to inform ongoing provider engagement to stimulate further potential suppliers to participate in the WLA DPS given that it will remain open to new entrants throughout its four-year duration.

## **9. PROCUREMENT PROCEDURE**

- 9.1 Ealing Council as lead authority carried out the tender for the DPS in accordance with the PCRs 2015
- 9.2 The tender was advertised on the London Tender Portal following regulation that apply to the procurement of Dynamic Purchasing Systems.
- 9.3 Subject to Cabinet approval to enter into an Access Agreement to make use of the WLA DPS arrangement the Council will undertake call offs from the DPS in accordance with the PCR 2015. This will require that all providers on the DPS are invited to take part in the mini competition and that the contract shall be awarded to the tenderer that submitted the best tender on the basis of the award criteria set out in the invitation to tender.
- 9.4 The Light Touch Regime under the PCR 2015 which covers social and care services provides a number of flexibilities when awarding contracts including taking into account the following considerations:
- the need to ensure quality, continuity, accessibility, affordability, availability and comprehensiveness of the services;
  - the specific needs of different categories of users, including disadvantaged and vulnerable groups;
  - the involvement and empowerment of users; and
  - innovation
- 9.5 The call off rules have been devised taking into account these considerations to permit participating authorities to make call offs in amongst other things emergencies and to take into account the choice of service users

## **10. CONTRACT AWARD CRITERIA**

- 10.1 Acceptance onto the WLA DPS was based on providers meeting a range of minimum acceptance criteria including technical capability and financial standing along with a number of mandatory exclusion criteria for example those relating to fraud, bribery, corruption and non-payment of taxes.
- 10.2 WLA Boroughs calling-off from the DPS will undertake an evaluation to determine the final nominated Supplier on the basis of quality and price. The criteria used will be:
- a) Quality (60%) based best match in meeting assessed need
  - b) Price (40%) based on best price or quotation submitted
- 10.3 Where a customer exercises their statutory right and expresses a preference to choose their own Supplier and the nominated Supplier meets all statutory and regulatory requirements (which may include a third party top-up arrangement) then this will take precedence over the quality / price evaluation process.

- 10.4 Placement decisions will be recorded for audit purposes and submitting Suppliers notified of the final outcome following ratification by the responsible funding panel and / or budget holder.
- 10.5 Placement agreements will be issued to the successful Supplier detailing all agreed final arrangements and conditions.
- 10.6 With reference to section 5 for Category 1 placements price will be considered in line with the five Broad Market Areas (BMA) established and associated published price bands. Providers accepted onto the DPS were asked to sign up to these price bands when bidding for placements under mini competitions. (see Appendix 2 for further details). The 5 BMAs are as follows:
- a) Kensington & Chelsea, City of Westminster
  - b) Hammersmith & Fulham
  - c) Barnet
  - d) Ealing, Brent,
  - e) Hillingdon, Hounslow
- 10.7 With reference to section 5 which sets out the structure of the DPS, suppliers entered onto Categories 2, 3 and 4 will offer price quotations via the use of one of a pricing template as usual prices or banded prices are not typically in place for these placement types.
- 10.8 Suppliers joining the DPS will agree to:
- a) Provide Services at identified locations, 24/7, 365-days per year.
  - b) Undertake pre-admission assessments for planned placements within 72-hours of accepting a referral
  - c) Respond to emergency / urgent referrals made by the WLA Boroughs on a case by case basis. The response times required will range from 1hr - 24hrs and will be outlined in the request made by the referring WLA Borough. Emergency referrals will be in response to the actual or imminent breakdown of a person's care and support arrangements; whereas urgent referrals, for example, will typically relate to supporting a customer's prompt discharge from hospital.
  - d) Support the delivery of effective accessible 7-day Services, which may include Suppliers assessing and admitting customers during the evenings and at weekends.

## **11. PROJECT MANAGEMENT AND GOVERNANCE**

- 11.1 Ealing Council as lead authority for the WLA DPS has provided the management and day to day oversight of the project. In addition, the development of and sign off of the tender documentation has been overseen by the WLA programme board. This board is chaired by the Strategic Director of Adults in Brent in line with ASC Director agreement across all of the participating WLA boroughs.

- 11.2 Subject to Cabinet approval to enter into an Access Agreement with Ealing Council to make use of the WLA DPS arrangement, practical implementation of the new approach will be led within Adult Social Care commissioning and managed within existing resources and programme/project management structures.

## **12. INDICATIVE TIMETABLE**

- 12.1 Ealing Council as the lead authority for the DPS procurement sought approval from its Cabinet in November 2015 to proceed with the strategy to develop a DPS approach. The approach taken by Ealing Council made it possible for other WLA boroughs, subject to their own individual governance decisions, to participate in the WLA DPS by virtue of entering into an Access Agreement, once it was established.

- 12.2 Suppliers have applied to join the DPS (via the London Tenders Portal) in order to be considered for the provision of care home and / or supported living placements.

- 12.3 Details of the timeline followed is provided below

- November 2015 to May 2016 – development and design of the DPS, specifications and tender documentation
- DPS advertised via London Tenders Portal on 16th May 2016
- Closing date for submission of applications Thursday 16th June 2016
- Applications evaluated by Thursday 30th June 2016.

- 12.4 In July 2016 Ealing Council as lead authority then sought Cabinet approval to make initial awards to successful providers to join the DPS arrangement. Following agreement by Ealing Cabinet the next steps in the process are as follows

- Successful applicants, for the first round, were notified of their inclusion on the DPS at the end of July 2016
- The initial DPS is will become fully operational on 1st September 2016
- Other WLA authorities wishing to make use of the DPS are required to make their own individual governance decisions to enter into an Access Agreement with Ealing Council. These are expected to occur at different times between August and October 2016, authority by authority.
- The DPS will be open for new Suppliers to join with subsequent applicants wishing to join during the Term of the DPS notified of the outcome 10-days after submission of their application.

## **13. CONTRACT MANAGEMENT**

- 13.1 The DPS will provide an improved ability to analyse and track spot placement activity for Hammersmith and Fulham individually but also in conjunction with other WLA participating authorities

- 13.2 Existing contract management arrangements will continue as the contracts awarded from the DPS will be spot placement agreements. However as these agreements will be subject to more comprehensive service specifications there will be greater scope for the Adult Social Care brokerage team to hold providers to account and to collaborate with other WLA borough in relation to homes where there are larger numbers of spot purchased beds by a number of different WLA authorities.

## **NOTICE OF CONSIDERATION OF A KEY DECISION**

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

## **NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE**

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

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

## **KEY DECISIONS PROPOSED TO BE MADE BY CABINET ON 10 OCTOBER AND AT FUTURE CABINET MEETINGS UNTIL APRIL 2016**

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

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

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

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

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

*If you have any queries on this Key Decisions List, please contact*

*Katia Richardson on 020 8753 2368 or by e-mail to [katia.richardson@lbhf.gov.uk](mailto:katia.richardson@lbhf.gov.uk)*



## **Access to Cabinet reports and other relevant documents**

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

## **Decisions**

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

## **Making your Views Heard**

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

### **LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2016/17**

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

*Key Decisions List No. 47 (published 9 September 2016)*

## KEY DECISIONS LIST - CABINET ON 10 OCTOBER 2016

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

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

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

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet <i>(other relevant documents may be submitted)</i>
<b>10 October 2016</b>				
Leader of the Council	Before 10 Oct 2016	<p><b>Lilla Huset</b></p> <p>Lilla Huset is currently occupied by Libraries and Children's Services. The existing lease expires in June 2016. This report will consider and recommend whether the Council should renew its lease.</p> <p><b>PART OPEN</b> <b>PART PRIVATE</b></p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Income more than £100,000		Ward(s): Hammersmith Broadway	
Cabinet	10 Oct 2016	<p><b>2016/17 Corporate Revenue Monitor for Month 3 - 30th June 2016</b></p> <p>2016/17 Corporate Revenue Monitor for Month 3</p>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet <i>(other relevant documents may be submitted)</i>
Cabinet	10 Oct 2016	<b>Capital Programme Monitor &amp; Budget Variations, 2016/17 (First Quarter)</b>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000	This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations as at the end of the first quarter, 2016/17.	Ward(s): All Wards	
Contact officer: Christopher Harris Tel: 020 8753 6440 Harris.Christopher@lbhf.gov.uk	Cabinet	10 Oct 2016	<b>Insurance tender 2017 for property, terrorism, liabilities and sundry covers</b>	
Reason: Expenditure more than £100,000		Gateway 1 - Pre-tender strategy report and request to proceed with tender	Ward(s): All Wards	Contact officer: Ray Chitty Tel: 07739 315 565 Ray.Chitty@rbkc.gov.uk
Cabinet	10 Oct 2016	<b>Annual S106 and CIL Drawdown Report</b>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000	The annual report seeking authority for the draw down of S106 and CIL funded projects	Ward(s): All Wards	
Contact officer: Peter Kemp Tel: 020 8753 6970 Peter.Kemp@lbhf.gov.uk	Cabinet	10 Oct 2016	<b>Integrated Family Support Service Business Case</b>	
Reason: Affects 2 or more wards		The Business Case for the creation of an Integrated Family Support Service that works with children and young people from pre-conception through to 18 years (24 if the young person has a learning difficulty or disability).	Ward(s): All Wards	Contact officer: Sarah Bright, Jonathan Stevens Tel: 07770 702 347, Tel: 07739 317 012 sarah.bright@lbhf.gov.uk,

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		<p><b>PART OPEN</b> <b>PART PRIVATE</b></p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Jonathan.Stevens@rbkc.gov.uk	considered.
Cabinet	<p>10 Oct 2016</p> <p>Reason: Expenditure more than £100,000</p>	<p><b>Carers Procurement Strategy</b></p> <p>Re-Tender of Carers Services within the London Borough of hammersmith and Fulham</p> <p><b>PART OPEN</b> <b>PART PRIVATE</b></p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Chidi Okeke Tel: 07875878830 Chidi.Okeke@rbkc.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	<p>10 Oct 2016</p> <p>Reason: Affects 2 or more wards</p>	<p><b>West London Alliance Dynamic Purchasing System : Access Agreement Decision</b></p> <p>Ealing Council on behalf of the West London Alliance (WLA) group of authorities has established a Dynamic Purchasing System (DPS) for the spot purchasing of Care Home and Supported Living Placements. Hammersmith and Fulham Council as a WLA authority has the opportunity to participate in the WLA DPS and this report</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Jonathan Lillistone Tel: 020 8753 3446 jonathan.lillistone@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		recommends that Cabinet agrees to enter into an Access Agreement with Ealing Council to allow it to make use of the WLA DPS arrangement.		
<b>7 November 2016</b>				
Cabinet	7 Nov 2016	<p><b>Community Asset Proposal</b></p> <p>Report seeking authority to secure and protect the use of properties for community use</p> <p><b>PART OPEN</b> <b>PART PRIVATE</b></p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Finance, Cabinet Member for Social Inclusion	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	7 Nov 2016	<p><b>2016/17 Corporate Revenue Monitor for Month 4</b></p> <p>2016/17 Corporate Revenue Monitor for Month 4</p>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	7 Nov 2016	<p><b>Pryors Bank Grant of a further lease to the London Diocesan Fund</b></p> <p>Grant of a further lease to the London Diocesan Fund in respect of premises at "Pryors Bank" in Bishop's Park, SW6 3LA</p>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or
	Reason: Income more than £100,000		Ward(s): Palace Riverside	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
		<p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	020 8753 2801 Nigel.Brown@lbhf.gov.uk, Breda.Kiely@lbhf.gov.uk	background papers to be considered.
Cabinet	7 Nov 2016  Reason: Expenditure more than £100,000	<p><b>Creation of an Education Hub</b></p> <p>The council supports the development of an Education Hub in association with Ark.</p> <p><b>PART OPEN</b> <b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Children and Education  Ward(s): Wormholt and White City  Contact officer: David Mcnamara  David.Mcnamara@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Nov 2016  Reason: Expenditure more than £100,000	<p><b>Top up IT Enablers budget</b></p> <p>IT Enablers is fully committed but additional key IT projects need to be progressed. Decision being sought to top up IT Enablers by £300K per annum.</p> <p><b>PART OPEN</b> <b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the</p>	Cabinet Member for Finance  Ward(s): All Wards  Contact officer: Veronica Barella Tel: 020 8753 2927 Veronica.Barella@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	7 Nov 2016  Reason: Expenditure more than £100,000	<b>Commissioning Strategy for Translation and Interpreting Service for LBHF</b>  Strategy paper for the commissioning and procurement of Translation and Interpreting Service for LBHF	Cabinet Member for Children and Education  Ward(s): All Wards  Contact officer: Annabel Saunders, Labibun Nessa-O'Sullivan Tel: 07739 317332 Annabel.Saunders@rbkc.gov.uk, Lnessa-O'Sullivan@rbkc.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Nov 2016  Reason: Expenditure more than £100,000	<b>Commissioning &amp; Procurement Strategy for Passenger Transport Services contracts</b>  This report seeks approval for the commencement of a procurement process to appoint contractors for the passenger transport services beginning in 2017.	Cabinet Member for Children and Education  Ward(s): All Wards  Contact officer: Rachael Wright-Turner Tel: 020 7745 6399 Rachael.Wright-Turner@rbkc.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Nov 2016  Reason: Affects 2 or more wards	<b>School Kitchen Repair &amp; Maintenance - Award Report</b>  The purpose of this report is to seek approval to award the contract for School Kitchen Repair and Maintenance contract across all three boroughs; The Royal Borough of Kensington & Chelsea (RBKC), The London Borough of Hammersmith and Fulham (LBHF); and Westminster City Council (WCC)	Cabinet Member for Children and Education  Ward(s): All Wards  Contact officer: Annabel Saunders, Samantha Denny  Annabel.Saunders@rbkc.gov.uk, Samantha.Denny@rbkc.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		<p><b>PART OPEN</b> <b>PART PRIVATE</b></p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		
Cabinet	<p>7 Nov 2016</p> <hr/> <p>Reason: Affects 2 or more wards</p>	<p><b>Tracking and Survey of NEETs and the Careers Information Advice and Guidance for young people with learning difficulties &amp; disabilities</b></p> <p>Agree commissioning strategy and approach for the Tracking and Survey of NEETs in LBHF and the Careers information, advice and guidance for young people with learning difficulties</p>	<p>Cabinet Member for Children and Education</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Annabel Saunders</p> <p>Annabel.Saunders@rbkc.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>
Cabinet	<p>7 Nov 2016</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p><b>Award report from Genito-Urinary Medicine</b></p> <p>The report recommends award to the winning tenderer following procurement process.</p> <p><b>PART OPEN PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Gaynor Driscoll, Nicola Lockwood, Helen Byrne Tel: 0207 361 2418, Tel: 020 8753 5359, gaynor.driscoll@rbkc.gov.uk , Nicola.Lockwood@lbhf.gov.uk, Helen.Byrne@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>



Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	7 Nov 2016  Reason: Expenditure more than £100,000	<p><b>Notting Hill Housing Group Elmgrove Contract Direct Award</b></p> <p>Elmgrove is an extra care housing scheme for older residents. The contract is expiring on 30.11.16 and it's recommended the contract is extended while the Council implements a wider procurement strategy for extra care services.</p> <p><b>PART OPEN</b> <b>PART PRIVATE</b></p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): Hammersmith Broadway</p> <p>Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Nov 2016  Reason: Expenditure more than £100,000	<p><b>H&amp;F Social Lettings Agency Report</b></p> <p>The council has initiated a project to look at the feasibility of establishing a Social Lettings Agency in the Borough and to produce a recommended model.</p> <p>Through the agency, the Council could aim to compete with private letting agencies in the private rented sector through provision of tenant sourcing and letting services at competitive fees.</p> <p>The agency would also supplement the Council's mainstream operations by providing access to other sources of accommodation in the private rented sector for the purposes of homelessness prevention and to those requiring temporary accommodation.</p>	<p>Cabinet Member for Housing</p> <p>Ward(s): All Wards</p> <p>Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
Cabinet	7 Nov 2016  Reason: Expenditure more than £100,000	<b>Strategy Report for Procurement of Professional Services Framework</b>  This report is a strategy report for the procurement of professional (Multi-disciplinary) services framework.	Cabinet Member for Housing  Ward(s): All Wards  Contact officer: Henrietta Jacobs Tel: 020 8753 3729 Henrietta.Jacobs@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Nov 2016  Reason: Affects 2 or more wards	<b>Economic Development and Growth Strategy</b>  Economic Development and Growth Strategy	Cabinet Member for Economic Development and Regeneration  Ward(s): All Wards  Contact officer: Sally Agass, Beth Morgan Tel: 020 8753 4982, Tel: 020 8753 3102 Sally.Agass@lbhf.gov.uk, beth.morgan@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Nov 2016  Reason: Expenditure more than £100,000	<b>Economical Development Plan</b>  To inform members of progress against economic growth objectives and to request authority for spend of allocated Section 106 monies.	Cabinet Member for Economic Development and Regeneration  Ward(s): All Wards  Contact officer: Penny Davis-Heinz Tel: 020 8753 2596 Penny.Davis-Heinz@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Nov 2016  Reason: Affects 2 or more wards	<b>Emission Linked Parking Permits</b>  A report reviewing the current parking permit structure and recommending options to change the residents parking permit structure to a sliding scale of charges based on emissions produced by the vehicle	Cabinet Member for Environment, Transport & Residents Services  Ward(s): All Wards  Contact officer: Edward Stubbing Tel: 020 8753 4651 Edward.Stubbing@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
		<p><b>PART OPEN</b> <b>PART PRIVATE</b></p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		considered.
Cabinet	<p>7 Nov 2016</p> <p>Reason: Income more than £100,000</p>	<p><b>FPN Charges</b></p> <p>It is proposed that officers fully utilise fixed penalties notices both for littering and waste dumping offences. This means being able to serve a littering notice on all litter, including up to 2 bags of waste. These notices, served under Section 88 of the Environmental Protection Act 1990. This would then give officers a range of fixed penalty notice powers to deal with any waste and litter ranging from £80 for a minor offence up to £400 for a much more serious deposit of waste. Built within this would be the early payment discounts as mentioned earlier.</p>	<p>Cabinet Member for Environment, Transport &amp; Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Kathy May, Yvette McKinley Tel: 020 7341 5616, kathy.may@rbkc.gov.uk, Yvette.McKinley@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	<p>7 Nov 2016</p> <p>Reason: Income more than £100,000</p>	<p><b>Contract Award for a shared service Enforcement Agent (Bailiff) Services for the recovery of Penalty Charge Notice (PCN) debts</b></p> <p>The report seeks permission to award contracts to the most economically advantageous tenders following an OJEU procurement exercise carried out by the shared Parking Service.</p>	<p>Cabinet Member for Environment, Transport &amp; Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Mai Kebbay Tel: 0208 753 3275/4262 Mai.Kebbay@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
Cabinet	7 Nov 2016  Reason: Income more than £100,000	<p><b>Approval to make a direct award to Marston Group Limited for a concessions contract to provide parking enforcement agent (bailiff) services for penalty charge notice (PCN) debt recovery for a period not more than six months</b></p> <p>Approval was given to undertake a joint tendering exercise for RBKC and H&amp;F to procure a shared enforcement agent service to recover outstanding PCN debts for RBKC and H&amp;F for a term of seven years, with the option for a break clause in years three, and five to review performance.</p> <p>That approval be given to make a direct award to Marston Group Limited for a concessions contract to provide Enforcement Agent (Bailiff) Services for Penalty Charge Notice (PCN) Debt Recovery (on the same terms and conditions as the previous contract) from the date this decision takes effect but for no more than six months in the notional sum of £500,000.</p>	<p>Cabinet Member for Environment, Transport &amp; Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Mai Kebbay Tel: 0208 753 3275/4262 Mai.Kebbay@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Nov 2016  Reason: Expenditure more than £100,000	<p><b>TfL funded integrated transport investment programme 2017/18</b></p> <p>This report refines and details the council's integrated transport investment programme which forms part of the council's 2011 – 2031 Transport Plan (Local Implementation Plan 2 or LIP2) to be delivered in 2017/18 and funded entirely by Transport for London (TfL). This report seeks the approval of the submission of the programme to TfL and the design, consultation and implementation of various elements of the programme. It further seeks approval for the delegation of the approval of construction of the capital programme to the Cabinet Member for Environment,</p>	<p>Cabinet Member for Environment, Transport &amp; Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Nick Boyle Tel: 020 8753 3069 nick.boyle@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision <b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
		Transport and Residents Services.		
Cabinet	7 Nov 2016	<b>Confirm On Demand Business Case</b>  Moving Confirm From HFBP Hosting to a Hosted Solution by the software vendors Pitney Bowes (PB)	Cabinet Member for Environment, Transport & Residents Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway	
<b>5 December 2016</b>				
Cabinet	5 Dec 2016	<b>ICT Transition - assuring service continuity phase 2</b>  ICT Transition - assuring service continuity phase 2  <b>PART OPEN PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	5 Dec 2016	<b>LBHF Older People's Housing Strategy</b>  Report setting out framework and direction of travel for older people's housing.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	5 Dec 2016	<p><b>Extra Care Procurement &amp; Commissioning Strategy</b></p> <p>Approval sought for the procurement strategy to procure a care and support provider for a new Extra Care facility and to modify existing two existing contracts.</p> <p><b>PART OPEN</b> <b>PART PRIVATE</b></p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	5 Dec 2016	<p><b>Award of Tree Maintenance Contract</b></p> <p>Award of term contract for the maintenance of the council's trees along streets, in parks and housing estates and open spaces.</p> <p><b>PART OPEN</b> <b>PART PRIVATE</b></p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Environment, Transport & Residents Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
Cabinet	5 Dec 2016	<b>2016/17 Corporate Revenue Monitor for Month 5</b>  2016/17 Corporate Revenue Monitor for Month 5	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Income more than £100,000		Ward(s): All Wards	
Cabinet	5 Dec 2016	<b>Phase 1 Children's Centres and Youth Services</b>  Re-commissioning of Children Centres and Youth Services.  <b>PART OPEN</b> <b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	5 Dec 2016	<b>Single Homeless Supported Housing Commissioning Strategy</b>  Commissioning Strategy for seven supported housing contracts for rough sleepers single homeless people with support needs  <b>PART OPEN</b> <b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information)	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision <b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
		under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	5 Dec 2016  Reason: Expenditure more than £100,000	<b>CAPITAL PROGRAMME MONITOR &amp; BUDGET VARIATIONS, 2016/17 (SECOND QUARTER)</b>  This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations as at the end of the second quarter, 2016/17.	Cabinet Member for Finance  Ward(s): All Wards  Contact officer: Hitesh Jolapara, Christopher Harris Tel: 020 8753 2501, Tel: 020 8753 6440 hitesh.jolapara@lbhf.gov.uk, Harris.Christopher@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Dec 2016  Reason: Affects 2 or more wards	<b>STRATEGIC HOUSING STOCK TRANSFER PROGRAMME UPDATE</b>  Update on:  Residents' Commission and SHSOA recommendations agreed by Cabinet on 7th December 2015.  Resident's Commission Blueprint for transforming the customer experience of the Housing Service as agreed by Cabinet on 7th December 2015.	Cabinet Member for Housing  Ward(s): All Wards  Contact officer: Kathleen Corbett, Tariq Kazi Tel: 020 8753 3031, Kathleen.Corbett@lbhf.gov.uk, Tariq.Kazi@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
<b>16 January 2017</b>				
Cabinet	16 Jan 2017  Reason: Expenditure more than £100,000	<b>2016/17 Corporate Revenue Monitor for Month 6</b>  2016/17 Corporate Revenue Monitor for Month 6	Cabinet Member for Finance  Ward(s): All Wards  Contact officer: Hitesh Jolapara Tel: 020 8753 2501 hitesh.jolapara@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background



Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
				papers to be considered.
Cabinet	16 Jan 2017  Reason: Expenditure more than £100,000	<p><b>Contract Award Decision to appoint the construction contractor for the redevelopment of the Bridge Academy site for the provision of a range of young people services, as described in the report</b></p> <p>Following a procurement exercise over the summer 2016 this decision will be to award the contract to the successful contractor</p> <p><b>PART OPEN PART PRIVATE</b></p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Children and Education</p> <hr/> <p>Ward(s): Palace Riverside</p> <hr/> <p>Contact officer: David Mcnamara</p> <p>David.Mcnamara@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	16 Jan 2017  Reason: Affects 2 or more wards	<p><b>Innovations for Future Delivery of H&amp;F Libraries</b></p> <p>Update on the Library Transformation programme including</p> <ul style="list-style-type: none"> <li>i. alternative delivery model</li> <li>ii. Sweating the assets / commercialisation</li> <li>iii. Shared services update</li> <li>iv. commercial quick wins progress</li> </ul>	<p>Cabinet Member for Environment, Transport &amp; Residents Services</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Helen Worwood Tel: 0208 753 2601 helen.worwood@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
<b>6 February 2017</b>				
Cabinet	6 Feb 2017  Reason: Expenditure more than £100,000	<b>2016/17 Corporate Revenue Monitor for Month 7</b>  2016/17 Corporate Revenue Monitor for Month 7	Cabinet Member for Finance  Ward(s): All Wards  Contact officer: Hitesh Jolapara Tel: 020 8753 2501 hitesh.jolapara@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	6 Feb 2017  Reason: Affects 2 or more wards	<b>Economic Development Priorities Refresh</b>  Programme funding for Economic Growth.	Cabinet Member for Economic Development and Regeneration  Ward(s): All Wards  Contact officer: Jo Rowlands, Antonia Hollingsworth, Wendy Reade Tel: 020 8753 1313, Tel: 020 8753 1698, Tel: 020 8753 4375 Jo.Rowlands@lbhf.gov.uk, Antonia.Hollingsworth@lbhf.gov.uk, wendy.reade@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet  Full Council	6 Feb 2017  22 Feb 2017  Reason: Expenditure more than £100,000	<b>FOUR YEAR CAPITAL PROGRAMME 2017/18 TO 2020/21</b>  This report presents the Council's four-year Capital Programme for the period 2017-21.	Cabinet Member for Finance  Ward(s): All Wards  Contact officer: Hitesh Jolapara, Christopher Harris Tel: 020 8753 2501, Tel: 020 8753 6440 hitesh.jolapara@lbhf.gov.uk, Harris.Christopher@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
Cabinet	6 Feb 2017	<b>CAPITAL PROGRAMME MONITOR &amp; BUDGET VARIATIONS, 2016/17 (THIRD QUARTER)</b>  This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations as at the end of the third quarter, 2016/17	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
	Contact officer: Hitesh Jolapara, Christopher Harris Tel: 020 8753 2501, Tel: 020 8753 6440 hitesh.jolapara@lbhf.gov.uk, Harris.Christopher@lbhf.gov.uk			
<b>6 March 2017</b>				
Cabinet	6 Mar 2017	<b>2016/17 Corporate Revenue Monitor for Month 8</b>  2016/17 Corporate Revenue Monitor for Month 8	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
	Contact officer: Hitesh Jolapara Tel: 020 8753 2501 hitesh.jolapara@lbhf.gov.uk			
<b>27 March 2017</b>				
Cabinet	27 March 2017	<b>2016/17 Corporate Revenue Monitor for Month 9</b>  2016/17 Corporate Revenue Monitor for Month 9	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
	Contact officer: Hitesh Jolapara Tel: 020 8753 2501 hitesh.jolapara@lbhf.gov.uk			