

Cabinet



Agenda

MONDAY
6 MARCH 2017
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
24 February 2017

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

Reports on the open Cabinet agenda are available on the Council's website: www.lbhf.gov.uk/councillors-and-democracy

PUBLIC NOTICE

The Cabinet hereby gives notice of its intention to hold part of this meeting in private to consider items (13 to 16) which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

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

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

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4-9** 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 1 March 2017

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 8 March 2017**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 13 March 2017 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 13 March 2017**.

Cabinet Agenda

6 March 2017

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1.	MINUTES OF THE CABINET MEETING HELD ON 6 FEBRUARY 2017	1 - 9
2.	APOLOGIES FOR ABSENCE	
3.	DECLARATION OF INTERESTS	
	<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.</p>	
4.	CORPORATE REVENUE MONITOR 2016/17 MONTH 8 - 30TH NOVEMBER 2016	10 - 46
5.	APPOINTMENT OF CONTRACTOR TO DELIVER IMPACT PROJECT INDEPENDENT DOMESTIC VIOLENCE ADVOCACY	47 - 52
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7.	PROPOSED ESTABLISHMENT OF AN INTEGRATED FAMILY SUPPORT SERVICE	62 - 120
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10.	FORWARD PLAN OF KEY DECISIONS	137 - 152
11.	EXCLUSION OF PRESS AND PUBLIC	

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

12.	EXEMPT MINUTES OF THE CABINET MEETING HELD ON 6 FEBRUARY 2017 (E)	
13.	DISPOSAL OF LAND AT LAVENDER COURT, 168 - 178 WESTWAY LONDON W12 0SA FOR DEVELOPMENT OF AFFORDABLE HOUSING: EXEMPT ASPECTS (E)	
14.	PROPOSED ESTABLISHMENT OF AN INTEGRATED FAMILY SUPPORT SERVICE: EXEMPT ASPECTS (E)	
15.	CHILDREN'S SOCIAL CARE CASE MANAGEMENT SYSTEM UPGRADE: EXEMPT ASPECTS (E)	
16.	APPROVAL TO EXTEND AND MODIFY ROUGH SLEEPER / SINGLE HOMELESS SUPPORTED: EXEMPT ASPECTS (E)	

London Borough of Hammersmith & Fulham

Cabinet Minutes



Monday 6 February 2017

PRESENT

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

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

Councillor Lisa Homan, Cabinet Member for Housing

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

Councillor Max Schmid, Cabinet Member for Finance

141. MINUTES OF THE CABINET MEETING HELD ON 16 JANUARY 2017

RESOLVED:

That the minutes of the meeting of the Cabinet held on 16 January 2017 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

142. APOLOGIES FOR ABSENCE

Apologies for Absence were received from Councillors Stephen Cowan, Michael Cartwright, Andrew Jones, Sue Fennimore and Sue Macmillan.

In the absence of the Leader and the Deputy Leader the Members present selected Councillor Ben Coleman to preside the meeting.

143. DECLARATION OF INTERESTS

There were no declarations of interest.

144. REVENUE BUDGET AND COUNCIL TAX LEVELS 2017/18

RESOLVED:

To recommend, subject to any changes agreed by the Cabinet Member for Finance, that the draft Revenue Budget and Council Tax Level 2017/18 Report be forwarded to Budget Council.

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.

145. FOUR YEAR CAPITAL PROGRAMME 2017/18 TO 2020/21

RESOLVED:

1. To approve the General Fund Capital Programme budget at £45.6m for 2017/18 (paragraph 5.1, Table 2 and Appendix 1).
2. To approve the continuation of the Council's rolling programmes and the continued use of internal funding for 2017/18 General Fund 'Mainstream' Programme as set out in Table 3 (paragraph 5.2) and specifically as follows:

- Capital receipts and internal borrowing amounting to £5.48m to fund the Council's rolling programmes as follows:

	£m
Disabled Facilities Grant [ASC]	0.45
Planned Maintenance/DDA Programme [ENV]	2.50
Footways and Carriageways [ENV]	2.03
Parks Programme [ENV]	0.50
Total	5.48

- Contributions from revenue amounting to £0.544m to fund the Council's rolling programmes as follows:

	£m
Controlled Parking Zones [ENV]	0.275
Column Replacement [ENV]	0.269
Total	0.544

3. To note existing capital receipts funded schemes previously approved, but now scheduled for 2017/18 (paragraph 5.2, Table 3):

One off schemes:

- Schools' Organisation Strategy - £0.8m
- Carnwath Road - £ 3.07m

Rolling programmes:

- Parks Programme- £0.335m
- Planned Maintenance/DDA Programme (including Hammersmith Town Hall refurbishment) – £5.35m

4. To approve the Housing Programme at £53.2m for 2017/18 as set out in Table 5 (paragraph 7.3) and Appendix 1.

5. To approve the annual Minimum Revenue Provision policy statement for 2017/18 in Appendix 4.
6. To approve the Chartered Institute of Public Finance & Accountancy (CIPFA) Prudential Indicators as set out in Appendix 5 to the report.

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.

146. CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2016/17 (THIRD QUARTER)

RESOLVED:

1. To approve proposed technical budget variations to the capital programme totalling **£9.8m** (summarised in Table 1 and detailed in Appendix 2).
2. Note that the Capital Financing Requirement forecast continues to be heavily dependent on the realisation of a small number of high-value capital receipts. If one or a number of the receipts were not realised in 2016/17 this would significantly affect the CFR forecast.

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.

147. FINANCIAL PLAN FOR COUNCIL HOMES: THE HOUSING REVENUE ACCOUNT FINANCIAL STRATEGY, 2017/18 HOUSING REVENUE ACCOUNT BUDGET AND 2017/18 RENT REDUCTION

RESOLVED:

- 1 To endorse the revised long term 40 Year Financial Plan for Council Homes as set out in paragraphs 4.18 – 4.21 of this report.

- 2 To approve the Housing Revenue Account 2017/18 budget for Council homes as set out in Appendix 1.
- 3 To note the 1% reduction in rents in accordance with the Government's requirement that social housing rents are reduced by 1% each year for four years from April 2016.
- 4 To approve a freeze in tenant service charges.
- 5 To endorse the HRA Medium Term Financial Strategy which plans to deliver further on-going annual revenue savings of £0.4million per annum by 2017/18, rising to £1.6million per annum by 2021/22, with savings coming principally from back office costs.
- 6 To note that the water regulator OFWAT is not due to confirm the increase in tenants' water charges until January 2017, and therefore to delegate authority to the Director of Finance & Resources (Housing & Regeneration) to agree the average increase in water charge.
- 7 To approve a freeze in the communal heating charges.
- 8 To freeze the rates for parking charges on council estates.
- 9 To freeze garage charges for tenants and resident leaseholders and to approve an increase for other garage charges of 1% (in line with the Consumer Prices Index (CPI) as at September 2016).
- 10 To note the risks outlined in paragraphs 4.10 to 4.13 and Appendix 6 of this report.

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.

148. TREASURY MANAGEMENT STRATEGY 2017/18

RESOLVED:

1. That approval is given to the future borrowing and investment strategies as outlined in this report and that the Strategic Finance Director be authorised to arrange the Council's cash flow, borrowing and investments in 2017/18.

2. In relation to the Council's overall borrowing for the financial year, to note the comments and the Prudential Indicators as set out in this report and the four year capital programme 2017/18 to 2020/21.
3. That approval is given to pay the Housing Revenue Account (HRA) investment income on unapplied HRA receipts and other HRA cash balances calculated at the average rate of interest (approximately 0.40% p.a.) earned on temporary investments throughout the year to the 31st March 2017.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

149. SECTION 278 - 28 - 36 GLENTHORNE ROAD

150. ARTICLE 4 DIRECTIONS

RESOLVED:

Approval be given to make three non-immediate Article 4 directions which will withdraw Permitted Development rights and mean that planning permission will be required for each of the three categories below. If approved, the three Article 4 Directions will come into force after 12 months of consulting.

1. Office (B1) (a) and Light Industrial (B1 (C) to Residential (C3)
2. Basement Excavation
3. Public Houses (A4) to Shop (A1), Financial and Professional Services (A2), and Food and Drink Premises (A3) and for alterations and demolition

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.

151. PROCUREMENT OF WATER RISK ASSESSMENT (LEGIONELLA)

RESOLVED:

1. That approval be given to go out to procurement for a 5 year term contract, (with the option to extend for 2 years) using the Restricted Procedure in accordance with the Public Contracts Regulations 2015 as amended (the "Regulations").
2. To note that the award criteria is to be set at 60% Price & 40% Quality and the contract will have a notional annual value of £400,000, subject to market testing.
3. To note that the current 2017/18 draft estimates for Water Hygiene is £393,900. As there is a mandatory and statutory requirement to provide these services, the budget may need to be revised as a result of market testing. It is anticipated that any increase will be accommodated within the overall managed revenue repairs budget.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

152. PROPOSAL FOR AN AFFORDABLE HOUSING DELIVERY FRAMEWORK PARTNERING WITH INDEPENDENT LOCAL HOUSING ASSOCIATIONS

RESOLVED:

1. That approval be given to the creation of an Affordable Housing Delivery Framework with local Housing Providers using the competitive procedure with negotiation route.
2. To delegate authority to the Director for Housing, Growth and Strategy in consultation with the Cabinet Member for Economic Development and Regeneration and the Cabinet Member for Housing to implement the procurement strategy identified in Appendix 1 and to take all necessary steps to complete the procurement process.
3. To delegate authority to the Director for Housing, Growth and Strategy in consultation with the Cabinet Member for Economic Development and Regeneration and the Cabinet Member for Housing to appoint selected providers to the framework agreement and to award subsequent call off contracts.

4. To approve the appointment of Trowers and Hamlins using the Crown Commercial Services Legal Services Framework under a direct call off to provide specialist legal advice for the procurement process at a contract value of £60,000.
5. To approve a waiver from the contract standing orders to appoint DS2 Ltd to provide professional advice on commercial aspects of the procurement process at a contract value of £35,000..
6. To note that the total costs of £95,000 for the above professional services for the period February 2017 to October 2017 will be funded from existing Housing Revenue Account budgets.
7. Cabinet to note that officers will progress early site investigations and design work as necessary to prepare the identified sites.
8. Cabinet to note the proposed delivery timetable of the procurement process for the 'Affordable Housing Delivery Framework'.

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.

153. INDEPENDENT HEALTH COMPLAINTS ADVOCACY SERVICE (IHCAS)

RESOLVED:

- 1 To approve the procurement strategy outlined in this report for the Council to access the independent health complaints advocacy service (IHCAS) from 1 April 2017 at an estimated cost (for H&F) of £142,032 for the four-year period. This figure includes a proposed fee of £2,306, payable to Southwark Council for carrying out the procurement exercise.
- 2 That delegated authority be given to the Executive Director for Adult Social Care and the Bi-Borough Director of Law, in consultation with the Cabinet Member for Health and Adult Social Care, to finalise the contract arrangements.

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.

154. THE ESTABLISHMENT OF A CONTRACTUAL JOINT VENTURE PARTNERSHIP WITH LBHF AND IMPERIAL COLLEGE LONDON

This report was withdrawn prior to the meeting.

155. FORWARD PLAN OF KEY DECISIONS

The Key Decision List was noted.

156. 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.]

157. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 16 JANUARY 2017 (E)

RESOLVED:

That the minutes of the meeting of the Cabinet held on 16 January 2017 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

158. CORPORATE PLANNED MAINTENANCE PROGRAMME 2017/2018 (E)

RESOLVED:

That the recommendations contained in the exempt report be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

159. BUSINESS INTELLIGENCE INFRASTRUCTURE (E)

RESOLVED:

That the recommendations contained in the exempt report be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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


None.

Meeting started: 7.01 pm

Meeting ended: 7.05 pm

Chair

Agenda Item 4

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>6 MARCH 2017</p>	 <p>h&f hammersmith & fulham</p>
CORPORATE REVENUE MONITOR 2016/17 MONTH 8 – 30th NOVEMBER 2016	
Report of the Cabinet Member for Finance – Councillor Max Schmid	
Open Report	
Classification - For decision and for information Key Decision: Yes	
Wards Affected: All	
Accountable Director: Hitesh Jolapara – Strategic Finance Director	
Report Author: Jade Cheung – Finance Manager, Corporate Finance	Contact Details: Tel: 020 8753 3374 Jade.Cheung@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. The General Fund 2016/17 forecast year end variance for month 8 is a gross overspend of **£1.557m** (a reduction of **£0.517m** compared with **£2.074m** in month 7).
- 1.2. The potential value of mitigating actions is **£0.972m, if fully delivered**, which will result in a net overspend of **£0.585m** (a reduction of £0.464m, compared with £1.049m at month 7). Delivery of action plans is assigned to relevant responsible Directors, which seek to address the total General Fund forecast overspend (0.9% revised budget compared with 1.2% month 7) as set out in section 4.2.
- 1.3. The forecast overspend reported by five departments in overspend value order are: (1) Adult Social Care primarily due to home care, direct payments and Better Care savings reasons; (2) Children's Services mainly due to commissioning and support services functions; (3) Housing General Fund; (4) Environmental Services; and (5) Libraries.
- 1.4. The Housing Revenue Account year end variance for 2016/17 is a surplus of **£0.784m** at month 8 (an increase of £0.221m compared with a surplus at month 7 of £0.563m). HRA general reserves of **£1.061m** remain forecast to be carried forward into 2017/18, with a HRA balance of **£20.365m** at year-end..

1.5. Carry-forward requests for underspends will be considered in the CRM9 report. As usual requests will only be considered if the department is underspending and they are affordable given the overall forecast.

2. RECOMMENDATIONS

2.1. To note the General Fund and Housing Revenue Account month 8 forecast revenue variances.

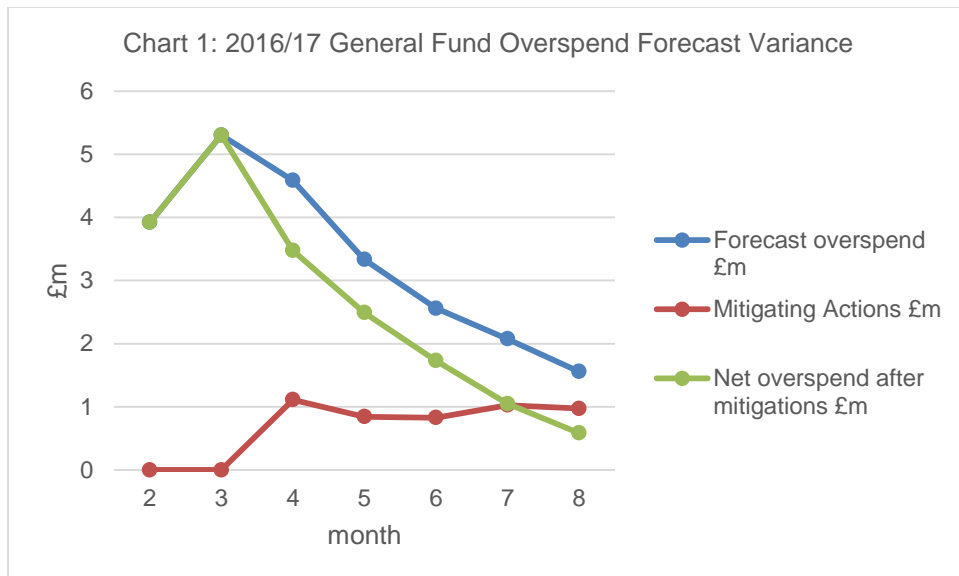
2.2. To note that there are mitigating action plans amounting to **£0.972m**, seeking to address the General Fund gross overspend forecast of **£1.557m**. All overspending departments to respond with further actions to reduce the net forecast overspend of **£0.585m**.

3. REASONS FOR DECISION

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

4. CORPORATE REVENUE MONITOR MONTH 8 GENERAL FUND

4.1. Chart 1 to illustrate the General Fund overspend forecast for months 2 to 8 this year:



4.2. Table 1 sets out the position for month 8 as follows:

Table 1¹: 2016/17 General Fund Forecast Outturn Variance – Month 8

Department	2016/17 General Fund Gross Forecast Outturn Variance – Month 8					Summary of Net Forecast Outturn Variances After Action Plans	
	Revised Budget Month 8 £m	Forecast Outturn Variance Month 8 £m	Forecast Outturn Variance Month 7 £m	Variance Between Months 7 and 8 £m	Month 8 Forecast Variance %	Potential Value of Action Plan Mitigations Month 8 £m	Forecast Outturn Variance Net of Planned Mitigations £m
Adult Social Care	58.698	2.008	2.065 ²	(0.057)	1.1%	0.550	1.458
Children's Services	47.581	0.663	0.437	0.226	0.4%	0.240	0.423
Controlled Parking Account	(22.406)	(0.925)	(0.472)	(0.453)	-0.5%	0	(0.925)
Corporate Services	16.918	(0.324)	(0.324)	0	-0.2%	0	(0.324)
Environmental Services	44.778	0.076	0.309	(0.233)	0.1%	0.076	0
Housing General Fund	8.143	0.082	0.082	0	0%	0.082	0
Libraries & Archives Service	3.175	0.014	0.014	0	0%	0.024	(0.010)
Public Health Services	0	0	0	0	0%	0	0
Centrally Managed Budgets	21.656	(0.037)	(0.037)	0	0%	0	(0.037)
Total	178.542	1.557	2.074	(0.517)	0.9%	0.972	0.585
%		100%				62%	38%

Action plans to mitigate the forecast overspends are summarised in table 1.

¹ Figures in brackets represent underspends

² The ASC forecast for CRM7 and CRM8 includes the proposed budget virement request of £0.400m which is due to be agreed by Cabinet on 16th January 2017. This is the second virement request from ASC for a drawdown from their ASC Pressures and Demands earmarked reserve (the first was £0.716m approved in CRM3 also included in the forecast). Refer to appendix 1.

5. 2016/17 MONTH 8 HOUSING REVENUE ACCOUNT

- 5.1. The Housing Revenue Account currently forecasts a surplus outturn variance of **£0.784m** for 2016/17; an increase of £0.221m compared with a surplus outturn variance of £0.563m in month 7 (appendix 10).

Table 3: 2016/17 Housing Revenue Account Forecast Outturn - Month 8

Housing Revenue Account	£m
Balance as at 31 March 2016	(18.520)
Add: Budgeted (Contribution) / Appropriation to Balances	(1.061)
Add: Forecast Surplus Outturn Variance	(0.784)
Projected Balance as at 31st March 2017	(20.365)

6. MEDIUM TERM FINANCIAL STRATEGY - EFFICIENCY SAVINGS

- 6.1. The 2016/17 General Fund budget included an efficiency savings target now revised to **£15.866m**. Progress against these is summarised in table 4 (and in appendices 1 to 10). The 2016/17 Housing Revenue Account efficiency savings are on target at **£0.922m**.

Table 4: 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	3.141	0.205	1.975
Children's Services	3.227	3.166	0	0.061
Corporate Services	3.175	3.175	0	0
Environmental Services	2.668	0.816	1.317	0.535
Housing General Fund	0.405	0.265	0	0.140
Libraries and Archives	0.020	0	0.005	0.015
Centrally Managed Budgets	1.050	0.550	0	0.500
General Fund Total	15.866	11.113	1.527	3.226
GF %	100%	70%	10%	20%
Housing Revenue Account Total	0.922	0.922	0	0
HRA %	100%	100%	0%	0%

7. VIREMENTS & WRITE OFF REQUESTS

- 7.1. Cabinet is required to approve all budget virements that exceed £0.1m. No proposed budget virements were requested in month 8.
- 7.2. No write-off requests for month 8.

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 those 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 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 the main report and 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**

No.	Background Papers	Name	Department
1.	Revenue budget monitoring reports and supporting papers	Jade Cheung 0208 753 3374	Corporate Finance

LIST OF APPENDICES

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

**APPENDIX 1: ADULT SOCIAL CARE
BUDGET REVENUE MONITORING REPORT – 2016/17 MONTH 8**

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
Integrated Care	44,902	2,528	2,570	<p>1. A projected overspend of £1,472,000 on the Home Care and Direct Payments budgets</p> <p>Similar to the last 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 admissions or to enable early discharge. This has naturally led to an increase in home care costs above that which is normally expected. In 2016/17, further reasons for projected overspends are:</p> <p>A. Additional pressures on the home care budget due to the tendering of new home care contracts which are now operational from an increase in price to improve quality and potential increase in demand totalling £1,900,000. Cabinet have agreed a transfer of (£400,000) from ASC Reserves to partly offset the pressures out of a total of £800,000 as a number of customers remain to be transferred to the new contract. Although pressures continue within the budget, since last month there has been a decrease in overspend of (£160,000) due to review of customers as part of the transfer to the new Home care providers or through Direct payments. The Department is requesting a further £400,000 from ASC Pressures and Demand to assist with the budget pressures.</p> <p>B. There is an additional financial impact of the full year effect of customers from 2015/16. The projected overspend of £1,472,000 has</p>

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
				<p>been managed downwards by (£1,172,000) Better Care fund contribution, (£450,000) from Care Act funding and (£400,000) from ASC reserve.</p> <p>2. Better Care Funding Savings of £494,000</p> <p>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> <p>Reductions in residential and nursing placements is moving in the right direction with reduction in volumes of placements and supported living with savings of (£1,498,000) factored in.</p> <p>A number of contracts have been renegotiated relating to Elgin House homes with savings of (£100,000). There is a projected overspend in the PFI budget of £225,000 for Funding Nursing Contribution income shortfall due to reduced client numbers receiving nursing care, which has been offset by proposed drawdown from PFI earmarked reserve of (£133,000). This leaves a shortfall of £494,000 from the £2m target efficiency.</p> <p>3. A projected underspend in Learning Disability Services of (£427,000)</p> <p>The continue management actions from the reviews are leading to reduction of costs of care in LD packages and placements.</p>

Departmental Division	Revised Budget £000	Variance Month 8 £000	Variance Month 7 £000	Variance Analysis
				<p>4. Mental Health Service is projecting an overspend of £563,000 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>5. Total projected overspend on Social Care activity is £111,000 The overspend of £62,000 is due to the Customer Journey shortfall in savings due to delays in implementation of the Community Independence Service (CIS) to prevent entry into hospital. There are net budget pressure of £49,000 from Social work practice to additional customer demand.</p> <p>6. Income shortfall of £315,000 on Careline Services Income less than budgeted. A review is underway to encourage more users.</p>
Strategic Commissioning & Enterprise	5,461	(100)	(90)	7. Projected underspend of (£100,000).
Finance & Resources	7,791	(5)		8. Small underspend in supply services budgets.
Executive Directorate	544	(15)	(15)	9. Small underspend in supply services budgets.
Total	58,698	2,408	2,465	
Funding from ASC Pressures and Demand Reserves		(400)	(400)	The department has requested Cabinet approval for additional £400,000 from ASC Pressures and Demand reserves to partly offset the Home Care budget pressures in the CRM period 7 report.
Total	58,698	2,008	2,065	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000	£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	400
London Living Wage for Social Care Costs.	150	300
Inflationary pressures greater than provided in the 2016/17 budget settlement	150	300
Total	550	1,000

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

Adult Social Care		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000	£000	£000	£000
Total MTFS Savings		5,321	3,141	205	1,975
Schemes Delayed / At Risk		£000	Reason		
Various savings are at risk		1,975	The department is projecting a number of savings at risk as a number of these savings are increasingly difficult to deliver considering the year on year		

4: Supplementary Monitoring Information

Adult Social Care (ASC) is projecting an overspend of £2,408,000 as at end of period eight, which is a decrease in the overspend of (£57,000) compared to the period seven projected overspend of £2,465,000. After funding from the ASC Pressures and Demand reserve of (£400,000) which is proposed for Cabinet approval, this will mitigate the overall pressures to a net projected overspend of £2,008,000. The reduction in overspend is due to management actions to mitigate the projected overspend with a particular focus on the review of customer care needs as part of transfer to new Home Care providers or through Direct Payment saving £160,000 which is partly offset by net additional contact costs of £103,000.

The department is expected to deliver savings of £5,321,000 in this financial year and at this stage of the year 59% are on track to be delivered in full and a further 4% in progress.

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

APPENDIX 2: CHILDREN'S SERVICES
BUDGET REVENUE MONITORING REPORT – 2016/17 MONTH 8

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
Family Services	29,898	443	223	<p>The increase in the forecast from P8 is mainly as a result of an increase in high cost residential placements and additional pressure on semi independent accommodation due to the block contract being fully utilised.</p> <p>An agreement to fund an estimated budget shortfall in Housing, which is related to the work they do with families who have No Recourse for Public Funds (NRPF) status. An adverse variance of £191k has been created by this pressure on the NRPF service. Children's Services are working with housing colleagues to fully understand and refine the impact.</p> <p>There are a number of salary related pressures within the directorate as follows: Looked After Children [LAC] and Leaving Care Teams £82k, Family Services Child Protection teams £117k. CAS [Contact and Assessment] £150k – There has been an increase in the demand for assessments. To address this demand, there has been an increase in the recruitment of agency supernumerary staff and a resulting pressure. Other staffing underspends £106k - Underspends held within Early Help and Localities, plus Fostering and Adoption teams have helped to offset other small staffing</p>

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
				<p>overspends across the directorate.</p> <p>Virtual Schools £200k - Whilst the confirmation of Pupil Premium (PPG) funding has reduced the forecast pressure, the historic MTFS target is not expected to be met in this financial year.</p> <p>Fostering & Adoption [F&A] (-£236k) – Within Fostering and Adoption, there are forecast underspends against post order support budgets due to an ageing out of the population. A mid year review of placement numbers has been undertaken to ensure the cohort still expected to come into the service, net of numbers expected to age out of care, remains realistic.</p> <p>LAC and Care Leaver placements £65k - Budgets including client transport, asylum and remand are forecast to be overspent at year end.</p> <p>Other small departmental underspends - (-£20k).</p>
Education	6,665	(22)	(28)	<p>SEN (Special Education Needs) £27k - small pressures relating to staffing costs for the SEN Transfers Team to support the SEN service in delivering the statutory requirement set out in the Children's and Family's Act.</p> <p>CWD (Children With Disabilities) and The Haven £156k - Staffing pressures across the LBHF CWD service, partially offset by increased income from traded placements.</p> <p>Education Psychology (-£110k) - increased level of traded</p>

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
				<p>income expected to be achieved.</p> <p>Passenger Transport (-£181k) - favourable variance against contract spend.</p> <p>Further small overspends across the directorate - £86k.</p>
Commissioning	5,022	212	194	<p>Commissioning Team £473k - Costs relating to additional resource to support the transition to new structure and deliver departmental projects.</p> <p>Contracts and Joint Commissioning (-£283k) – Due to underspends on youth contracts and CAMHS (Child and Adolescent Mental Health Services).</p> <p>Other small overspends -£22k.</p>
Safeguarding, Review and Quality Assurance	1,208	15	35	<p>Safeguarding, Review and Quality Assurance is forecast to over spend by £15k in 1617, and this is a favourable variance of -£20k from P7, which relates to the reduction in salary forecast for the Senior Coordinator post as well as a reduction of non staff related expenditure at P8. The overspend remains, despite ongoing work to re-structure parts of the service. Prior year MTFs 2013/14 to 2014/15 have not been achieved and in year re-organisation does not result in aligning spend to base budget.</p>
Finance and Resources	4,788	15	13	<p>Overall forecast overspend of £15k, which is made up of pressures on salaries (£585k), offset by salary budget to be vired out to departments (-£481k), an underspend on the 3BM contract (-£89k), and other minor variances.</p>

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
Schools Funding	0	0	0	
Total	47,581	663	437	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Passenger Transport - There is a risk that volume decreases within the Sep-16 cohort of pupils could be somewhat reversed if parents successfully appeal some of the decisions with regards to pupil eligibility	0	75
Tower Hamlets Judgement - The likely liability should all connected carers be paid carers fees for prior years as far back as 2011 is estimated to be £2.1m. Work is being undertaken to analyse this further.	0	2,100
Risk of additional high cost placements entering the CWD service.	0	100
No Recourse for Public Funds - The forecast budget shortfall for Housing NRPf families is £191k at P7. This is based on the current families they are accommodating, but this risk represents the estimate from Housing as to possible max budget pressure.	191	484
Total	191	2,759

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
Total MTFS Savings		3,227	3,166	0	61
Schemes Delayed / At Risk	£000	Reason			
Commissioning of a Children's Services contact service centre	61	Delayed implementation of the service until June 2016			
Total	61				

4: Supplementary Monitoring Information

Overall, Family Services is continuing to see 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. However, high cost placements will be reviewed by the LAC and Leaving Care team in Period 9 under the guidance of Head of Service, to ensure LAC placements remain appropriate and robust move on plans are in place for young people moving into leaving care.

Following discussion with Housing colleagues, agreement has been reached for Family Services to fund a housing budget shortfall in year in relation to their work with families who have No Recourse to Public Funds (NRFPs). A joint working strategy has been agreed with Housing, in order to review these cases and take appropriate action. Budget has been established through historic successful growth bids and this spending pressure is sought to be contained within the departmental budget for 2016/17.

The Commissioning directorate is reviewing every opportunity to contain its pressures reported, however the resource required for the current work programme exceeds the available budget resource at present. The clear eligibility criteria developed by the SEN service in close collaboration with parents over the last year has helped reduce the pressure on the Passenger Transport service. Phase 2 of the finance team restructure is due to commence after consultation took place in September. This will deliver savings with the full year effect seen in 2017/18.

APPENDIX 3: CONTROLLED PARKING ACCOUNTS (CPA)
BUDGET REVENUE MONITORING REPORT – 2016/17 MONTH 8

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
Pay & Display (P&D)	(11,808)	(972)	(290)	Income received in 2016/17 from P&D (including phone payments and card payments) is higher than in the same period in the previous year. The introduction of phone payment has resulted in an increase in the total. The council is still in the process of rolling out the implementation, so this will be monitored closely to see if the increased income continues.
Permits	(4,496)	(157)	(133)	Income from resident permits in 2016/17 is higher than the same period last year
Civil Enforcement Officer (CEO) Issued Penalty Charge Notice (PCN)	(6,814)	51	240	The numbers of PCNs issued at the start of 2016/17 were lower than the same period last year, due to a number of enforcement staff leaving. Recruitment took place in August and the service is now fully staffed, and the impact on PCNs is being seen.
Bus Lane PCNs	(1,257)	(205)	(209)	The numbers of PCNs issued in 2016/17 are 8.5% less than the same period in the previous year.
CCTV Parking PCNs	0	(6)	(6)	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.
Moving Traffic PCNs	(6,314)	673	332	The numbers of PCNs issued in 2016/17 are significantly lower than in the same period last year (21%).
Parking Bay Suspensions	(3,223)	(33)	(2)	Income in 2016/17 is similar to the same period last year. The budgeted income was increased by £500k in the 2016/17 budget planning, to match activity.
Towaways and Removals	(325)	13	13	Income to date is similar to the previous year, so the forecast outturn is expected to be in line with the 2015/16 outturn.

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
Expenditure and Other Receipts	11,831	(289)	(417)	Staffing costs are forecast to be underspent by £246k based on current staffing and enforcement posts that were vacant earlier in the year. Supplies and services are forecast to be overspent by £23k.
Total	(22,406)	(925)	(472)	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Moving Traffic Offences – risk that driver behaviour changes	0	750
Economic downturn resulting in fewer parking bay suspension requests	0	750
Total	0	1,500

3: Supplementary Monitoring Information

The parking forecast is an underspend of £925k, which is explained in detail in the table above. 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. The impact of cashless parking will also be closely monitored.

Measures have been put in place to ensure the full establishment of CEOs is maintained.

**APPENDIX 4: CORPORATE SERVICES REVENUE MONITOR
BUDGET REVENUE MONITORING REPORT – 2016/17 MONTH 8**

1: Variance by Departmental Division

Departmental Division	Revised Budget £000	Variance Month 8 £000	Variance Month 7 £000	Variance Analysis
H&F Direct	18,711	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 service is within its overall budget.
Innovation & Change Management (ICM)	(251)	0	0	Cross borough cost recovery (recharges) of shared services are on-going.
Legal and Electoral Services	786	0	0	No change
Finance Services	379	0	0	No change
Audit, Risk, Fraud and Insurance	12	(199)	(199)	This is made of one off underspends from: <ul style="list-style-type: none"> ■ £112k on Corporate Investigation team due to 3 vacant posts - recruitment for 2 post are in process. ■ £10k on Internal Audit Supply & Services budget. ■ £77k on Bi-Borough Insurance Service due to refund on S113 staffing charges (overpayment) from RBKC for 2015/16.
Shared ICT Services	(3,388)	0	0	No change
Commercial Directorate	70	40	40	The net adverse variance relates to the non recovery of budgets from departments for savings of £60k assumed from the new stationery contract offset by savings of £20k from a vacant post.
Executive Services	(721)	0	0	
Human Resources	650	0	0	No change
Delivery and Value	670	(165)	(165)	£22k underspend is from part year staff vacancy within the service, £8k underspend on Supply & services for Mayoral services and £135k underspend on grants funding.
Total	16,918	(324)	(324)	

2: Key Risks

None

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

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

APPENDIX 5: ENVIRONMENTAL SERVICES
BUDGET REVENUE MONITORING REPORT – 2016/17 MONTH 8

1: Variance by Departmental Division

Departmental Division	Revised Budget £000	Variance Month 8 £000	Variance Month 7 £000	Variance Analysis
Cleaner, Greener & Cultural Services	21,461	(1,074)	(885)	(£809k) Waste disposal - £470k one off rebate relating to prior years; £339k other waste disposal due to continuation of reduced recycle charge (£183k) waste contract - contract inflation less than budgeted. Realigned with unachievable savings elsewhere in the department as part of 2017/18 budget setting. (£38k) Fireworks - latest forecast suggests a net positive variance against the budget (£44k) other smaller net underspends
Safer Neighbourhoods	7,830	458	610	£307k Phoenix Leisure Centre - management fee not reducing due to delayed capital improvement works. works are now underway and on track to be completed in February 2017, but we still have the bear the impact of the delay in 16/17. £194k Transport service pressure due mostly to loss of Passenger Transport income following outsource of the service. Forecast assumes part year saving from closing the workshop in January 2017. Budgets have been reset as part of 2017/18 budget setting, so this is a one off pressure for this year only. (£43k) other smaller net underspends.
Other LBHF Commercial Services	45	59	29	£30k - Ducting Contract - expected income shortfall on the ducting contract of £185k offset by proposed drawdown from departmental reserves. £22k - Markets and Street Trading income shortfall. Options to increase income before year end are being explored.

Departmental Division	Revised Budget £000	Variance Month 8 £000	Variance Month 7 £000	Variance Analysis
				£7k other smaller net overspends
Executive Support and Finance	70	8	8	£8k small net overspend.
People Portfolio Saving	150	150	150	£150k People Portfolio Saving – this historic savings target is not expected to be met again this year. The savings target has been permanently removed from 2017/18 as part of the budget setting process, through a realignment with ongoing underspends elsewhere in the service group.
Building & Property Management (BPM)	(2,779)	838	789	<p>£543k in Advertising Hoardings – Based on the quarter 1 information received in October, the forecast income from the two Towers will be £751k below budget. However the effect of this adverse movement is offset by income over recovery from the other sites. Given the challenges and uncertainty from the previous year, this area will be monitored closely.</p> <p>£69k - Rent and Other Properties. The unfavourable variance is due to unachievable MTFS savings of £55k and an unachievable income target on Galena Road of £14k.</p> <p>£249k in Civic Accommodation – This is mainly the result of unachieved MTFS savings on the disposal of Fulham Town Hall. The disposal of this property has been delayed due to the expected buyer not producing a scheme that was planning compliant.</p> <p>£40k Technical Support and BPM Business Support – The Overspend relates to staffing costs in Technical Support. Options for generating income and internal recharges are currently being investigated to reduce the overspend.</p> <p>£12k Building Control – The adverse position is due to lower income achieved on small jobs since September.</p> <p>(£71k) Valuation Services – Overspend of £91k on staffing costs due to the TFM team. This is offset by a rebate from the utility contract of (£90k) and a proposed drawdown from reserve of</p>

Departmental Division	Revised Budget £000	Variance Month 8 £000	Variance Month 7 £000	Variance Analysis
				(£70k) depending on the outturn. (£4k) Other smaller underspends.
Transport & Highways	13,706	(619)	(636)	(£619k) Transport & Highways -The favourable overall variance is due to staff costs that will be chargeable to projects.
Planning	1,998	244	229	£244k - Planning - The overall unfavourable variance is due to an increase in legal charges and costs. The Planning Division are using existing reserves to fund a proportion of these costs. This leaves unfunded costs of £312k. It is very likely that these costs will increase further during the year. Planning may be seeing the first drop in applications for several years. This will affect income if sustained. This is tracked carefully each month and adjustments made to staffing as necessary. See the Risk Profile in section 2 below for further details.
Environmental Health	3,021	13	15	£13k Licensing Section – The adverse variance mainly relates to shortage of licensing income.
Former TTS Support Services	(724)	0	0	
Total	44,778	76	309	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Advertising Hoarding Income – Significant risk due to absence of up to date income information from contractors and uncertainty in income level on some advertising hoarding sites.	550	800
Unfunded Judiciary Review expenditure and exceptional items in Planning Division	320	420
If unplanned costs arise from the termination of the LINK shared service	0	400
Insurance of the Cecil French bequest - currently stored and insured at Sotheby's at nil cost. This arrangement is unable to continue. It is proposed the collection is to be stored in the strong room of Lilla Huset for free but the council will need to fund the insurance costs for which there is no budget.	20	30
The ducting contract remains problematic as the council has received no contract payments yet. The dispute process in the contract is being followed.	0	186
Planning applications may fall leading to a loss of income.	0	100
Total	890	1,936

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		2,669	816	1,317	535
Schemes Delayed/ At Risk	£000	Reason			
Additional Rental income	55	Charge to Amey for accommodation is recharged back to the Council under the contract.			
Accommodation Savings	245	Delays on the purchase from the Council of Fulham Town Hall.			
Street lighting Energy	155	Street lighting LED pilots are running, and plans are in place to roll out across the borough. Currently, the savings are unachieving as a result of a start date that is later than assumed in the budget.			
Environmental Health-Private Sector Housing	38	Improving standards in the Private Rented Sector via licensing. The additional licensing scheme is not expected to come into effect until 2017/18, therefore contributions to reserves will not be realised until next financial year.			
Additional filming income	42	The filming location library will not be implemented as quickly as originally planned this financial year.			
Total	535				

4: Supplementary Monitoring Information

This year the Environmental Services budget is seeing the financial impact of a number of factors not within its control, including advertising income, Fulham Town Hall, the Phoenix leisure centre, the transport vehicle workshop and alternative weed treatment. However it has been able to absorb these pressures from non-recurring sources, principally waste disposal one-off benefits and a strong year for transport and highways projects.

APPENDIX 6: HOUSING DEPARTMENT - GENERAL FUND
BUDGET REVENUE MONITORING REPORT – 2016/17 MONTH 8

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
Housing Strategy, Options, Skills & Economic Development	7,916	20	20	This mainly relates to a forecast overspend of £661k as a result of inflationary pressures on rents for suitable temporary accommodation from private sector landlords offset by: <ul style="list-style-type: none"> • a reduction in the net costs of Bed and Breakfast (B&B) accommodation of (£63k) due to lower average client numbers (106 forecast compared to 130 in the original budget), • a reduction in Bad Debt Provision (BDP) because of the better than expected collection performance on B&B (£65k) and on Private Sector Leasing (PSL) (£323k), • and income of (£190k) from the DWP New Burdens Fund for the removal of the TA Management Fee Subsidy.
Housing Strategy & Regeneration	8	62	62	This relates to costs associated with the Earls Court Regeneration Project for 70 Lillie Road which cannot be funded from capital of £62k.
Housing Services	44	0	0	
Strategic Housing Stock Options Appraisal - General Fund	0	0	0	
Finance & Resources	175	0	0	
Total	8,143	82	82	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Temporary Accommodation Procurement Costs – recent months have seen increased difficulties in containing the inflationary cost pressures associated with procuring suitable temporary accommodation from private sector landlords. Officers are continuing to make use of incentive payments to private landlords in mitigating this risk. In the event that this risk crystallises, the resultant costs will be mitigated by the Temporary Accommodation reserve.	82	205
No recourse to public funds - 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 mitigation, officers are reviewing the application and assessment process and liaising with colleagues from Adult Social Care Services to identify funding.	18	50
Housing Joint Venture - Costs relating to restructuring of the Council's joint venture vehicle are expected to be funded from Section 106. There is a risk that costs may exceed the funding available.	0	175
Economic Development schemes funded by Section 106 - following changes to the treatment of Section 106 funds related to the Earls Court Regeneration programme, officers have identified alternative Section 106 agreements to fund key Economic Development initiatives and Cabinet is expected to approve these in March 2017.	155	295
Total	255	725

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

Housing Department	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings £265k TA & £140k EDLS	405	265	0	140
Schemes Delayed / At Risk	£000	Reason		
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 shortly now the Director for Housing Growth & Strategy is in post.		

4: Supplementary Monitoring Information

The Housing and Regeneration department currently expects the overall outturn for the year 2016/17 to overspend against the budget by £82k. There has been no change in the forecast since last month. The department continues to work on ways to mitigate this forecast overspend. In addition, there are a number of significant risks to the outturn position which are outlined above in the Key Risks section. Officers are working to mitigate these risks and a further update will be provided next month.

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.

Refer to action plan in the main report.

**APPENDIX 7: LIBRARIES AND ARCHIVES SERVICE
BUDGET REVENUE MONITORING REPORT – 2016/17 MONTH 8**

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
Libraries Shared Services	3,175	14	14	There is a forecast overspend of £14k for 2016/17. This is partly as a result of a Member decision to offer PC usage for free for the first hour instead of 30 minutes (£10k, this was identified as a risk in P4), and some delays in implementing new income streams, such as weddings at Fulham Library.
Total	3,175	14	14	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Declining income levels	10	25
Total	10	25

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

Libraries Shared Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000	£000	£000	£000
Total MTFS Savings	20		5	15
Schemes Delayed / At Risk	£000	Reason		
Weddings at Fulham Library	15	There has been a delay to launching weddings at Fulham Library, due to issues with setting up card payment facilities. This has led to 8 months lost income. It is hoped that Fulham will be able to take bookings from December. Other schemes such as the Amazon Lockers were not fitted until October, meaning six months lost income.		

4: Supplementary Monitoring Information Refer to action plan in the main report.

APPENDIX 8: PUBLIC HEALTH SERVICES
BUDGET REVENUE MONITORING REPORT – 2016/17 MONTH 8

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
Sexual Health	5,768	(200)	(192)	Invoicing is more up-to-date from large suppliers, with credits received for the previous year for under-performance on block contracts leading to a forecast underspend for the year.
Substance Misuse	4,870	(500)	(500)	Lower than expected costs associated with demand-driven detox placements. Forecast reduced as trend shows for the lower cost to be in relation to demand rather than slow invoicing from providers.
Behaviour Change	2,527	(132)	(112)	Health Trainers performance below target with an estimated underspend of £122k; with some minor overpends in Health Checks and Adult Malnutrition, offset by minor savings in smoking cessation.
Intelligence and Social Determinants	60	(10)	(10)	Small underspends on Specialist Project Work and Health Promotion Resource Centre.
Families and Children Services	6,440	263	293	Some proposed savings will not be realised, due in part to delays in procurement and unattainable savings leading to £408k, offset in part by expected savings of £115k in obesity.
Public Health Investment Fund (PHIF)	2,162	39	39	Minor overpends 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)	927	869	The current identified variances will reduce the estimated drawdown from reserves, which is budgeted at £596k and will instead be a contribution of £331k.
Public Health –	(22,516)	(387)	(387)	

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
Grant				
Total	0	0	0	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Awaiting consultation response for Department of Health funding formula	0	1,930
Total	0	1,930

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

N/A.

4: Supplementary Monitoring Information

APPENDIX 9: CENTRALLY MANAGED BUDGETS
BUDGET REVENUE MONITORING REPORT – 2016/17 MONTH 8

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
Corporate & Democratic Core	5,863	0	0	
Housing and Council Tax Benefits	(291)	0	0	
Levies	1,570	0	0	
Net Cost of Borrowing	32	600	600	The unfavourable variance forecast is due to the poor outlook for interest rates over the next year which will lead to reduced income on the cash balances held by the council.
Other Corporate Items (Includes Contingencies, Insurance, Land Charges)	5,032	(140)	(140)	A favourable variance of £400k on the corporate contingency held to fund the annual uplift in Non Domestic Rates is offset by a £260k adverse variance due to reduced Land Charge income caused by slowdown in housing market activity.
Pensions & Redundancy	9,450	(497)	(497)	Past Service costs less than budgeted.
Total	21,656	(37)	(37)	

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2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Risk of lower income due to interest rates movements resulting form Brexit.	0	500
Total	0	500

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

Centrally Managed Budgets		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000	£000	£000	£000
Total MTFS Savings		1,050	550	0	500
Schemes Delayed / At Risk		£000	Reason		
Investment Income	550	Interest rate movement following Brexit means saving will not be delivered			
Total	550				

4: Supplementary Monitoring Information

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

APPENDIX 10: HOUSING REVENUE ACCOUNT
BUDGET REVENUE MONITORING REPORT – 2016/17 MONTH 8

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
Housing Income	(76,571)	(256)	0	A shortfall of income of £321k is expected as a result of void commercial properties and garages (32% void rate). Income from dwelling rents will exceed expectations (£177k) due to the number of Right to Buy disposals being lower and the number of buybacks of homes being higher than budgeted. In addition, the speed of the rollout of the Government's Welfare Reform programme has been slower than anticipated and the Rent Income team have been very successful in implementing an effective rent collection strategy (the collection rate currently exceeds 99%). This means there will be an underspend on the budgeted bad debt provision (£400k).
Finance and Resources	15,055	(429)	(499)	This relates to vacant posts (£133k), recruitment costs (£72k), redundancy costs (£80k), printing costs (£40k) and other movements (£104k).
Housing Services	12,839	(2)	33	This mainly relates to an overspend against the grounds maintenance contract of £132k and on removal and storage costs of £107k. This is offset by underspends against the budgets for grants for downsizing tenants (£95k) and consultation with residents on parking controls on housing estates (£84k). Additionally, rental income is being generated from the Edward Woods Community Centre (£62k).
Strategic Housing Stock Options Transfer	0	0	0	
Property Services	2,699	0	0	

Departmental Division	Revised Budget	Variance Month 8	Variance Month 7	Variance Analysis
	£000	£000	£000	
Housing Repairs	13,869	0	0	
Housing Options HRA	350	(14)	(14)	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	241	24	24	This relates to refurbishment costs at Mund Street, which are forecast at £24k.
Safer Neighbourhoods	585	0	0	
Capital Charges	29,824	(107)	(107)	A reduction in debt servicing costs (£158k) due to lower than expected levels of borrowing is offset by a reduction in interest earned on HRA balances of £51k following a deterioration in the rate of interest on short term investments (from a budget of 0.55% to 0.3%) caused by a reduction in the base rate.
(Contribution to)/ Appropriation From HRA	(1,061)	(784)	(563)	

2: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Universal Credit: 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
Managed Services: the general lack of data available from the system, the lack of systems assurance and reconciliation reporting, the time taken to resolve payment issues, the delay in implementing the system for leaseholder service charges, delayed and missing cash files preventing rent arrears from being managed and the associated bad debt risk, the opportunity cost of officer time in managing issues arising and other factors are expected to have both a financial and non-financial impact on the department.	unknown	unknown
Housing Development Programme: This relates to a reduction in the capitalisation of staffing costs resulting	0	200

Risk Description	Lower Limit £000	Upper Limit £000
from delays in commencing construction on Housing Development programme projects compared to the position assumed when the original budget was prepared.		
Advertising Income: A delay to the pruning of trees obscuring the hoardings at Falkland House on the West Cromwell Road is likely to result in a loss of income. Officers are engaging with Transport for London to gain access to enable the Council to carry out the pruning.	50	200
Termination of IT contract: the contract with Hammersmith & Fulham Bridge Partnership has terminated 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
Shepherd's Court Fire - until the insurance claim has been fully assessed and liability has been accepted by the Council's insurers , there is a risk to the revenue account.	0	100
Total	50	500

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

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

4: Revenue Overspend Action Plan

	£000
Current Forecast Overspend	N/A Net Underspend
Potential Value of Action Plan Mitigations	10
Overspend Net of Planned Mitigations	N/A: Net Underspend

	Mitigating Actions	Proposed mitigations £000	Responsible Officer	Deadline
1 Garage Income	<ul style="list-style-type: none"> ● Officers have made and continue to make progress on reducing the current void rate ● A programme of capital investment has commenced which will bring properties currently unfit for letting to a lettable standard. ● Policy decision to enable out of borough residents to rent garages and to allow garages to be let for storage purposes – rationale in progress and meeting to be arranged. ● It is likely that these plans will generate additional income in 2017/18. 	0	Nilavra Mukerji	Already implemented
2 Commercial Property	Improvements to the management of the commercial property portfolio including a review of the voids turnaround process and repairs is expected to result in a reduction in the voids rate and an increase in income in 2017/18.	10	Nilavra Mukerji	Already implemented
	Total	10		

5: HRA General Reserve


	B/Fwd	Budgeted (Contribution to)/Appropriation from General Reserve	HRA Variance (Surplus)/ Deficit	Forecast C/F
	£000	£000	£000	£000
HRA General Reserve	(18,520)	(1,061)	(784)	(20,365)

6: Supplementary Monitoring Information

The Housing Revenue Account is forecast to show an underspend of (£784k) against the budget for 2016/17. This represents an improvement of (£221k) since last month. However, the forecast underspend needs to be considered in the context of a number of risks as outlined in the Key Risks section above.

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.

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">6 MARCH 2017</p>	
<p>APPOINTMENT OF CONTRACTOR TO DELIVER IMPACT PROJECT INDEPENDENT DOMESTIC VIOLENCE ADVOCACY</p>	
<p>Report of the Deputy Leader of the Council</p>	
<p>Open Report</p>	
<p>Classification - For Decision Key Decision: Yes</p>	
<p>Consultation Shepherds Bush Housing Group, LBHF Procurement Division, Shared Legal Services, H&F Police, Angelou Partnership</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: David Page, Director for Safer Neighbourhoods</p>	
<p>Report Author: Pat Cosgrave, Commissioning & Performance Officer, Community Safety Unit</p>	<p>Contact Details: Tel: 020 8753 2810 E-mail: pat.cosgrave@lkbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The Impact project provides services to improve criminal justice outcomes for victims of domestic abuse and their families. The current agreements to provide services for the project expire on 31st March 2017.
- 1.2. The services under the current arrangements are for independent domestic violence advocacy, case progression, and project management and specialist legal advice. Until March 2017 the project is being jointly funded by Shepherds Bush Housing Group (SBHG) and the council's Safer Neighbourhoods Division (SND). The SND's contribution is via the Mayor's Office for Policing & Crime (MOPAC) London Crime Prevention Fund (LCPF).
- 1.3. SBHG are withdrawing their portion of the funding from March 2017. This was used to fund the project management of the service. For the service to continue the council are now proposing to manage the project. The independent domestic violence advocacy (IDVA) services and case progression services will be funded by the LCPF under separate agreements.

- 1.4. The funding to maintain the current level of IDVA service is £75,000 per annum.

2. RECOMMENDATIONS

- 2.1. That Cabinet approves a waiver under the H&F Contract Standing Orders (CSO 3.1) from the requirements to obtain three tenders under CSO 11.2.
- 2.2. That Cabinet approves the direct award of a contract to Advance Advocacy Project to deliver the IDVA services for one year from 1st April 2017 to 31st March 2018, with an option to extend for a further 12 months up to 31st March 2019.
- 2.3. That Cabinet agrees to delegate the decision to extend the contract for a further 12 months to 31st March 2019 to the Director for Safer Neighbourhoods, in consultation with the Deputy Leader.

3. REASONS FOR DECISION

- 3.1. The waiver of CSOs is being requested for two reasons. Firstly, it is required because insufficient notice of future funding was provided by MOPAC, and, secondly because of the nature of the services being provided.
- 3.2. The council funds its share of the project via a grant from the Mayor's Office for Policing and Crime (MOPAC) London Crime Prevention Fund (LCPF). The council was informed of its LCPF allocation for 2017-19 on 11th November 2016. As such, this did not allow adequate time for the services to be redesigned and retendered.
- 3.3. The service is performing well (see Table 2, section 5.2) and officers feel it provides value for money.
- 3.4. The project's IDVA function is particularly successful due to the IDVA workers being co-located within the police's community safety unit. This unit deals with cases of domestic abuse, sex offending, and child sexual exploitation and, consequently, any non-police staff working there must be comprehensively vetted. If a new contractor were to be appointed, there would not be enough time to vet the IDVA workers before contract commencement.
- 3.5. The provision for such a waiver can be requested for approval under section 3.1 of the council's CSOs. As the value of the contract is potentially up to £150,000 normally the decision to agree the waiver is taken by the appropriate Cabinet Member and the Leader of the Council.
- 3.6. As the potential value of the contract is up to £150,000 officers are asking Cabinet to approve both the waiver and the award.

4. PROPOSAL AND ISSUES

- 4.1 In June 2016 SBHG notified the council that they would not continue funding the Impact project beyond March 2017. The future of the service became, therefore, dependant on the level of LCPF grant awarded by MOPAC. Notification of this grant was received on 11th November 2016.
- 4.2 Officers are recommending the IDVA contract is awarded for one year with an option to extend for one further year.
- 4.3 The recommended award tenure is linked to the future of the wider VAWG Integrated Support Service (ISS) which is shared with WCC and RBKC. Officers are currently seeking permission to extend the ISS contract to March 2018, however the future of the contract beyond that time is not yet known. Should the shared service not continue beyond 2018, a new sovereign service will be designed and this may incorporate the Impact project. If, on the other hand, the ISS is extended beyond March 2018 the Impact project can continue as a stand-alone service by exercising the one-year extension.
- 4.4 Table 1 shows how the elements of the Impact project are funded.

Table 1

	SBHG	LBHF	Total
1. Project management and legal advice	£78,000	£0	£78,000
2. IDVA function	£0	£75,000	£75,000
3. Case progression analysis	£10,000	£15,000	£25,000
Total	£88,000	£90,000	£178,000

1. Service provided by officer from SBHG
2. Service provided by Advance
3. Service provided by Standing Together Against Domestic Violence (STADV)

To protect front line service delivery, officers propose that the project management function is integrated into the council's Safer Neighbourhoods Division and the IDVA and case progression functions are funded under separate agreements via the LCPF.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. The options are:
- Option 1: To discontinue the Impact project.
 - Option 2: To integrate the Impact project within the Shared VAWG Integrated Support Service.
 - Option 3: To tender the Impact project via open invitation.
 - Option 4: To continue the Impact project through direct award to the current providers.
- 5.2 Option 1: Officers consider that the service is vital in improving criminal justice outcomes for victims of domestic abuse and therefore propose the service should continue. Its success is outlined in the Table 2.

Table 2 (April-September 2016)

	LBHF	Comparison Borough
Cases	33	38
Convictions	57.6%	44.7%
Early guilty pleas	51.5%	28.9%
DV history provided	93.9%	76.3%
MG2 for special measures	75.8%	39.5%
Information on restraining order	57.6%	36.8%
Full victim personal statement	12.1%	5.3%
% of finalized cases in which restraining order imposed	24.2%	10.5%

8 cases still ongoing in LBHF, 4 in the comparison borough
 MG2 is a police form for witness assessment

- 5.2. Option 2 – Officers considered integrating the Impact IDVA service with the VAWG ISS contract and consulted with the council’s legal department. Based on the Legal advice received this option was dismissed.
- 5.3. Option 3 – For those reasons established in section 3 of the report this option was dismissed.
- 5.4. Option 4 - **The recommended option** is to ask for a waiver of Contract Standing Orders to continue the front line elements of the service.

6. CONSULTATION

- 6.1. Consultation has been carried out with SBHG, LBHF Procurement Division, and Shared Legal Services

7. EQUALITY IMPLICATIONS

- 7.1. The project is particularly relevant to women and their children of all protected characteristics. Delivery of the project improves understanding of the needs of women who are experiencing domestic abuse.
- 7.2. The project records the protected characteristics of service users and tracks them to ensure that they are receiving appropriate outcomes. If they are not steps are taken to address this.

8. LEGAL IMPLICATIONS

- 8.1. The recommendation is to award a contract without advertising in accordance with the Council’s Contract Standing Orders (“the Orders”). The contract is below the EU threshold under the Public Contracts Regulations (2015) (“the Regulations”) and do not need to be advertised in accordance with the Regulations as it is not subject to EU procurement rules.

- 8.2. A waiver from the Orders is required for non-compliance with the paragraph 11.2 with regards to the process that should be followed and advertising of the contract prior to award.
- 8.3. *Implications verified/completed by: Sharon Cudjoe, solicitor, Tel: 020 7361 2993*

9. FINANCIAL IMPLICATIONS

- 9.1. On 11th November 2016 the LCPF grant allocation to the London Borough of Hammersmith & Fulham from MOPAC was confirmed as £887,919 over the next two financial years 2017/18 and 2018/19.
- 9.2. Subsequent to this allocation decision, bids for specific projects have been submitted totalling £886,152 over this two-year period.
- 9.3. Whilst we are still awaiting formal agreement, MOPAC have indicated that all projects recommended for funding under the award will be approved, and the IDVA function has historically been funded from this grant. Given the success of the Impact Project to date, it is highly unlikely that funding would be refused to cover the project going forward, including £75,000 for the IDVA function.
- 9.4. *Implications verified/completed by: Lucy Varenne, Finance Manager, telephone: 020 7361 5777.*

10. IMPLICATIONS FOR BUSINESS

- 10.1. This paper proposes that Cabinet waive procurement standing orders and award the contract for managing and delivering services to victims of domestic abuse and their families to advance advocacy Project. Advance Advocacy Project is a Hammersmith based charity and therefore local procurement and the opportunity for local jobs and employment gains remain within the borough.
- 10.2. *Implications verified by Antonia Hollingsworth, Principal Business Investment Officer, HRD, Telephone 020 8753 1698*

11. COMMERCIAL IMPLICATIONS

Procurement

- 11.1. Although the contract proposed does not need to be advertised and is not subject to the full extent of EU procurement rules the requirement to conduct procurements in a transparent, fair, and proportionate manner remains. The proposal for a direct award of the contract is in part mitigated by the proposed contract having a short duration to allow for a full appraisal of future service design (as described in paragraph 4.3 of this report).

- 11.2. There has been no service or performance concerns during the contract period and the contract has achieved value for money (as detailed in the report at 5.2). Ensuring that services are governed by appropriate contractual arrangements is critical to reducing compliance risk. As such the recommendation to award a contract to the incumbent service provider is preferential.
- 11.3. *Implications completed by: Joanna Angelides, Procurement Consultant, Tel No. 0208 753 2586.*

12. OTHER IMPLICATIONS PARAGRAPHS

Risk Management


- 12.1 Violence against women and girls (VAWG) are serious crimes. These crimes have a huge impact on the local economy, health services, and the criminal justice system. Protecting women and girls from violence, and supporting victims and survivors of sexual violence, remains a risk management priority of this Council. Delivery of the case progression services is a fundamental support mechanism. As a consequence of the short notice of available funds and given the nature of the services being provided and the urgency with which the appointment to carry out the services must be made, the waiver of CSOs is advised to mitigate the risk of service interruption, risk number 6 on the Council's Risk Register.
- 12.2 *Risk Management Implications verified by Michael Sloniowski, Shared Services Risk Manager, telephone 020 8753 2587.*

13. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

- 13.1 None

LIST OF APPENDICES:

None

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>6 MARCH 2017</p>	
<p>DISPOSAL OF LAND AT LAVENDER COURT, 168 - 178 WESTWAY LONDON W12 0SA FOR DEVELOPMENT OF AFFORDABLE HOUSING</p>	
<p>Report of the Cabinet Member for Housing, Councillor Lisa Homan and the Cabinet Member for Economic Development and Regeneration, Councillor Andrew Jones</p>	
<p>Open report</p> <p>A separate report on the exempt part of the Cabinet agenda provides exempt financial information.</p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Consultation Legal, Finance, Housing Options, Property Services</p>	
<p>Wards Affected: Wormholt and White City</p>	
<p>Accountable Director: Jo Rowlands, Director of Housing, Growth, and Strategy</p>	
<p>Report Author: David Burns Head of Housing Strategy</p>	<p>Contact Details: Tel: 020 753 6090 E-mail: david.burns@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. Lavender Court is Housing Land, situated in the north of the borough, and close to the A40 at 168 - 178 Westway, London, W12 0SA. It was built in the 1960s and provided 23 units of hostel accommodation, held within the Housing Revenue Account (HRA). In July 2015 Cabinet considered whether this site could be redeveloped for temporary accommodation as part of a wider strategy and approved the establishment of a framework to take this forward. The framework was not pursued, however, and there is now an opportunity to develop the site with A2 Dominion Housing Group for permanent affordable housing. A2 Dominion have indicated they have funds committed to affordable housing in the borough following their development of Queens Wharf.

2. RECOMMENDATIONS

- 2.1. To agree to dispose of the land at Lavender Court 168-178 Westway London W12 0SA to A2 Dominion Housing Group Ltd under a land sale agreement and using the land exemption from the EU procurement regime on a 250 year lease.
- 2.2. To agree to delegate authority to the Director for Housing, Growth, and Strategy, the Director of Finance & Resources and the Director of Building and Property Management in consultation with the Cabinet Member for Housing and the Cabinet Member for Economic Development and Regeneration to complete negotiations with A2 Dominion Housing Group Ltd and complete a land sale agreement for the transfer of the land.
- 2.3. To note that the disposal will be subject to several conditions, including that:
 - 2.3.1. Development is expected to commence by June 2018 and there will be a final later long stop date
 - 2.3.2. 60 new genuinely affordable homes will be delivered
 - 2.3.3. The Council will have 100% nomination rights to affordable homes delivered on this site.
- 2.4. To agree to delegate authority to the Director for Housing, Growth, and Strategy in consultation with the Cabinet Member for Housing and the Cabinet Member for Economic Development and Regeneration to apply for Secretary of State consent to dispose of the Housing land at Lavender Court.
- 2.5. To agree to delegate to the Strategic Finance Director in Consultation with the Cabinet Member for Finance decision on opting to tax the land sale.

3. REASONS FOR DECISION

- 3.1. The Council is committed to maximising the supply of genuinely affordable housing and the Council's Housing Strategy 'Delivering the Change we need in Housing' identifies working with housing providers as a key route to achieving this. The disposal of Lavender Court for this purpose fits clearly within these objectives.

4. PROPOSAL AND ISSUES

- 4.1. Lavender Court is on Housing Land situated in the North of the Borough adjacent to the A40 that currently provides 23 hostel spaces for families. The site has been identified as suitable for development previously, as it is outdated and no longer meets modern expectations for the quality of housing, and it does not make efficient use of the space available.
- 4.2. A Cabinet report of 6th July 2015 authorised the creation of a framework for the management and construction of temporary accommodation on local authority owned sites. This report identified Lavender Court under the Lot 1

element of this procurement as being the most suitable site for development. However, the Council has decided that this option does not offer value money and will not be proceeding with the procurement. This has led to the opportunity to look again at the site to deliver the Council's objectives as stated in the Housing Strategy.

- 4.3. A2 Dominion are a West London based housing association with a strong record of accomplishment of affordable housing delivery. They are currently delivering new homes at Queen's Wharf, in partnership with Mount Anvil. A2 Dominion have committed to the Council that any surpluses realised on this scheme will be re-invested within the borough on new affordable housing. They have also committed to re-invest any further surpluses generated from new developments in the borough. It should be noted there is no written agreement in place regarding this.
- 4.4. Given the scarcity and value of land in the borough, working with the Council on local authority owned land provides an opportunity for these surpluses to be used in delivering more affordable housing. On Lavender Court, A2 Dominion have committed to use some of their surplus to create a 100% affordable housing scheme and return a land value to the Council.
- 4.5. Lavender Court is currently occupied as temporary accommodation (TA) by families. Before work can commence on site, the families will be re-accommodated under an accelerated TA transfer process within the borough using the properties bought back as part of the Earl's Court regeneration programme, or elsewhere depending on the location of suitable properties.

Land Exemption from Public Procurement Regulations

- 4.6. Under the public procurement regulations, the Council does not have to complete a public procurement exercise for the disposal of land under the land exemption. This provides for the council to dispose of land without competition where it does not obtain from the developer an enforceable obligation to carry out works to the specification of the Council. Instead the Council is reliant on commercial incentives to ensure that the site is developed.
- 4.7. While not being able to specify works, the Council can specify:
 - i) The types of building to be developed
 - ii) The disposal would be by way of the 250 year lease rather than a freehold disposal with appropriate break clauses in the event of works not being commenced or completed within agreed timescales
 - iii) That Council will have nomination rights to all homes if they are built on the land
 - iv) Input into the design of the development
 - v) A long stop date for development.

Proposed Development

- 4.8. The Council and A2 Dominion have completed feasibility studies for the development of the site at Lavender Court. The resulting proposal that will form the basis of the land sale agreement is to build 60 new homes, split as 60% social rented and 40% as shared ownership. This is split as:

Bed Size	Shared Ownership	Social Rent	Total
1 bed	10	14	24
2 bed 3 person	15	14	29
2 bed 4 person		7	7
Total	25	35	60

- 4.9. The proposed development has a currently estimated construction cost of c.£10m and will meet the highest environmental standards including the former code for sustainable homes level four and have solar PV panels to generate communal electricity supply. The development will also meet GLA funding compliance for quality and specification of the units.
- 4.10. A2 Dominion have proposed that the social rent units have an average rent of £130 per week, which is based on 30% of gross household income up to £22,500 a year. The shared ownership units will be affordable for households in the £38,000 to £50,000 per year income bracket. This is based on an initial purchase of 25% equity and rent on the unsold equity at 1.75%.
- 4.11. A2 Dominion propose to start on site in January 2018 and complete the development in Spring 2019. This is subject to obtaining an implementable planning consent and to any site investigations and abnormals on site.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. The housing service considered several options for this site.
- 5.2. Lavender Court is currently in use as temporary accommodation, and this use could be maintained. However, the building is no longer fit for purpose and does not offer the standard of accommodation expected by the Council. In addition, the site is not efficiently used and it can provide a greater number of new affordable homes, which in turn will reduce the need for temporary accommodation. Although it was included within the proposed procurement of newly constructed temporary accommodation, this was not pursued.
- 5.3. The Council could choose to develop this site directly, under its direct delivery programme. However, this programme is currently running at capacity in terms of both staff resources and the capital resources required to develop a circa £10m site. To develop this site directly, the Council would need to wait several financial years before capital resources became available. In addition, the Council development would not deliver a capital receipt for the land, whereas disposal to a third party could deliver a capital receipt.

- 5.4. The Council could choose to run an open competition for the development of the land to obtain the maximum possible land value. However, this would negate two opportunities:
- a) To obtain the most possible affordable housing on the site (currently proposed as 100% affordable); and
 - b) Use of A2 Dominion's surplus which they have committed to use in LBHF for affordable housing.
- 5.5. It would also mean giving up the strong partnership arrangements that are proposed by A2 Dominion, whereby the Council will be involved in the design and planning of the scheme.
- 5.6. Disposing to A2 Dominion directly provides the best overall value to the Council and delivers the outcomes that align most closely with the Council's agreed housing strategy.

6. CONSULTATION

- 6.1. Consultation will be required with neighbouring properties as part of the planning application process.

7. EQUALITY IMPLICATIONS

- 7.1. The creation of new genuinely affordable housing provides opportunities to address income inequality. The new homes will also have 10% as fully wheelchair adapted, and 90% as wheelchair adapted and so provide an opportunity for disabled residents to access appropriate housing.

8. LEGAL IMPLICATIONS

- 8.1. A procurable public works contract is likely to exist where the Council obtains from the developer an enforceable obligation to carry out works to the specification of the Council. Conversely, a public procurement competition may not need to be run where the arrangements provide for a looser relationship with more optionality on the part of the developer or with less specification on the part of the Council.
- 8.2. The disposal would be by way of a 250 year lease rather than freehold with a user restricting use to social housing. This would prevent private sales. The lease would also provide for provision for surrender in the event of the works approved under the Planning Permission not having been commenced or completed by agreed dates
- 8.3. Activities which are permitted under the land exemption include:
- 8.3.1. A developer engaging with the Council in respect of the type of buildings they might want to provide (so long as there is not a legally binding obligation to deliver the works to a specification);
 - 8.3.2. A developer pursuing planning applications in respect of the site (and the land sale or lease could include a provision that the site

would be developed in accordance with planning permission and planning policy);

- 8.3.3. Including a provision (which would need to be appropriately worded) that the Council could re-purchase a site in the event of non-construction (which should be defined as not starting the works) by the developer.
 - 8.3.4. Agreeing that if the developer constructed the housing then the Council would have nomination rights into those dwellings.
 - 8.3.5. Including overage (profit-sharing payments) within the sale contract provided that this is not accompanied by any legal obligation on the developer to carry out any works;
 - 8.3.6. The Council attending design meetings and provide input and opinion into those design meetings, as long as the Council cannot be said to be exercising a "decisive influence" over the design development process in a context where the developer is committed to building the development
- 8.4. As the land is housing land within the HRA Secretary of State consent would be required for its disposal under S.32 of the Housing Act 1985. Such consent can either be a specific consent or in certain cases by way of a General Consent. General Consent A3.1.1 provides that a local authority may dispose of land for a consideration equal to its market value so no such specific consent would be needed if that is the case with this disposal.
- 8.5. *Implications verified/completed by: Dermot Rayner Senior Property Solicitor 0208 753 2715.*

9. FINANCIAL IMPLICATIONS

- 9.1. The Housing Capital Programme does not have the resources to directly develop Lavender Court within the next few years. This agreement will allow for the site to be developed to provide shared ownership and social rented homes much more quickly than the Council could.

Impact on the General Fund

- 9.2. The cost of decanting and housing the 23 tenants currently residing in Lavender court would be borne by the General Fund until completion of the 35 additional units. This is because the homes used to rehouse tenants from Lavender Court would not be available for other homeless families, which may in the worst case scenario, result in additional Bed & Breakfast costs. These will need to be contained within the Housing General fund budgets and there is no growth in budgets beyond what is in the MTFs beyond 17/18.
- 9.3. Based on A2 Dominion's estimated development period of 18 months, allowing 3 months for demolition and based on a worst case scenario where all the additional temporary accommodation is provided in Bed and Breakfast, this gives a maximum risk to the general fund of circa £88k. The Council can minimise this risk by ensuring additional private sector leases are procured to cover the shortfall.

- 9.4. There will be a saving in the longer term in the general fund as the 35 new social rented homes will free up temporary accommodation. Considering just the 12 additional homes provided (35 new social rented homes less 23 hostel spaces), this could represent a potential B&B cost saving with a net present value of approximately £0.5m over 30 years.
- 9.5. This will contribute towards existing MTFS savings plans and the containment of risks to the Housing Solutions budget (up to £14.1m by 2021/22)

Protecting the long terms savings

- 9.6. The nominations agreement should be set up to ensure the Council gets good access to units, ideally within the Borough, at rents similar to or lower than those proposed for Lavender Court if A2 Dominion uses any of the homes covered by the nominations agreement for management transfers.
- 9.7. *Implications verified/completed by: Kath Corbett, Director of Finance and Resources, Housing and Regeneration, 020 8753 3031*

10. IMPLICATIONS FOR BUSINESS

- 10.1. The development of new affordable housing will create opportunities within the construction supply chain and thus benefit businesses in the borough.

11. OTHER IMPLICATIONS PARAGRAPHS

11.1. Risk Management

- 11.2. There are two key risks to the council. Firstly, that the Council is not able to specify what is to be delivered on site; the site will be outside the Council's control and A2 Dominion may not deliver the promised residential homes. However, the Council can place provisions within the land sale agreement that the land must be surrendered if it is not developed within a set time. In addition to this, the Council has an ongoing relationship with A2 Dominion with future sites to become available for disposal, therefore it is in A2 Dominion's commercial interest to cooperate with the Council.
- 11.3. Secondly, there is the risk that A2 Dominion obtain planning permission for an alternative mix of units with private homes, generating value beyond that which is agreed within the land price. However, the council can include an overage provision within the land sale agreement so that it will achieve best consideration if an alternative mix is implemented.

12. Health and Wellbeing

- 12.1. New affordable housing will be of a higher standard than that which potential social tenants are currently housed and so presents opportunities to improve the health of our residents. Stable housing for those in temporary

accommodation has also been shown to have positive effects on mental health.

13. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

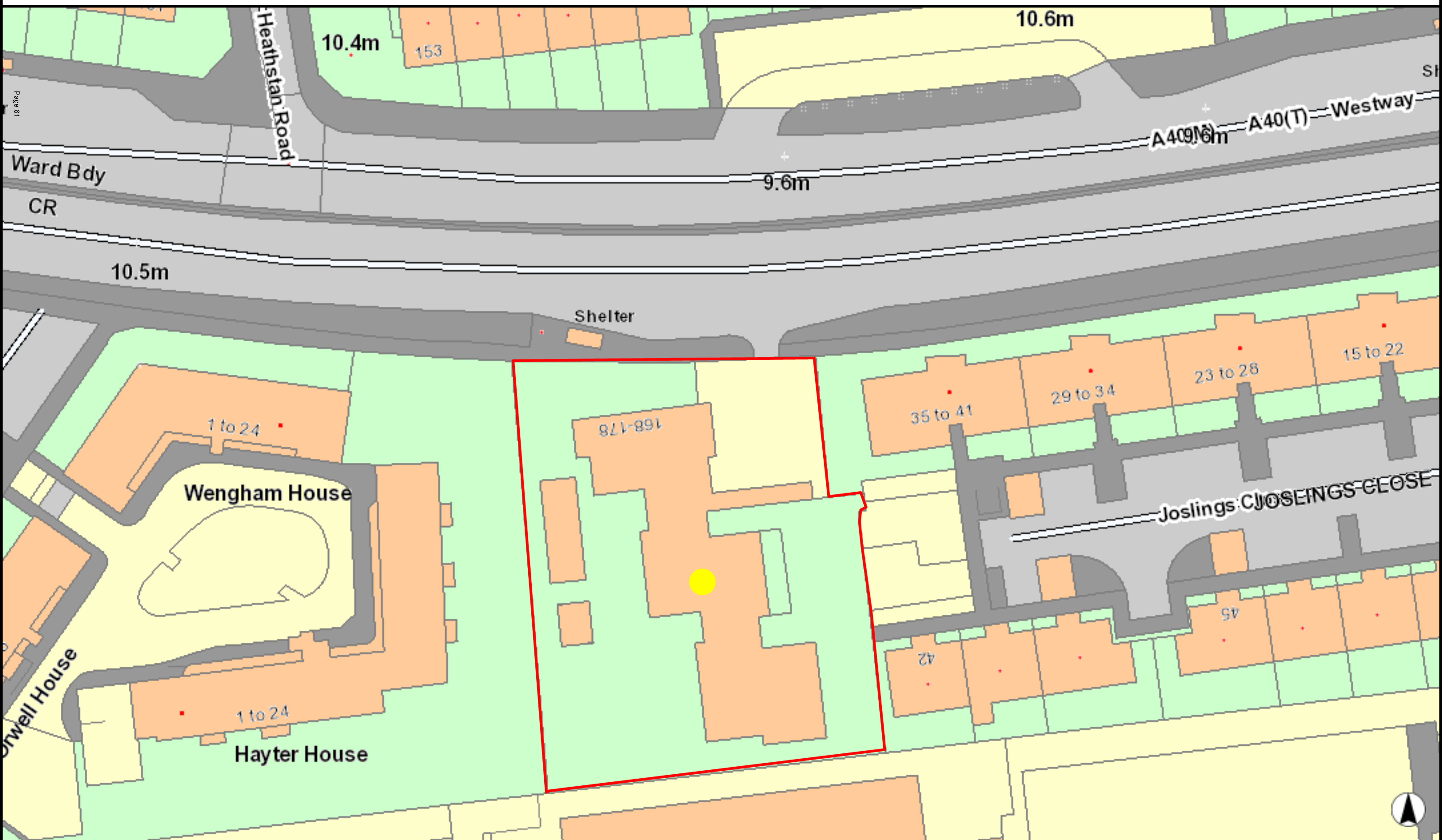
None

LIST OF APPENDICES:


Appendix 1 – land at Lavender Court

Appendix 1 Land at Lavender Court

168 - 178 Westway London W12 0SA



Agenda Item 7

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>6 MARCH 2017</p>	 <p>h&f hammersmith & fulham</p>
PROPOSED ESTABLISHMENT OF A FAMILY SUPPORT SERVICE	
Report of the Cabinet Member for Children and Education and the Cabinet Member for Health and Adult Social Care	
Open Report	
A separate report on the exempt part of the Cabinet agenda provides exempt financial information.	
Classification - For Decision Key Decision: Yes	
Consultation Family Services Public Health Procurement Legal Services Corporate Communications Corporate Finance Human Resources Property Services Commercial Services	
Wards Affected: All	
Accountable Director: Rachael Wright-Turner, Director of Commissioning and Mike Robinson, Director of Public Health	
Report Author: Robin Barton Head of Commissioning	Contact Details: Tel: 07712 415 106 E-mail: Robin.Barton@rbkc.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. On 10 October 2016 Cabinet approved the proposal to transform the delivery of children and family services in the Borough through the development of an Integrated Family Support Service. Cabinet requested Officers develop a full business plan for the Family Support Service and progress further work to fully explore what an effective model could look like. This specifically included

a recommendation to explore the creation of a special purpose vehicle (SPV) and detail the opportunities this type of approach could offer.

- 1.2. This paper sets out the case for the establishment of an Integrated Family Support Service (subsequently referred to as the Family Support Service) in the London Borough of Hammersmith and Fulham (LBHF).
- 1.3. Procuring the right joint venture partner for the Joint Venture Company (JVC) will take time. In order to ensure service continuity while the JVC becomes fully operational, the report also recommends that a number of interim contracts for Public Health services are awarded.
- 1.4. More detailed analysis and information is set out in the accompanying Exempt Report.

2. RECOMMENDATIONS

- 2.1. To move towards the establishment of a Family Support Service from 1 October 2017 which will deliver comprehensive and fully integrated child, young person, and family support across the Borough.
- 2.2. To progress the establishment of a JVC, as set out in the Business Plan at Appendix 2, to deliver the Family Support Service and into which relevant staff will transfer from 1 October 2017. The appointment of the Joint Venture partner(s) will be subject to a Cabinet Contract Award Decision.
- 2.3. To agree to the transfer of the following services (and relevant staff as covered by TUPE regulations) to the Family Support Service through the services contract as set out in paragraph 2.7: Children's Centres, youth provision, the Family Services Early Help Service, universal and targeted substance misuse services for young people, and universal and targeted sexual health services for young people from 1 October 2017; and Health Visiting, School Health, and Healthy Schools from no later than 1 October 2018.
- 2.4. To undertake a procurement process for the award of service contracts to deliver a locality 0-18 universal and low level targeted Children's Centre and youth provision service for a duration of 3 years (with provision for the JVC, once established, to review at an early opportunity) and for these contracts to include terms for their novation to the JVC.
- 2.5. To approve the commissioning and procurement strategy as follows and delegate to the Director of Commissioning for Children's Services, after consultation and agreement from the Cabinet Member for Health and Adult Social Care, to:
 - Directly award a School Health Service contract to deliver the service from 1 April 2017 up until no later than 30 September 2018;
 - Directly award a Health Visiting Service contract to deliver the service from 1 October 2017 up until no later than 30 September 2018;

- Directly award a Healthy Schools Service contract to deliver the service from 1 April 2018 up until no later than 30 September 2018.
- 2.6. To undertake a competitive procurement process to establish an institutionalised public-private partnership (IPPP) to enable the appointment of partners to the JVC.
 - 2.7. To award a services contract to the Family Support Service to deliver the services in scope for a period of 5 years, with the option of a further 3-year extension, subject to a contract award paper being approved by Cabinet following the completion of the IPPP process.
 - 2.8. To agree to the possible transfer into the Family Support Service (subject to future business cases and Cabinet decisions) and include in all planned market engagement activity the following service areas: Youth Offending Service (diversion and out of court work), Childhood Obesity services, existing Adult Social Care assessment and provider services (potential scope to be developed further), relevant employment and education services, and Community Safety including Domestic Violence and Violence Against Women and Girls. Services included in paragraphs 2.3 and 2.8 will inform the scope of the initial Family Support Service contract.
 - 2.9. To commission the JVC, once established, to deliver a children and young person emotional resilience and wellbeing service component following completion of a service review on the current Primary Mental Health Service delivery arrangements.
 - 2.10. To appoint Trowers & Hamlins LLP as Legal Advisors to the Family Support Service Programme, under the Crown Commercial Services Legal Framework.
 - 2.11. To release the previously agreed Smarter Budgeting investment to enable the implementation of the Family Support Service.
 - 2.12. To note that Officers will undertake further work as the Business Plan is developed to identify the funding required to meet the additional transformation costs.
 - 2.13. To delegate to the Director of Commissioning for Children's Services, after consultation and agreement from both the Cabinet Member for Children and Education and the Cabinet Member for Health and Adult Social Care, approval of:
 - The Joint Venture Incorporation Documents, subject to the principles set out in the Business Plan at Appendix 2;
 - The establishment of a Shadow Board for the Family Support Service, pending the appointment of Joint Venture partners and full incorporation of the company;
 - Final terms of the Service Contract with the JVC;
 - Transfer of relevant staff and operational assets to the JVC;

- The Invitation to Tender documents, including the award criteria for the selection of the JVC partner(s);
- Conclusion of relevant agreements with an NHS provider, should market engagement indicate a clear benefit to the Council of working with an NHS provider to jointly procure a partner for the JVC;
- Conclusion of a S75 Agreement with the LBHF Clinical Commissioning Group (CCG), should the CCG wish to include any services within the Service Contract procurement;
- Local Government Pension Scheme Agreements;
- Working Capital Agreement;
- Appointment of Council nominees to the Family Support Service Board of Directors;
- Family Support Service staffing structures and key appointments (as required prior to the establishment of the Joint Venture Board).

2.14. To delegate to the Director of Commissioning for Children's Services, after consultation and agreement from the Cabinet Member for Children and Education, the Cabinet Member for Health and Adult Social Care, and the Cabinet Member for Finance, the establishment of a wholly owned limited company and the award of a service contract and transfer of services, if required as part of a phased approach (as set out in paragraph 4.23). Relevant shareholding will transfer to the Joint Venture partners following the Contract Award Decision.

2.15. To delegate to the Director for Building and Property Management, after consultation with the applicable Cabinet Member, the granting of leases to the Family Support Service or its delivery partners for relevant Council premises.

3. REASONS FOR DECISION

3.1. The establishment of a Family Support Service presents a unique opportunity to deliver a whole system approach to achieve a step change in the effectiveness of our combined work with families and children, which empowers multiple professionals to integrate their preventative and early intervention support to children and families.

3.2. We know that at present there are priority outcome areas where families in the Borough are failing to achieve their potential. For example, 31% of the Borough's children are living in poverty and this impacts significantly on their life chances. We need to enhance our prevention and early intervention service offer to increase opportunities for all children and families to thrive, be safe and healthy, and achieve their fullest potential.

3.3. The current service arrangements, for the services in scope of the Family Support Service, are highly fragmented, which creates a poor experience for families and severely limits the opportunities to improve outcomes through system wide improvement:

- Children's Centres are provided by 8 providers under 13 contracts;
- Youth provision is delivered by 8 providers under 13 contracts;

- Early Help services are delivered in house;
 - Health Visiting and School Health services are provided by 1 NHS Trust under 2 contracts, operating primarily from NHS premises;
 - Primary Mental Health Workers are provided by a different NHS Trust;
 - The Healthy Schools Service is provided by a commissioned private sector provider;
 - Substance misuse and sexual health services are commissioned by Public Health to the Early Help Service to deliver.
- 3.4. This fragmentation leads to a variety of issues including variations in service offer, unclear referral pathways, duplication, and families passing between different services. Service users and professionals have told us that the existing range of services are currently too fragmented and confusing. This compromises the effectiveness of services, and the ability to support families effectively and prevent their needs from escalating to the point where they require more intensive social care action or effective interventions to prevent avoidable health issues such as obesity.
- 3.5. There is a limit to the level of integration, alignment, and improvement that can be achieved by continuing with the current service model and delivering continuous improvement. The Family Support Service Programme is a more ambitious approach that provides the opportunity to go beyond the limits of the current model, start with a blank sheet of paper and think about what is needed, what works, and what is more accessible for families.
- 3.6. The Family Support Service presents the opportunity to rethink and redesign our overall approach to delivering universal and targeted family services. It will enable service arrangements to be redesigned in a way which ensures resources are focused on locality and family needs. A single delivery vehicle will also enable more streamlined alignment and engagement with other services which support children, young people and their families such as housing and employment services. The Family Support Service will simplify our arrangements and improve the service experience for both families and professionals.
- 3.7. A system wide approach will also enable the Family Support Service to make savings in ways which minimise the impact on frontline services. The integration of management structures, workforce, systems, and professional practices will all create opportunities to deliver financial efficiencies and reduce costs with the least possible impact on resources that reach children, young people and their families. An integrated service will enable duplication and repetitive activity to be removed and reduce associated costs.
- 3.8. As set out in further detail throughout the appendices, the Family Support Service presents the optimum solution to enable the Council to deliver the required level of savings whilst improving and strengthening preventative services.

4. PROPOSAL AND ISSUES

The Vision

- 4.1. The vision for the Family Support Service is to create:

A borough where families in need are given the right help at the right time to support them to meet challenges, develop resilience, and create positive futures.

- 4.2. To achieve this vision, the Family Support Service will be:

A collaborative and community-focused service providing proactive, integrated and innovative preventative support to families most in need. The Family Support Service will aim to have a positive long-term impact on families' futures, reducing demand for statutory care services, and operating as a financially sustainable organisation.

- 4.3. The ambition of the Family Support Service is to achieve improved outcomes for families through effective and holistic whole-family early intervention, delivered in the community.
- 4.4. The initial focus of the Programme will be the creation of a JVC which will achieve integration as professionals and services are pulled together under a single employer or commissioning arrangement and through the development of a holistic family support perspective and service arrangements.
- 4.5. A secondary focus, following a period of operational stability, will be to strengthen its financial position and develop as a service provider. This could include greater trading of services with schools; greater trading of early years services with private and voluntary sector providers; leveraging charitable and philanthropic funding into these services; and expanding the support available to families with a broader range of needs, such as preventative Adult Social Care.
- 4.6. Once the service is established and the benefits of this approach have been realised for LBHF there will be opportunities for the Family Support Service to trade with other authorities and schools out of borough.

The rationale for an SPV

- 4.7. An SPV, rather than an alternative delivery model, provides several advantages, which other options would be unable to deliver.
- 4.8. A Joint Venture SPV, formed between the Council and selected expert organisations, will enable these critical preventative services to benefit from a broader collaboration of skills, capabilities and resources. This will be essential to support such a complex service transformation. At the same time,

an SPV structure will enable the Council to have a suitable level of control and influence.

- 4.9. An SPV will enable these preventative services to be perceived as an independent organisation and not part of the Council. This should help improve and strengthen family engagement with these services. Perceived proximity to statutory social care can act as a barrier to engagement with targeted preventative services and deter families from seeking or receiving help.
- 4.10. An SPV will provide the Council with a single organisation which will be accountable for delivering improved preventative outcomes and an associated reduction in statutory social care referrals and poor health outcomes, and accelerate our ability to adopt an outcomes based approach to commissioning.
- 4.11. An SPV structure will provide greater flexibility and organisational focus for the Family Support Service to develop new income streams to support these services. As an external organisation the SPV will be able to attract a broader range of contract funding or investment. An organisation which brings together the skills and knowledge of partners, will be better placed to trade services with schools and early years' providers, as well as leveraging charitable and philanthropic funds.
- 4.12. A continued disparate in-house service approach would subject the services in scope of the Family Support Service to multiple individual service cuts. This would present a significant risk to LBHF's ability to sustain a preventative approach in the future.

The Benefits

- 4.13. The Family Support Service will deliver a number of significant benefits to both children, young people and their families and the Council, including:
- 4.14. Maximising front line resources: The Family Support Service will enable the Council to maximise the value for money it achieves from these services. Through the establishment of a lean, integrated provider organisation, which leverages the expertise of partners, the Council can ensure that it channels a greater proportion of increasingly limited funds to frontline work supporting families. For example, (i) the current fragmented delivery arrangements require management functions at too many points. A single provider SPV will be able to achieve significant management consolidation; (ii) activities are currently duplicated as different providers follow their respective processes. Integration under a single employer will enable this duplication to be eliminated, through common systems and practices.
- 4.15. A significantly improved family experience: The integration of multiple professionals within the Family Support Service will enable families to receive a significantly better experience, at both a universal and targeted level. The ability to deliver a locality service of multiple professionals will enable services

to be developed and tailored to the specific needs of each area, informed by the shared experience of multiple professional perspectives. Family data and information will be able to flow more freely within a single organisation, delivering greater responsive. Families who need additional support will receive a single wraparound of professionals supporting them on their journey to sustained positive outcomes. The Family Support Service will enable:

- A single assessment document;
 - Families being able to tell their story once to a trusted professional;
 - The ability for professionals to more effectively cross refer families with each other, without bureaucratic referral processes and/or lengthy delays;
 - Shared professional practice.
- 4.16. Earlier identification of need: This integration of professions, systems and processes into a single family focussed pathway will enable the Family Support Service to respond to need at the earliest opportunity, increasing the likelihood of achieving positive outcomes for children, young people and families sooner. This too impacts on the likelihood of increasing community cohesion and participation and social mobility. As the Family Support Service builds its experience and data across multiple professional perspectives it will aspire to build greater predictive capabilities to identify those families at greatest risk of escalating needs and mobilise the appropriate service offer to provide genuine targeted prevention and early intervention support. The Family Support Service will enable a single data system to be developed which can generate business intelligence drawn from the insight of multiple professionals.
- 4.17. Building a platform for the future: The establishment of the Family Support Service provides an opportunity to create a delivery vehicle which can act as a future vehicle for further integration of services which support families. As budgets continue to reduce further, a model which can realise further integration efficiencies, and maximise frontline resources, has the potential to play a critical role for the Council.
- 4.18. Delivery of savings requirements: The establishment and transfer of services to a JVC will enable the delivery of the required Medium Term Projection (MTP) savings whilst maintaining a strong and safe level of services which can continue to meet the Council's statutory obligations. The Family Support Service will enable the Council to realise MTP savings from management, process, and premises efficiencies.
- 4.19. Delivering additional medium term savings: The Family Support Service should deliver improved family outcomes, as a result of the integration of multiple professionals into a single delivery model, working consistently with families in a dynamic and flexible way at the earliest opportunity. Improved effectiveness will result in changes including preventing avoidable health issues such as obesity, and fewer families escalating to the threshold for statutory social care intervention, with a resultant financial benefit to the Council.

Implementation

- 4.20. The establishment of the Family Support Service is a highly complex transformation programme, which will require a phased approach. The input of potential Joint Venture partners, and detailed discussion with shortlisted bidders, will form an essential element of this.
- 4.21. A revised Business Plan will be completed once this process is complete and the approach of the proposed Joint Venture partner(s) has been fully established.
- 4.22. The recommendations above will enable the Programme to progress, subject to a Contract Award Decision following the completion of the Joint Venture selection process.
- 4.23. As part of a phased delivery approach, the establishment of a limited company, wholly owned by the local authority, would enable the implementation of the Family Support Service to progress whilst Joint Venture due diligence is completed prior to the Contract Award Decision. Relevant shareholding in this company would then transfer to the selected Joint Venture partners.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. In the development of the Family Support Service, two alternative options to the one that is being proposed have also been considered.
- 5.2. The analysis of the 3 options has shown that only the establishment of a Family Support Service, delivered through an SPV, offers the ability to deliver the necessary system wide transformation.

Option 1 – Continuously improve existing service arrangements

- 5.3. This option would fail to sufficiently improve the family support service offer to families at tiers 1-3 of need at the pace or the depth required, nor enable the services to respond to the changing demands in the Borough.
- 5.4. This option would require the Council to attempt to deliver relevant financial savings requirements through significant budget reductions applied universally across each of the existing services and providers. Such levels of service reductions are likely to risk the continued delivery of both universal and targeted services including service areas, such as Health Visiting, where the Council has statutory duties.
- 5.5. Such an approach would require significant reductions in universal family services, with the result that fewer families in need of additional support would be identified early.

- 5.6. This would likely deliver a significant consequential increase in targeted services, which would also need to be reduced significantly.
- 5.7. It is assumed, for the reasons set out above, that the risks of making the required service reductions would be too significant. This option would not, therefore, be able to deliver the required MTP savings for these services.
- 5.8. As a result, it is assumed that this option would be neither viable nor desirable.

Option 2 – Make changes and savings at an individual service level

- 5.9. This option, primarily an ‘incremental change’ option, would require an individual service redesign to be undertaken across all of the services in scope of this proposal.
- 5.10. This approach would continue to place significant limitations on the ability to achieve transformational change at a system wide level as there would continue to be significant pockets of ‘siloed’ working.
- 5.11. These limitations would restrict the ability to improve outcomes significantly or services for children and families. An element of duplication would be reduced, however, much would remain and this would equate to additional efficiencies being taken from frontline services
- 5.12. The opportunity to fully utilise the expertise, experience, knowledge and skills across the workforce would not be fully realised and families would be likely to continue to experience ‘handoffs’ and multiple professionals involved in their lives for a longer period of time. This would impact significantly on family support and increase the likelihood of needs escalating to a level requiring statutory social care intervention.
- 5.13. This approach would do little to achieve a step change in creating more flexible, dynamic support services, which can respond to the needs of both individual families and the Borough as a whole. Services would still be constrained by multiple contracts with separate providers, with no incentive to share resources in a more agile approach.
- 5.14. This option would require significant resource over an extended period to undertake an extensive redesign. It would require multiple, simultaneous and inter-related procurement exercises to establish a redesigned system. As a result, it would require an investment in delivery resource and expertise, without securing the full benefits of a system wide transformation.
- 5.15. Whilst it is assumed that this option is viable, as the required financial savings levels could be achieved, it is not considered desirable.

6. CONSULTATION

- 6.1. Local authorities have a statutory duty to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness” through Section 3 of the Local Government Act 1999.¹ For the purpose of deciding how to fulfil this duty, the authority must consult with various stakeholder representatives.
- 6.2. Engagement with a wide range of stakeholders has taken place. This has taken the form of direct service user engagement, wider public consultation, co-design workshops, meetings with providers, workshops and presentations to staff, and initial discussions with trade unions. The feedback from these group has highlighted both the significant opportunities that the new Family Support Service approach can deliver, as well as a number of key areas where careful work will be required to manage the risks associated with such a complex integration programme.
- 6.3. Key stakeholders have attended a series of workshops to shape the commissioning approach, giving consideration to key interdependencies, highlighting and exploring risks and opportunities presented by the Family Support Service approach, and understanding what full integration of workforce, budgets, and practice could look like in reality.
- 6.4. In addition, a wide range of potential private sector, health and voluntary sector partners attended a soft market testing session on 3rd February and were canvassed on their views.
- 6.5. Consultation has been supportive of the Family Support Service concept, the ambition, and the underlying need to find a mechanism to integrate services more effectively. Some of the opportunities identified include:
 - Parents have indicated the desire to strengthen ways that different professionals can work together.
 - Parents have indicated the need to access more services from a single location / provider. In particular, the ability to access services for different members of the family at the same time (i.e. a 0-18 approach).
 - A more consistent service offer, with greater clarity of what support is available.
 - Greater use of technology and data, through common systems.
 - The need for better sharing of information between professionals.

7. EQUALITY IMPLICATIONS

- 7.1. The analysis of the proposed changes against protected characteristics as detailed in the Equalities Impact Assessment has identified that integrating Children Centres, Early Help, Youth Services and Public Health services into the Family Support Service will have a neutral impact on service users. Eligibility for the Family Support Service will remain the same.

¹ <http://www.legislation.gov.uk/ukpga/1999/27/section/3>

7.2. The Equality Impact Assessment demonstrates that there are no negative equalities implications from developing the Family Support Service.

8. LEGAL IMPLICATIONS

8.1 The Council has been advised by Trowers & Hamlins LLP whose advice has been incorporated within the body of this report.

8.2 The Council has a wide range of powers to exercise these functions. The Council has a power to form a special purpose vehicle (SPV) which is a company pursuant either to its trading powers under section 95 of the Local Government Act 2003 or pursuant to its power of general competence for a commercial purpose under sections 1 and 4 of the Localism Act 2011 provided it has regard to the business case for the company and that the Council does not seek to charge or make a profit on services which the Council has a statutory duty to provide free of charge. The Council also has the power to enter into one or more contracts with the SPV under s1(1) of the Local Government Contracts Act 1997.

8.3 The Council in making this decision must act for a proper purpose (e.g. not to circumvent the law), with regard to all relevant considerations, disregarding all irrelevant considerations and in a way which is consistent with achieving value for money on behalf of its tax payers and in a business-like manner.

8.4 The Council is a "best value authority" under s1 of the Local Government Act 1999 and therefore has a duty to secure continuous improvement in the way in which its functions are exercised having regard to economy, efficiency and effectiveness. In making a best value arrangement such as the procurement of an Institutionalised Public Private Partnership/SPV, the Council has a duty under s3(2) of the 1999 Act to consult representatives of actual and likely service users, Council Tax and Business Rate payers and those with an interest in these services. Consultation must be conducted in a way which is consistent with the Council's usual procedures.

8.5 The Council in procuring a partner to participate in the SPV will need to conduct a light touch public procurement process in accordance with the Public Contracts Regulations 2015 (PCR).

8.6 In order to prevent both breach of the equality of treatment, transparency and non-discrimination principles under EU law and potential conflict of interests from arising under domestic law, the Council will need to implement an ethical barrier between those involved in preparing the service specifications and managing and monitoring the SPV's performance of contracts on the one hand and on the other hand, those who will be on the management board of or employed by the SPV.

8.7 In establishing the SPV and conducting the procurement, the Council should not grant unlawful state aid to the SPV. State aid is any aid granted through state resources in any form whatsoever which distorts or threatens to distort competition by favouring certain undertakings in so far as it affects trade between EU member states. Typical examples of state aid are the provision of soft loans,

guarantees, rent-free premises or making staff or other resources available at below market rates unless covered by a permitted state aid exemption.

- 8.8 The SPV is likely to be subject to certain propriety controls under the Local Government and Housing Act 1989, Part 5 and the Local Authorities Companies Order 1995 (as amended) which will help ensure transparency and accountability of the SPV's operations.

Implications completed by: Helen Randall, Partner at Trowers & Hamlins LLP

- 8.9 There is a requirement under CSO 8.12.1 for the Cabinet to approve all Procurement Strategies and Business Cases where the estimated value is £100,000 or greater.

- 8.10 A recommendation is also included for Cabinet to approve the delegation of the award of three contracts to the Director after consultation with the relevant Cabinet Member. Cabinet has power under Section 15 (5) (b) of the Local Government Act 2000 to delegate the award of these contracts to the Director.

- 8.11 Cabinet is also required to approve the appointment of Trowers and Hamlin as legal advisors to the IPSS Programme. The appointment has been undertaken by means of a Crown Commercial Services (CCS) Framework Agreement which has been procured in accordance with existing procurement legislation and which Contracting Authorities may utilise by calling off under the CCS Framework Agreement. Cabinet has power to approve the appointment under CSO 17.3.

- 8.12 The Cabinet has power under Section 15 (5) (b) of the Local Government Act 2000 to delegate the finalisation of the items listed in Paragraphs 2.13 to 2.15 to a Director. This should be following consultation with the relevant Cabinet Member.

- 8.13 Additional legal comments are contained in the exempt part of the report.

Implications completed by: Margaret O'Connor, Senior Solicitor (020 7641 2782)

9 COMMERCIAL AND PROCUREMENT IMPLICATIONS

- 9.1 The report seeks approval for a radical re-thinking and redesign of public service provision through an innovative new delivery model, which the Interim Head of Procurement supports.

- 9.2 From a procurement perspective, the report seeks five key decisions at this stage. Approval:

- i) To create a Special Purpose Vehicle or Joint Venture Company to deliver a new integrated Family Support Service;

- ii) To seek an independent business partner to help establish, run, and hopefully expand the new company;
 - iii) For a procurement strategy to find the right business partner, including headline selection criteria against which the bids of prospective bidders will be evaluated and scored;
 - iv) On selection of the business partner, to award a service contract to the new entity for 5 years;
 - v) To extend existing arrangements for a number of public health contracts, possibly up to September 2018, to ensure service continuity whilst the Joint Venture Company first establishes itself and then prepares to deliver these services.
- 9.3 The Interim Head supports these approvals. The procurement route recommended in this report is the same as that taken when the employee-led mutual, 3BM Ltd., was successfully created to deliver new ways of working with schools in times of financial austerity. On that occasion, the council's external legal expertise was also provided by Trowers and Hamlin. They, along with the in-house legal team, will help ensure compliance with the Public Contracts Regulations 2015 and the management of procurement risk.
- 9.4 Given the innovative nature of the proposed delivery model, the importance of getting key aspects of the contract right for all concerned, and complexities and risks that make the running of a conventional competitive tendering exercise problematic, the Interim Head also supports the use of a competitive dialogue procedure to find the right business partner. This, though, will require greater than usual procurement resource and carry its own risks.
- 9.5 If the dialogue is properly focussed, structured, resourced, led and managed, it should deliver good quality outcomes; provide both council and bidder reassurance on proposed models prior to final tenders being returned; and avoid potentially costly problems occurring in subsequent service delivery and contractual relationships. In achieving these outcomes, the resource demands of the competitive dialogue – for both the council and short-listed bidders - must be tightly project managed.
- 9.6 The corporate Procurement team will continue to provide advice and support to the service department on this project and its procurement.

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

10 **PROPERTY IMPLICATIONS**

- 10.1 The majority of Children's Centres sites are LBHF freehold sites, either as standalone Children's Centres or as part of the school estate. The Council will work with the Family Support Service Programme team to agree and execute appropriate property legal agreements to enable the Family Support Service to continue to deliver services from these sites.

- 10.2 In line with current asset management policy, the Council would need to charge the Family Support Service an appropriate rental fee as income that can be offset against the equivalent transfer of funding to the Family Support Service. This will provide transparency over property related costs, without increasing the operating costs of the Family Support Service. The majority of these sites fall within the scope of the Amey TFM contract, and can continue to remain managed under this contract following transfer.
- 10.3 The Family Support Service will need to negotiate directly with relevant freeholders/leaseholders for the small number of sites, which are not owned by the Council. The Asset Management team will support the Family Support Service Programme team through this process as part of the implementation and set out the appropriate agreements as part of the mobilisation period.
- 10.4 There may be an impact on the Council if the Family Support Service wishes to re-locate the current Early Help Team away from its existing locations at the White City and Clem Atlee Housing Offices. Whilst further work will be needed during the implementation period to fully assess the impact, this move would be in line with general Council ambitions to consolidate its property footprint. The Council has an Accommodation Board which approves pending or possible staff moves so it can ensure there is a co-ordinated approach across the estate. Amey undertaken business moves and will be able to assist in moving Early Help Teams too.

Implications completed by: Nigel Brown, Head of Asset Strategy & Portfolio Management (020 8753 2835)

11 **IMPLICATIONS FOR WORKFORCE**

- 11.1 On the launch of the Special Purpose Vehicle organisation, it will become the employer of all the staff identified in paragraph 2.3 of this report. Staff will transfer to the employment of the SPV from the Council and its current contractors in a way governed by the Transfer of Undertakings (Protection of Employment) regulations (TUPE), which provide protection for employment terms and conditions. Separate rules (the Best Value Authorities Staff Transfers (Pension) Direction 2007) require local authorities to ensure the protection of transferring employees' pension arrangements.

Implications provided by: Stephen Wood, Senior HR Business Partner (020 7361 2120) and agreed by John O'Rourke, Bi-Borough Head of People Management

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

None

LIST OF APPENDICES:

- *Appendix 1: Family Support Service Commissioning and Procurement Strategy*

- *Appendix 2: Family Support Service Business Plan (in the exempt report)*
- *Appendix 3: LBHF Equality Impact Analysis*

Appendix 1 – Family Support Service Commissioning and Procurement Strategy

1. EXECUTIVE SUMMARY

- 1.1. This paper sets out the commissioning and procurement strategy for the Family Support Service (FSS). It sets out how the service will be commissioned, why the procurement is needed, how it will be undertaken, and how it will help meet the Council's policy priorities.

2. REASONS FOR DECISION

- 2.1. The reasons for the recommendations as set out in the Part A Cabinet paper are as follows:
- 2.2. There is a strong evidence base for transforming the way that services are delivered to families in the borough by adopting the proposed FSS approach. Integrating services in a way that enables provision to be delivered on a whole family basis¹ and in a way that permits earlier intervention are consistently shown to deliver better outcomes² and positive social and economic benefits.³ Effective professional and service integration provides the opportunity to maximise available resources while focusing on improving outcomes.⁴ Further, the 'Putting Children First' (July 2016) DfE vision paper⁵, states an ambition, that by 2020 a third of all local authorities will either be delivering their children's services through a new model or be actively working towards an alternative delivery model.
- 2.3. We have to look differently at the way our services are delivered. Simply pursuing incremental improvement, is not an option; the 'as is' will continue to fail some families. Duplication, gaps and inefficiencies will fail to ensure we offer all our families the support they need at the earliest opportunity. Further, failing to transform the way that services are delivered would involve cuts to frontline family support services, which will significantly impact on our boroughs' most disadvantaged families and place increasing pressure on statutory social care services and budgets. Currently every £1 invested in family support prevention and early intervention achieves an £8 saving in statutory services.
- 2.4. In bringing these elements together, the Special Purpose Vehicle (SPV) presents an enormous opportunity to create a specialist early intervention organisation that can become a centre for excellence in this area. The organisation will bring together a powerful but diverse range of expertise,

¹ The Munro Review of Child Protection (Eileen Munro, 2011), Special Educational Need and Disability (SEND) Green Paper (DfE, 2011)

² Early Intervention: The next steps, Graham Allen MP, Jan 2011

³ Early Intervention: Securing good outcomes for all children and young people, Department for Children, Schools and Families 2010

⁴ EIF Getting it Right for Families a Review of Integrated systems and promising practice in the early Years 2014

⁵ <https://www.gov.uk/government/publications/putting-children-first-our-vision-for-childrens-social-care>

skills, tools, and experiences, with a single, holistic range of services delivered to a shared group of clients by cross disciplinary teams.

- 2.5. The engagement and co-design work that has taken place over the past few months has shown that this view is shared across the partnership that supports children, young people, and families in the Borough.
- 2.6. The development work undertaken that has informed this paper has shown that the FSS model is both viable and desirable, and that it offers the best chance of universal to complex services being delivered effectively and efficiently going forward, in a way that delivers improved outcomes for children, young people, and families, within a reduced funding envelope.
- 2.7. Cabinet agreed in October that the Programme Team should explore the creation of an innovative 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.
- 2.8. This has resulted in a Joint Venture Company (JVC) being recommended as the best option.
- 2.9. This will be a separate legal entity from the Local Authority into which identified services can be transferred.
- 2.10. 1 October 2017 is being worked towards as an initial start date for the SPV. This will need to be kept under review during the procurement and engagement with potential providers.
- 2.11. Extending and direct awarding the contracts as set out in the recommendations in the Part A Cabinet paper will ensure that there is service continuity for service users over the extension periods and that these services continue to deliver required mandated provision. Continuation with the incumbent service providers offers a number of benefits. On no later than 30 September 2018 these contracts will cease and staff will transfer into the SPV to join the FSS' directly employed workforce. There may be scope to bring these services into the SPV earlier if the operational readiness assessments indicate that the SPV can transfer the services safely and effectively before this date.
- 2.12. Adopting a 2 phase approach (1 October 2017, and 1 October 2018) to delivering services through the JVC will ensure that the transition can take place in a way that is both ambitious in its timescales and scope, but also realistic and safe for children and families.

3. OVERARCHING STRATEGY

- 3.1. The strategic intentions of this procurement are to create a high quality FSS to support families at tiers 1-3 (universal to complex) as part of the wider priority of the current administration to give children the best start in life.

3.2. The status of the current services arrangements is as follows:

- Children's centres – Contracts between Children's Commissioning and 8 providers due to end 30 September 2017.
- Youth services – Contracts between Children's Commissioning and 8 providers due to end 30 September 2017.
- Early Help – In-house service currently encompassing a range of service functions; casework, education welfare, youth participation, early years and the Family Information Service, crisis intervention, joint work with statutory services
- Early help substance misuse services – Service Level Agreement between Public Health Commissioning and Early Help due to end 30 September 2017.
- Early help sexual health services – Service Level Agreement between Public Health Commissioning and Early Help due to end 30 September 2017, and a contract between Public Health Commissioning and the provider of the Violence Against Women and Girls Service.
- School Health Service – Contract between Public Health Commissioning and Central London Community Healthcare NHS Trust due to end 31 March 2017.
- Health Visiting Service – Contract between Public Health Commissioning and Central London Community Healthcare NHS Trust due to end 30 September 2017.
- Healthy Schools Service – Contract between Public Health Commissioning and Health Education Partnership due to end 31 March 2018.
- Primary Mental Health Worker Service – Funded by the Local Authority and delivered by West London Mental Health Trust.

3.3. There is a clear appetite from members, officers, professionals, and service users to enhance the quality of the services being delivered to children, young people, and families in the Borough. On 10 October 2016 Cabinet agreed to combine the budgets of these different services and deliver them in a fully integrated way. The majority of these services are shortly coming to the end of their contracts. This presents an opportunity to significantly enhance the quality of child, young person, and family support through a revised integrated service offer co-designed with service users and professionals.

3.4. The outcomes being sought and the procurement approach being adopted aligns to the Council's vision to be the best, aligning to the following outcomes that matter most to residents:

- The best start in life for children
- Resident involvement
- Safer and healthier places

3.5. The FSS approach being adopted also aligns to the Council's overarching ambitions to:

- Increase social inclusion
- Deliver increased value for money
- Reduce the cost of the Council to residents

- Work in partnership with others

4. DEMAND, NEED, AND PRIORITY AREAS OF FOCUS

4.1. Current and future demand for services

4.2. The child population in the Borough is projected to continue rising in future years.

4.3. The 2011 Census 0-17 population figure in the Borough was 32,513 young people. The population aged under 16 years increased by 9% between 2001-2011. This increase was disproportionately in the 0-4 age group where the growth was 16.7%. The 0-4 age group currently encompasses 37% of the total child population in the Borough.

4.4. The distribution of children and young people across the Borough varies significantly by ward. Of the total 0-19 2011 Census population in Hammersmith and Fulham 3,734 (10%) live in one ward (Wormholt and White City). This is almost two and a half times the number living in Palace Riverside (1570). The ward of Askew has the highest 0-4 years' population, with a total of 10%. Wormholt and White City has the highest rates in the age range 5-9 years, 10-15 years and 16-17 years.

4.5. Overall the child population of the Borough is projected to continue rising in the next ten years by 11%⁶. This increase will fall disproportionately on a number of wards. The GLA housing linked population projections show that 7 wards will see a sustained growth in their 0-19 years' population, with significant growth in College Park and Old Oak, and Shepherd's Bush Green.

4.6. Deprivation

4.7. 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 are growing up. Since 2010 the total number of children in the Borough aged 0-18 living in the most deprived areas has increased by 107% from 1,529 to 3,167 in 2015⁷.

4.8. As with the distribution of population, the concentration of need varies significantly across the Borough. In the cases of wards such as Wormholt and White City, Askew, and Sands End high 0-19 years populations are coupled with higher levels of deprivation. Wormholt and White City has over 40% of children living in poverty (after housing costs) and the highest rate of Children in Need (140, representing 11% of the total Children in Need population). For Child Protection cases, College Park and Old Oak are the most represented with 20 children who represent 14% of the total Child Protection population.

⁶ Based on the WITAN (GLA) population projections for Hammersmith & Fulham

⁷ Index of Multiple Deprivation 2015

- 4.9. The Borough has 8 LSOAs within the 10% most deprived nationally. They consist largely of public sector estates: Clem Attlee, Edward Woods, White City, Wormholt, Charecroft and Ashcroft Square. Locally, 31% of children in Hammersmith and Fulham live in poverty (an estimated 10,500 children).
- 4.10. In summary, areas of high child poverty and levels of deprivation tend to coincide with areas of social housing across the borough, which also tend to be areas where most children reside.
- 4.11. **Health and wellbeing**
- 4.12. The health and wellbeing of children in the Borough is mixed compared with the England average. The Child Health Profile 2016 shows that areas of higher need include healthy weight, notably obesity in children aged 10-11 years (where 23.1% of children are classified as obese) which is significantly worse than the England average.
- 4.13. Another area where there is additional need is childhood immunisations where the Borough is falling below national targets. An area should 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%.
- 4.14. 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.
- 4.15. **Tier 4 need**
- 4.16. Tier 4 services support families that require specialist support, and includes Children in Need and Child Protection.
- 4.17. Increasing numbers of child contacts to Early Help, increased Child in Need referrals (projected to increase by 13% during 2016-17), a steady rise in Child Protection numbers (17% increase projected this year), and a persistent number of Looked After Children, all place a significant strain on the resources in Children's Social Care.
- 4.18. In Hammersmith and Fulham an average of £250-280 per person per year is currently spent on late intervention by public service providers, characterised by service delivery focused on addressing issues such as crime and antisocial behaviour, domestic violence and Children in Need. This equates to a total of between £45,846,000 and £51,347,520 per year.
- 4.19. The FSS provides the opportunity to meet the presenting need of children, young people, and families in the Borough earlier and more effectively which will contribute to achieving better health outcomes and reducing health inequalities. This will enable expenditure and resource at tier 4 to be reduced

safely, and for this resource to be utilised funding universal, preventative, and early intervention services in the future.

5. WHY IS THE PROCUREMENT NEEDED

5.1. The legislative requirements

5.2. The Local Authority has a statutory duty to provide a range of services for children, young people, and families that will come into the FSS.

5.3. The Education and Inspections Act 2006, section 507B, places a statutory duty on local authorities under to secure young people's access to sufficient educational and recreational leisure-time activities. Local authority responsibilities in respect to youth work are as follows:

- “A local education authority in England must, so far as reasonably practicable, secure for qualifying young persons in the authority’s area access to: (a) sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities; and (b) sufficient recreational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities.”

5.4. The Childcare Act 2006, places a statutory duty on local authorities to provide sufficient children centre provision. Local authority responsibilities in respect to children’s centers are as follows:

- Section 5A of the Act requires the local authority to ensure there are sufficient children’s centres to meet local need, Section 1 of the Act places a duty on local authorities to improve the well-being of young children in their areas and reduce inequalities, Section 3 of the Childcare Act ensures that Children Centres are delivered in an integrated manner to maximise the benefits of these services, Section 4 places a wider duty on Local authorities to deliver integrated early childhood services through children centres.

5.5. The Health and Social Care Act 2012 sets out the statutory responsibilities for Local authorities’ regarding the delivery of Public Health services. The Act gave Local Authorities a new duty to take such steps as it considers appropriate to improve the health of the people in its area.

- The Government mandated a number of steps and services, as follows:
- Steps to be taken to protect the health of the local population
- Ensuring NHS commissioners receive the public health advice they need
- Appropriate access to sexual health services
- The National Child Measurement Programme
- NHS Health Check assessment

5.6. The responsibility for commissioning 0-19 Public Health services transferred fully to local authorities in October 2015 under their responsibility for Public

Health with the transfer of health visiting commissioning (school nursing commissioning responsibility transferred in 2013). The mandate is on the health visiting five contacts/reviews as “a Public Health step prescribed in regulations” and as one that all LAs must take, namely: the antenatal health promoting visits; the new baby review; the 6-8 week assessment; the 1 year assessment and the 2-2.5 year review. Following a consultation with Local Authorities in the summer, the Department of Health is recommending that the mandate remains for the 5 health visiting contacts, subject to ministerial approval in the new year.

5.7. The Health & Social Care Act 2012 also requires local authorities to have regard to the Department of Health’s Public Health Outcome Framework (PHOF) which includes a range of measures across two key outcomes and four domains. Within these there are a number of specific indicators related to outcomes for children, young people and families. The FSS outcome framework will be aligned with this.

5.8. Section 6 of the Childcare Act 2006 places a statutory duty on the local authority to secure sufficient childcare for working parents. It would be possible to delegate the majority of functions to the Special Purpose Vehicle; however, the statutory duty would remain with the local authority.

5.9. To deliver an improved family experience

5.10. The experience for children, young people, and families receiving services through the FSS will be transformed. Our engagement and co-design activity undertaken so far has shown us that families and professionals value a number of aspects of how services are currently delivered, but also recognise areas where the service offer to families could be enhanced through an integrated model.

5.11. The FSS will transform our approach to supporting families, whilst retaining key elements of existing good practice and provision, such as Children’s Centres.

What it will feel like for a service users	What this might look like in practice
I will feel that the challenges that I am facing are not being looked at in isolation by lots of different professionals who are working with me	A whole family approach being adopted, with a particular focus on enhancing this approach with young people who require more intensive support
I am engaged and supported early by professionals who can help me discuss and address problems that I have, so that these problems do not escalate to the point where I will require intensive family support	An improved focus on tier 2 support being offered to young people and families through the FSS to identify and address need earlier
I will be able to access the support I need at times that practically work for me	Better align the working patterns of professionals through an integrated workforce, with the time of day, and

	days of the week, that families are most in need of, and able to access, support (e.g. before and after school, weekends and evenings)
I will receive services that address both my health and non-health issues concurrently and these services will be delivered to me in a way that avoids duplication of visits etc.	Professionals working with families will most effectively join up and coordinate the support that they offer, through a single delivery system, shared practice etc.
I will be effectively supported as my family either starts or ends receiving statutory support from Children's Social Care or equivalent services	Effective step up and step down mechanisms in place to ensure a successful and seamless transfer of families and reduce the likelihood of re-referrals
I will clearly understand what information of mine will be shared with my consent and why sharing of information is needed	A single consent form, written in plain English, and effectively explained by the professional engaging with the family The FSS operating as a single organisation employing different professionals who are able to break down existing information sharing barriers
I will have a single professional supporting my family as we access multiple services and move between different intensities of support over time	A more consistent lead professional approach being adopted across the partnership, with clear expectations and responsibilities in place
I will only have to provide my details and tell my story once	A joined up casework system that enables professionals to access information already given by families to avoid the need for it to be asked for repeatedly
I will be able to better understand what services and support are available in my local area, who they are for, and how I can access them	An improved family information system function that contains up-to-date information on the wide range of services that families can self-access in the Borough
Where I don't feel confident or able to access services professionals will reach out and engage with me in my home and community	Professionals reaching out and proactively engaging with isolated families, those that come from harder to engage groups, and those where predictive factors suggest that families are at higher risk of family issues, through the use of integrated data which will enable better identification and targeting of support
I will not receive services for longer than I need them, nor will I drift or stagnate while receiving support that is too long in duration and not intensive enough	The duration and intensity of family support will be agreed at the outset and regularly reviewed, and will be tailored to individual families. The type of

	support being offered will change where families are no longer benefitting from receiving it
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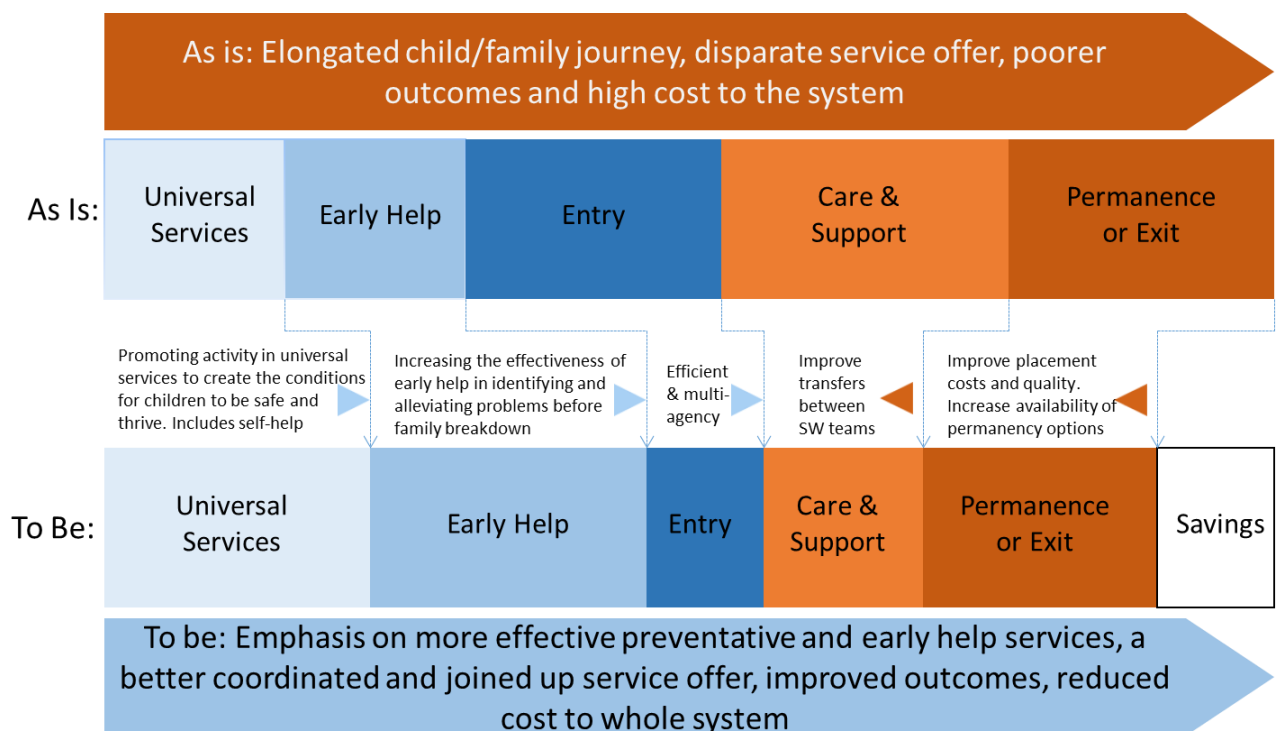
5.12. Commissioning approach

5.13. The detailed service information that will inform the service specification, as part of the Service Contract, between the FSS and the SPV will be developed working closely with service users, voluntary and community sector providers, professionals, and the market, ahead of the service being commissioned. The following key principles will shape the final specification, so as to ensure that it delivers a high quality service for children, young people, and families, in a way that is sustainable and delivers improved outcomes.

- The service will be outcome focused – delivering tangible improvements against a wide range of shared priority areas at both the individual family and whole system level (as set out in Section 8.3 below)
- An expectation that the FSS aligns its resources with the Borough’s needs. A detailed model, which can be effectively managed, will be developed to consider population and deprivation
- The services will be commissioned to deliver whole family support – so that challenges being faced by different family members are considered in the whole and addressed in a way that tackles root causes and builds resilience collectively across all family members
- A key success criterion for the service will be how it integrates and interacts with other services supporting families – this will form part of a whole system strategy with Children’s Social Care and other key services not within the direct scope of the FSS
- The service will be delivered by an appropriately qualified, skilled, and flexible workforce who receive the right training, supervision and support to most effectively support families, and will operate in a way that enables the service to reallocate resource to meet changing need and deliver the service in a way that makes it accessible for families and reduces duplication
- The service needs to be delivered from a variety of locations across the borough, with children and family centres providing flexible space for staff to operate and deliver services from, as well as increased utilisation of schools and other community locations that young people and families can easily access
- The service will operate utilising evidence based practice and delivery models and will embed this effectively across the whole family services workforce
- The service will proactively engage with families early and put effective support into place to prevent need from escalating to higher tier services
- The service will need to have the infrastructure and appetite to potentially further integrate services that are currently outside of the current scope of the FSS into the service

- The service will need to be sustainable financially, adopting an effective approach to income generation and traded services
- The service could be commissioned to include a gain share commercial model to share the significant financial savings for the Council if improved preventative family services delivered by the SPV reduce need and expenditure at tier 4

5.14. The FSS will better identify needs early, and meet them effectively through the delivery of an improved coordinated service offer. This should result in reduced escalation and associated demand on higher level statutory services.



5.15. Features of the model will include:

- The bringing together of a range of currently disparate services into a better defined and coordinated service offer
- Strengthening the interventions that are aimed at stopping families escalating into tier 4 type services
- Delivered in a way that includes assertive outreach and proactive targeting of resource on families that display risk factors that indicate higher likelihood of future need
- Clear step up and step down arrangements with tier 4 services, transparent and effective information sharing arrangements and clear thresholds for accessing the targeted and complex services

5.16. **Procurement Strategy**

5.17. The establishment of a Joint Venture Company ('Joint Venture'), as set out the Business Plan at Appendix 2, to deliver the FSS will require a

procurement process to select the partners with whom the Council forms the new corporate body.

- 5.18. As the Joint Venture will not be eligible for a Teckal exemption, it will also be necessary for the Council to meet its obligations under the Public Contracts Regulations 2015, when awarding the Services Contract for the Joint Venture to deliver the FSS.
- 5.19. The services in scope of the FSS fall within the Light Touch Procurement Procedure of the Public Contracts Regulations.
- 5.20. It is proposed to combine the procurement of both the Joint Venture partner(s) and the award of the Services Contract to the Joint Venture in the same procurement process. This will simplify the process and enable the new company to be incorporated with a guaranteed income stream.
- 5.21. A competitive procurement process will establish an IPPP.⁸ This process will follow a number of stages, which provide the opportunity for detailed engagement between the Council and interested parties. This will ensure that all parties have the opportunity to fully explore the opportunities which the Joint Venture offers and their respective strengths. The key stages of the process are likely to be:
- OJEU Advertisement
 - Provision to interest bidders of service specifications; Service Contract; Joint Venture agreement
 - Shortlisting of bidders
 - Outline negotiations
 - Submission of final bids
 - Contract Award; Incorporation of the Joint Venture; Transfer of staff; and Service Commencement
- 5.22. Any additional services which the Council wishes the FSS to deliver will need to be set out in the IPPP procurement process. If services are not included in the IPPP process then the FSS will need to compete with the market for these services through a subsequent procurement.
- 5.23. Detailed evaluation criteria will be developed following Cabinet decision to establish the FSS. It is expected that a short period of soft market testing will be undertaken initially to engage with interested parties and make sure that the procurement process enables effective participation.
- 5.24. The procurement process will need to ensure that the Joint Venture is formed of partners which combine the best mix of skills and experience to enable the aims of the FSS to be realised. At this stage, it is anticipated that the evaluation criteria will include:

⁸ European Commissioning Communication C(2007)6661.

- Shared vision and ambitions for the FSS
 - Experience and Knowledge of the services in scope
 - Experience of managing and delivering system wide service transformation
 - Knowledge of the issues facing Hammersmith and Fulham and evidence of a commitment to the Borough
 - Income development capabilities, and willingness to use these to develop the FSS
 - Financial capacity and capability to invest in the development of the FSS
- 5.25. There is a broad range of market providers for the services in scope of the FSS, which is detailed in the Business Plan at Appendix 2.
- 5.26. This market consists of public sector providers, private providers, and a diverse range of third sector providers.
- 5.27. A soft market testing event held in early February was attended by 58 representatives of over 40 provider organisations.
- 5.28. There is a growing integration agenda across the health and social care arena, most ostensibly seen with the emergence of Accountable Care Organisations/Partnerships in the National Health Service. The FSS is an early adopter of the same integration principles, within a new setting. This should provide a compelling opportunity to the market, whilst providing the Council with the opportunity to leverage the skills and expertise of established providers.
- 5.29. The SPV will need, given the nature of the services, strong participation from a health provider in the governance of the organisation. Whilst it is currently envisaged that this will be secured through the competitive process, the Council could elect to establish the outline partnership with an NHS provider, and then jointly procure a Joint Venture partner. This option will be kept under review during the implementation process, as more feedback is obtained from market engagement.

6. OPTIONS APPRAISAL AND RISK ASSESSMENT

- 6.1. In the development of the FSS, two alternative options to the one that is being proposed have also been considered.
- 6.2. The analysis of the 3 options has shown that only the establishment of an FSS, delivered through a SPV, offers the ability to deliver the necessary system wide transformation.
- 6.3. Option 1 – Continuously improve existing service arrangements
- This option would fail to sufficiently improve the family support service offer to families at tiers 1-3 of need at the pace or the depth required, nor enable the services to respond to the changing demands in the Borough

- This option would require the Council to attempt to achieve its Medium Term Projected (MTP) savings requirements through significant budget reductions applied universally across each of the existing services and providers
- Such levels of service reductions are likely to risk the continued delivery of both universal and targeted services including service areas, such as Health Visiting, where the Council has statutory duties
- This would be driven by significant reductions in universal family services, with the result that fewer families in need of additional support would be identified early. This is likely to increase demand for costlier targeted support
- Simultaneously, demand would be likely to overwhelm targeted services, which would also need to be reduced significantly
- This level of service reduction would create a significant risk of creating increased tier 4 referrals to Children's Social Care, with a consequential increase in demand at the costlier end of the family support spectrum
- This option would continue the status quo of a disparate supply chain. The breadth of the existing supply chain makes it very unlikely that further significant savings, beyond those already identified for 2017/18, could be realised from the management and overhead efficiencies
- It is likely that delivery of further savings of £1million would require significant reductions to frontline services, within the context, as set out in Section 4, of both a rising population and increasing needs within that population
- It is assumed, for the reasons set out above, that the risks of making the required service reductions would be too significant. This option would not, therefore, be able to deliver the required MTP savings for these services
- As a result, it is assumed that this option would be neither viable nor desirable

6.4. Option 2 – Make changes and savings at an individual service level

- This option, primarily an 'incremental change' option, would require an individual service redesign to be undertaken across all of the services in scope of this proposal (as set out in Section 3.2)
- This approach would continue to place significant limitations on the ability to achieve transformational change at a system wide level as there would continue to be significant pockets of siloed working
- These limitations would limit the ability to significantly improve outcomes and services to children and families; an element of duplication would be reduced, however, much would remain across the 'silos' and this waste would equate to additional efficiencies being taken from frontline services
- The opportunity to fully utilise the expertise, experience, knowledge and skills across the workforce would not be fully realised and families would be likely to continue to experience 'handoffs' and multiple professionals involved in their lives for a longer period of time. This would impact significantly on family functioning and increases the likelihood of needs escalating to require statutory social care intervention
- Information and intelligence is risk assessed differently or possibly lost altogether when 'handoffs' occur between agencies and professionals and it's the families that suffer – they have to repeat their story multiple times. This merely perpetuates family's experience of being 'caught in a system' that is

built round professionals needs rather than families and communities needs and experiences

- This approach would do little to achieve a step change in creating more flexible, dynamic support services, which can respond to the needs of both individual families and the Borough as a whole. Services would still be constrained by multiple contracts with separate providers, with no incentive to share resources in a more agile approach
- Whilst individual service redesign is likely to act as an enabler to make more significant savings than Option 1, the continued commissioning of separate services through a disparate supply chain would continue to remove the likelihood for any significant savings to be made from management and overheads
- It remains likely that this option would continue to reduce the proportion of budget which is spent on frontline family support services. The combination of smaller budgets across a broad supply chain make it highly likely that significant operational inefficiencies would develop
- This option would require significant resource over an extended period to undertake an extensive redesign. It would require multiple, simultaneous and inter-related procurement exercises to establish a redesigned system. As a result, it would require an investment in delivery resource and expertise, without securing the full benefits of a system wide transformation
- This option would not realise any benefits from pooling expertise amongst key stakeholders in the family support system. Instead, a number of different providers would continue to operate separately, with a primary focus on their own individual services
- Neither would this option create the opportunity to leverage additional income or charitable funds
- Whilst it is assumed that this option is viable, as the required savings levels would be achieved through individual service redesign, it is not considered desirable

6.5. Option 3 – System wide transformation

- The delivery of system wide transformation, through the establishment of an FSS, continues to be the only option which is both desirable and viable
- The details of this are set out through the rest of this paper, and the appended Business Plan

6.6. There will be key dependencies between the FSS and other programmes of work underway, including the Social Care Innovation Fund, and the Complex Needs Programme. These will be regularly reviewed and managed through the Programme.

6.7. The particular risks to implementation are set out in the Business Plan at Appendix 2.

7. THE MARKET

7.1. Market engagement

7.2. Existing providers have been engaged through a series of workshops. Informal market engagement has commenced and has included a provider market engagement event. Formal market engagement cannot commence until Cabinet have approved the FSS model and its delivery through a SPV.

7.3. **Market impact**

7.4. There will be an impact on current providers as the FSS will involve contract consolidation. Existing providers will however be in a position to seek a role in the FSS delivery approach. As set out in the Business Plan at Appendix 2 the SPV may choose to subcontract discrete elements of its service offer and this will present additional opportunities for the market to engage with the FSS model. A detailed assessment of the market for the FSS services is included in the Business Plan at Appendix 2.

8. **CONTRACT PACKAGE, LENGTH AND SPECIFICATION**

8.1. There will be a single contract between the Local Authorities' Children's Services Commissioning Service and the Joint Venture Company, which will include a phased approach to services coming into the FSS, will ensure that the desired services and outcomes are delivered by one provider organisation.

8.2. The contract for the FSS will be for a duration of 5+3 years. This length of contract will provide the Joint Venture Company with an appropriate length of contract to transform the service offer, embed the new model across the Borough, and develop additional sources of income.

8.3. **Outcomes**

8.4. The FSS will be outcome focused and will be commissioned to deliver tangible improvements against a wide range of shared priority areas at both the individual family, and whole system level.

8.5. Initial work through the co-design workshops has been undertaken with partners to explore what the FSS outcomes should look like based on evidence of need and current performance on health and wellbeing outcomes (particularly where the Borough is currently underperforming), and key social care outcomes needed to reduce the number of children requiring tier 4 support.

8.6. Further work will be undertaken, including Public Health Intelligence, to develop a set of shared and agreed outcomes for the FSS Service Contract. Relevant outcomes frameworks such as the Public Health Outcomes Framework and the Troubled Families Outcome Plan, which local authorities must have regard for, will form the basis for the development of the shared FSS outcomes.

8.7. The FSS will deliver improved Public Health outcomes across the Borough, in a way that is not possible through the current fragmented model.

8.8. The table below sets out some potential key outcome areas and indicators identified through the co-design work undertaken to date. A number of these are indicators from the Public Health Outcomes Framework and the Troubled Families Outcomes Plan.

Overarching outcome area	Potential outcome measures
Reduction in the prevalence of domestic violence and abuse	Reduce deaths caused by domestic violence
	Reduction in MARAC cases for domestic violence
	Reductions in CP / removal due to domestic violence
Improved employment opportunities and reduced financial exclusion	A reduction in the prevalence of child poverty
	Reduced evictions due to non-payment of rent
	Parents and young people labour market ready
	Reduction in levels of family homelessness
Improved health and wellbeing	Increased take up of MMR vaccination for one dose (2 years) PHOF
	Increased take up of Dtap / IPV / Hib vaccination (2 years) PHOH
	Improved perinatal mental health
	Improved child mental health and levels of resilience
	Increased access to GPs
	Reduction in smoking prevalence PHOF
	Reduced child hospital admissions PHOF
	Reduction in tooth decay (children) and improved oral health (family) PHOF
	Reduction in young people known to the police for harmful sexual behaviour (NFA)
School attendance and attainment	Improved school attainment (closing the gap)
	Improved school attendance (with a particular focus on those most at risk) PHOF
	Reduction in NEET young people
Crime and anti-social behaviour	Reduction in first-time entrants into the Youth Justice System PHOF
	Reduction in re-offending rates PHOF
Children who need help	Reductions in referrals to the Front Door
	Reduced number of children on a CIN or CP Plan

	Reduced number of Looked After Children
	Reduced re-referrals to Children's Social Care

9. LOCAL ECONOMIC VALUE AND COMMUNITY BENEFITS

- 9.1. The SPV new company will be co-owned by the Council as set out in the Business Plan at Appendix 2. This organisation will play a significant role in delivering local economic and social investment. As a key shareholder of the company the Council will have an ongoing opportunity to shape the development of this going forward.
- 9.2. The procurement process will include an assessment of potential Joint Venture partners committed to developing local economic value. Following its full establishment, all partners will need to develop the company's approach to economic value and community benefits.
- 9.3. Areas which the organisation is likely to consider initially are likely to include:
- A pay policy aligned to the London Living Wage, and a pay differential policy;
 - Training and development opportunities, including apprenticeships, to provide a route into the health and social care sector for local residents.
- 9.4. Further opportunities will inevitably arise during the Joint Venture selection process.

10. STAKEHOLDER CONSULTATION

- 10.1. Engagement with a wide range of stakeholders is underway. To date, this has taken the form of direct service user engagement, wider public consultation, co-design workshops, meetings with providers, workshops and presentations to staff, and initial discussions with trade unions. The feedback from these group has highlighted both the significant opportunities that the new FSS approach can deliver, as well as a number of key areas where careful work will need to be done to guard against potential issues and unintended consequences.
- 10.2. During the initial co-design process key stakeholders have attended a series of workshops with the purpose of shaping the commissioning approach to be adopted, considering key interdependencies, highlighting and exploring risks and opportunities presented by the FSS approach, and understanding what full integration of workforce, budgets, and practice could look like in reality.
- 10.3. Extensive engagement and consultation will continue over the next few years as part of the Programme. This will take a variety of forms and will focus on a wide range of areas related to the development, implementation, and on-going operation of the FSS.

10.4. **Legal framework/context**

10.5. Local authorities have a statutory duty to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness” through Section 3 of the Local Government Act 1999.⁹ For the purpose of deciding how to fulfil this duty, the authority must consult with various stakeholder representatives.

10.6. **Purpose**

10.7. While legislation does not specify the detail of what consultation is necessary, it provides the basic legal framework in which Hammersmith and Fulham will undertake its communications and engagement strategy for the FSS. The voices of stakeholders will be crucial to the service co-design and as a whole setting the tone for the programme going forward. Therefore, the local authority has a commitment and desire to ensure genuine engagement of all staff and partners, whether external or internal to the organisation.

10.8. As part of this strategy, an established communications and engagement plan will be delivered throughout the process and beyond. This is important to set the expectation of consistent communication and ensure an ingrained culture of engagement from the outset. The communications and engagement plan will be the fundamental groundwork for interacting with all stakeholders, however we will aim to identify and glean as many opportunities as possible as we progress through this journey.

10.9. **Definition**

10.10. For the purposes of this document, it is important to define the difference and distinction between consultation, communications and engagement:

- Consultation – Refers to a formal process of seeking advice or information from someone with specialist knowledge on a particular subject, usually a professional or expert or with regards to a person’s interest or convenience in making plans.
- Communication – Refers to the various methods of sending information between people and places, especially phones, computers, traditional and social media, etc.
- Engagement – Refers to the act of encouraging people to be interested and committed in the work of an organisation.

10.11. **Responsibility**

10.12. As set out in the Programme Management section below at Section 11 the FSS communication and engagement function will be overseen by the Programme SRO.

⁹ <http://www.legislation.gov.uk/ukpga/1999/27/section/3>

10.13. Aims and objectives

10.14. The overarching aims and objectives of the FSS communications and engagement strategy are to:

- Raise overall awareness of the project
- Raise awareness of what the FSS can offer
- Achieve genuine buy-in from all stakeholders
- Gain optimum contribution, including local intelligence, original ideas from staff and service users and creativity and vision sharing throughout the co-design process
- Keep momentum going throughout the project
- Get feedback on project plans
- Evaluate project activities
- Understand opportunities for improvement

10.15. What we want to achieve (measuring success)

10.16. We will continually evaluate our aims and objectives. The success criteria will be measured by:

- Asking if staff feel engaged and listened to through the process through online surveys, (e.g. SurveyMonkey) telephone surveys and written questionnaires
- Asking for feedback post-activity/event on ways to improve
- Asking for regular feedback between activities
- Rates of attendance at meetings, workshops and other events
- Levels of engagement by key stakeholders
- Number of visits to online blog/ weekly e-newsletter
- Number of posts and responses to the Q&A bulletin board
- Number of enquiries to the project team
- Accuracy of media reporting

10.17. Key stakeholder groups

10.18. The table below sets out the key stakeholder groups which will be involved throughout the lifecycle of this project.

Stakeholders	Internal	External
Key Providers		
Children's Social Care	Early Help Service	
	Youth Offending (YOS) Service	
	Children with Disabilities (CWD) Service	
Children's care and early education	Early Years Quality Assurance (in Early Help)	Children's Centres; Current Hubs
		Children's Centres; Current

		Spokes
Youth Services		Youth Providers; Youth Clubs
		Duke of Edinburgh
Public Health	Health Visiting	Central London Community Healthcare NHS Trust
	School Health	Central London Community Healthcare NHS Trust
	Healthy Schools	Health Education Partnership
	Young Persons Substance Misuse	
CCG		CAMHS
		Maternity
		GP Federation
		West London Mental Health Trust
Community Safety	Domestic Violence Commissioner	
	Anti-Social Behaviour Team	
Police	Borough Commander	
Schools	Primary Schools' representatives	Primary Schools' representatives
	Secondary Schools' representatives	Secondary Schools' representatives
		Post-16 Secondary Schools' and Colleges' representatives
		Alternate Provision (AP) /Pupil Referral Unit (PRU)
Service Users		
		Children and young people
		Adults (parents)
Influencers		
Children's Services Senior Leadership Team	Director of LBHF Family Services	
	Tri-Borough Director of Commissioning	
	Tri-Borough Director for Finance and Resources	
	Tri-Borough Executive Director of Children's Services	
	LBHF Chief Executive Officer	
FSS Project Executive Group	Tri-Borough Director of Public Health	
	Strategic Director of Hammersmith and Fulham CCG	
	Metropolitan Police Service Borough Commander	

Politicians	Local Councillors	Labour MP for Hammersmith Andy Slaughter
	Local Committees	
Trade Unions	Unison	
	GMB	
	Unite	
		British Medical Association (BMA)
		The Alliance
		Royal College of Midwives (RCM)
		Royal College of Nursing (RCN)
Voluntary and Community Sector		
Advocacy Groups		Action On Disability
		West London Action for Children
		Let Me Play
Parent Reference Groups		Parents Active
		MENCAP
Ethnic Minority Groups		Midaye Somali Development Network

10.19. Communication channels and tools

10.20. The table below sets out the key communication channels and tools which will be used by all key stakeholders.

Stakeholders	Key channels	Key tools
Key Providers		
Children's Social Care; Early Help, Youth Offending and Children with Disabilities Services	<ul style="list-style-type: none"> • Face to face updates including individual meetings with staff • Briefings including internal service meetings with staff • Electronic and online communications • Director of Children's Services (DCS) on project governance and key sponsor on programme 	<ul style="list-style-type: none"> • Co-design workshops • Social Care service specific workshops • Topical workshops • Emails • Internal blog • Weekly e-newsletter • Q&A bulletin board • Information portal on FSS website
Children's Centres	<ul style="list-style-type: none"> • Individual meetings with children's centres managers • Attending staff team meetings • Attending children's centres events as requested (e.g. AGM meeting) • Electronic communications 	<ul style="list-style-type: none"> • Co-design workshops • Children Centre specific workshops • Topical workshops • Emails • Information portal on FSS website
Youth Providers;	<ul style="list-style-type: none"> • Individual meetings with youth club 	<ul style="list-style-type: none"> • Co-design workshops

All	<p>managers</p> <ul style="list-style-type: none"> • Attending staff team meetings • Attending youth club events as requested • Electronic communications 	<ul style="list-style-type: none"> • Youth clubs' specific workshops • Topical workshops • Emails • Information portal on FSS website
Public Health; All	<ul style="list-style-type: none"> • Face to face updates including attending staff briefings, one-to-one meetings and team meetings • Electronic and online communications • Public Health Consultant – key member on the Programme Board 	<ul style="list-style-type: none"> • Co-design workshops • Topical workshops • Regular reports to Health and Well-being Board • Emails • Verbal updates disseminating information with managers • Information portal on FSS website
CCG; All	<ul style="list-style-type: none"> • Face to face updates including attending governing body meetings • Electronic and online communications • Strategic Director of Hammersmith and Fulham CCG – key member of the Executive Group 	<ul style="list-style-type: none"> • Co-design workshops • Topical workshops • Emails • Verbal updates disseminating information with managers • Information portal on FSS website
Community Safety; All	<ul style="list-style-type: none"> • Face to face updates including individual meetings with staff • Briefings including internal service meetings with staff • Electronic and online communications • Director of Children's Services (DCS) on project governance and key sponsor on programme 	<ul style="list-style-type: none"> • Co-design workshops • Social Care service specific workshops • Topical workshops • Emails • Internal blog • Weekly e-newsletter • Q&A bulletin board • Information portal on FSS website
Schools; All	<ul style="list-style-type: none"> • Staff briefings • Primary Headteachers' Executive meeting • Primary Headteachers' Partnership • Electric communications 	<ul style="list-style-type: none"> • Regular reports to executive meetings • Co-design workshops • Topical workshops • Emails • Information portal on FSS website
Police; Borough Commander	<ul style="list-style-type: none"> • Face to face updates including attending staff briefings, one-to-one meetings and team meetings • Electronic communications • Metropolitan Police Commander - key member of Executive Group 	<ul style="list-style-type: none"> • Co-design workshops • Topical workshops • Emails • Verbal updates disseminating information with managers • Information portal on FSS

		website
Service Users		
Service Users; Adults (parents)	<ul style="list-style-type: none"> • Electronic communications • Coffee mornings with parents at schools • Visits to children's centres • Visits to health clinics 	<ul style="list-style-type: none"> • Emails • Online surveys • Telephone surveys • Written questionnaires • Focus groups
Service Users; Children and young people	<ul style="list-style-type: none"> • Electronic communications • Visits to youth clubs • Visits to health clinics 	<ul style="list-style-type: none"> • Emails • Online surveys • Telephone surveys • Written questionnaires • Focus groups
Influencers		
Children's Services Senior Leadership Team	<ul style="list-style-type: none"> • Electronic communications • Formal governance meetings • Corporate meetings • DCS on project governance and key sponsor on programme 	<ul style="list-style-type: none"> • SLT Board • Committees • Cabinet Member briefings
Politicians; All	<ul style="list-style-type: none"> • Corporate meetings • Consultation with committees at committee meetings or director briefings 	<ul style="list-style-type: none"> • Committees • Cabinet Member briefings
Trade Unions; All	<ul style="list-style-type: none"> • Formal consultation forums • Other planned meetings as appropriate through the programme process 	<ul style="list-style-type: none"> • Emails • Verbal updates disseminating information to representatives • Discussion groups
Groups		
Voluntary and Community Sector; All	<ul style="list-style-type: none"> • Staff briefings • Electronic communications • Visits to voluntary and community and community sector organisations 	<ul style="list-style-type: none"> • Co-design workshops • Topical workshops • Emails • Verbal updates disseminating information with managers • Online features and promotions on FSS website • Information portal on FSS website

10.21. Forms of engagement

10.22. Primary consultation with stakeholders has taken the form of wide ranging engagement, both with groups and individuals. Feedback from key stakeholder groups has highlighted both the significant opportunities that the new FSS approach can deliver, as well as a number of key areas where careful work will need to be done to avoid any issues and unintended consequences.

- 10.23. Additionally, a full consultation with stakeholders is underway to obtain feedback on the current service provision and to understand what improvements can be made. To date this has included attending staff briefings, chairing formal meetings, organising co-design workshops and creating a service user questionnaire. Over the next few months and once in the implementation stage, this will take the form of more regular and short online surveys asking for feedback.
- 10.24. As part of introducing the FSS, the project team delivered a presentation on the new FSS offer to Early Help staff at their service away day. This was a key opportunity to receive feedback and contribution from Practitioners. Positive verbal feedback was received from staff who said they felt it was “honest, genuine, and sincere”. Proposals were also suggested to organise further service specific co-design workshops to ensure all key stakeholder groups have original and equal input into the new service design.
- 10.25. Formal governance groups such as the Executive Group have been established to ensure regular consultation with key senior stakeholders. This group is attended by the Tri-Borough Directors of Commissioning, Finance and Resource and Public Health, the Strategic Director of Hammersmith and Fulham CCG and the Metropolitan Police Service Borough Commander. We are also in the process of setting up a Steering Group Committee, this will be attended by the FSS project team and key professionals on various subject matters as required.
- 10.26. During the initial co-design process key internal and external stakeholders have attended a series of workshops with the purpose of shaping the commissioning approach to be adopted, considering key interdependencies, highlighting and exploring risks and opportunities presented by the FSS approach, understanding what full integration of workforce, budgets, and practice could look like in reality.
- 10.27. To ensure that stakeholders at every level are at the heart of the FSS service design, the views and ideas of service users and voluntary and community groups have been sought via extensive service user engagement. Service users are defined as current or recent engagement with the Early Help Service, Children’s Centres, Youth Providers and Public Health. Voluntary and community groups represent the needs and interests of local residents accessing universal and targeted services. The following process was carried out to capture the views of service users and community groups:
- Stakeholder mapping - Outlines named representatives and contacts from all key stakeholder groups who we have approached for support with service user engagement and community involvement.
 - Written questionnaire – A written template of a service user questionnaire, consisting of a number of semi-structured questions, was established as the basis of discussion with individuals (in person or over the phone) as well as in groups.
 - Arrange visits to services and providers – Providers and community groups were asked to support the project team in communicating with

current or recent service users. This was done by asking providers and community groups to identify service users that have agreed to be contacted by the project team. This provided opportunities for the project team to meet and speak with nominated service users. The project team then visited services and spoke to members of the public asking for feedback via their answers in the written questionnaire.

10.28. Service user engagement feedback to date

10.29. FSS public and service user engagement is underway and has thus far focussed on general public comments and specific service users' experiences of using the current services and exploring how an FSS could improve the offer for children, young people, and families in the borough.

10.30. As at 23 December 2016 25 adults currently accessing children's centres and 22 young people currently accessing youth provision have been spoken to. This targeted service user engagement will continue throughout January and February 2017 to inform the procurement process and service design. Further engagement will continue periodically over the mobilisation and development period to monitor the experiences of our children, young people, and families.

10.31. The key themes that have been identified as important by parents in children's centres are outlined as below:

- Community – Parents spoke of the importance of having a local, family-friendly, welcoming, and understanding environment
- Multi-agency – Parents valued the multi-agency function they could access from Children's Centres. For example, being able to see a midwife from the estate rather than going to the hospital and the convenience of being able to walk to Children's Centres rather than having to take public transport to other places
- Information sharing and cooperation – As with the community and multi-agency aspect, parents valued being able to work together with all kinds of professionals and thought it was beneficial to have their information shared appropriately
- Child Development – Parents spoke of the importance of interaction between their children and others at the centre. For instance, there were examples of children reluctant to attend playgroups, but playing with other children has helped their children to be more settled and demonstrate improved social behaviour and skills

10.32. The key themes that have been identified as areas for improvement by parents in children's centres are outlined as below:

- Capacity during holidays – Children's Centres being able to offer services for a wider range of ages, rather than just for children aged 0-5. For instance, parents mentioned half term holidays as a difficult period as their older children would not be able to stay and play in the same sessions as babies

- Better ICT support services – Parents felt that the use of the internet and apps would be a much more effective and efficient way of informing them of regular news and updates
- Limitation in certain services during opening hours – Parents spoke of the need for a wider range of opening hours, particularly after school hours

10.33. The key themes that have been identified as important by young people at the youth clubs are outlined as below:

- Consistency of worker – Young people stressed the importance of having a consistent worker throughout their journey so their story is only told once e.g. when a child moves from primary to secondary school it is important to have stability during this transition stage

10.34. The key themes that have been identified as areas for improvement by young people at the youth clubs are outlined as below:

- More opportunities for personal development – Young people spoke of wanting to discuss career opportunities, advice on sexual health and counselling
- Space for activities – Young people suggested having more opportunities to have open spaces for youth activities, e.g. being able to play sport freely in parks and open spaces rather than just on the estate

10.35. We are currently in the process of undertaking further public and service user engagement with children and young people via the council website, with parents at health clinics, and with service users accessing the Early Help Service. This will take the form of semi-structured questionnaires and telephone surveys. This will be completed by the end of February 2017, this includes engagement with voluntary and community sector groups such as Action on Disability.

10.36. **Future planned engagement**

10.37. Through the later stages of the project, it is planned that stakeholders, particularly internal staff and providers, will be involved in further consultation and co-design of the specification and operational implementation. There will be further opportunities to discuss and share ideas via face-to-face and online communication channels. These will include the circulation of a weekly e-newsletter, establishment of a Q&A bulletin board and internal blog. Through these channels staff can access more timely updates and responses to FAQs, including sharing information on the national strategic context of change and links to relevant news or research publications.

10.38. Other more targeted approaches will include additional online surveys asking for regular feedback throughout the implementation of the programme. The process will encompass both current and previous service users, schools, children centres, youth club, health clinics, and voluntary and community

sector groups. Consultation throughout this implementation stage will continue to be informed by the wider communication and engagement strategy.

10.39. Formal consultation

10.40. Local authorities have a statutory duty to undertake a formal consultation process. In particular, where there may be potential changes to staff terms and conditions. Where relevant and appropriate, we will liaise with all staff and trade unions to ensure a fair and transparent process to contract all changes that will occur.

10.41. Further work to be undertaken/implemented

10.42. It is clear that the risk of a negative impact can be mitigated through effective communication and planning. Further work will be undertaken to ensure the implementation and successful initial operation of the FSS once Cabinet has agreed on the future direction of the service. We understand being proactive, demonstrating transparency and clear accountability will be key to managing expectations, allaying concerns and combatting rumours

10.43. As we progress further into the later stages of the programme, we will establish a formal Communications and Engagement Group which will unpick the greater detail and practicalities around our engagement. This will include essential staff induction, mandatory training, policy guidance etc.

10.44. Members of the group will consist of the FSS project team and LBHF Corporate Communications representatives as required. This group will regularly review invitations of feedback and contact information, and give timely updates on progress. Depending on the level and severity of change during the implementation stage, risk assessments for service user groups may be required and appropriate arrangements put in place to ensure that these needs continue to be met.

11. PROGRAMME DELIVERY AND GOVERNANCE

11.1. The FSS will be a uniquely complex programme to deliver, requiring transformation change across a number of different complex areas.

11.2. Delivery will be complicated by the need to engage and involve the existing supply chain of commissioned providers and their staff, in addition to affected Council employees.

11.3. Programme delivery will need to acknowledge the objective to establish and develop a new provider vehicle, and clear boundaries between the Council as commissioner and Joint Venture partner will need to be developed as the programme develops.

11.4. To enable the effective delivery of the FSS and the safe transition of services, a number of governance bodies will be established and programme management roles put in place.

11.5. **Governance Bodies**

11.6. A Programme Executive Group will hold responsibility for delivery of the FSS and the delivery of the key benefits of the programme. The Group will:

- Provide strategic direction to the Programme, and resolve any strategic conflicts either within or external to the Programme.
- Act as a Design Authority for the Programme, ensuring that detailed FSS design meets appropriate principles, strategies and standards.
- Monitor the realisation of Programme Benefits.
- Ensure that the Programme risk profile is being effectively managed.
- Oversee delivery of the Programme Communications and Engagement Plan.
- Act as a Change Control Authority for any significant changes required during the delivery of the Programme.

11.7. The Programme Executive Group members will be:

- Rachael Wright-Turner, Director of Children's Commissioning
- Mike Robinson, Director of Public Health
- Steve Miley, Director for Family Services
- Dave McNamara, Director for Finance and Resources
- Toby Hyde, CCG Head of Strategy and Transformation for H&F
- Sarah Thomas, Assistant Director for Commissioning and Innovation
- A senior representative from schools

11.8. The Programme Executive Group will meet every four to six weeks.

11.9. A Programme Board will be responsible for driving the operational delivery of the programme, and ensuring effective co-ordination across all the inter-related activity. The Board will:

- Manage the operational delivery of the Programme within the agreed timescale, cost and quality parameters.
- Maintain an operational focus on achieving the Programme's vision.
- Support the SRO in managing the Programme's risk profile.
- Provide a forum for detailed technical expertise input into the Programme.
- Manage and resolve conflicts and dependencies between the Projects.
- Monitor the realisation of Programme Benefits.

11.10. The Programme Board members will be:

- Sarah Thomas, Assistant Director of Commissioning and Innovation
- Robin Barton, Head of Commissioning
- Public Health Consultant
- Senior HR Business Partner
- Strategic IT Relationship Manager
- Senior Legal Officer
- Finance Business Partner
- Procurement Consultant

- Workstream Chairs (where relevant)

11.11. The Programme Board will meet every four to six weeks.

11.12. Due to the scale, complexity and pace of work required to deliver the FSS, a number of single focus workstreams will also need to be established at various points during the programme. These are likely to be established for short periods during the programme to manage specific aspects of the FSS.

11.13. These work streams will report to either the Programme Board or the Shadow Board, as appropriate.

11.14. The key responsibilities of these work streams will be to:

- Monitor delivery of relevant outputs.
- Approve moving to the next stage of the workstream, in line with overall programme plans and timescales.
- Ensure that risks and issues are effectively managed.
- Ensure that stakeholder management is being effectively managed.
- Escalate matters to the FSS Programme Board where appropriate.

11.15. A Communications and Engagement Group will manage and co-ordinate the programme's engagement with partners, service users and staff, and ensure that the detailed design is effectively informed by stakeholder input.

11.16. The Communications and Engagement Group will be chaired by the Assistant Director of Commissioning and Innovation.

11.17. A stakeholder Reference Group will also be established to provide a mechanism for wider stakeholder, partner and family engagement.

11.18. A FSS Shadow Board will be established to enable strategic issues relating to the Joint Venture Company to be discussed and informally agreed, pending the full incorporation of the new company.

11.19. This will also enable a clear 'ethical wall' to be established on significant issues where the Council and FSS need to adopt clearly defined roles, such as in preparations for the TUPE transfer of staff.

11.20. Initially, this will be attended by the Council's intended nominees to the FSS Board of Directors (when fully incorporated), with appropriate support from the Programme Team and other Council staff as required.

11.21. As the establishment of the FSS develops, appropriate strategic issues will need to shift from the Executive Group to the Shadow Board as the FSS moves towards its new role as a commissioned service provider.

Appendix 3 – LBHF Equality Impact Analysis

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2016/17 – Quarter 3
Name and details of policy, strategy, function, project, activity, or programme	<p data-bbox="490 485 1509 517">Title of EIA: Proposed Establishment of a Family Support Service (FSS)</p> <p data-bbox="490 557 2136 738">The FSS will provide a redesigned integrated family support offer, delivered with pooled resource and budget across tiers 1, 2 and 3 (universal to complex need) as part of a whole system service strategy alongside specialist services including Children’s Social Care. The FSS initially seeks to bring together a range of children and family services, specifically those currently provided by the Early Help Service, Children’s Centres, Youth Services, Public Health and potentially Clinical Commissioning Groups and the Youth Offending Service.</p> <p data-bbox="490 778 2119 887">The strategic intentions of this Programme are to maintain access to universal support whilst ensuring that targeted support reach those that have additional needs as early as possible. The FSS is underpinned by the following strategic objectives:</p> <ol data-bbox="539 927 2136 1364" style="list-style-type: none"> 1. Deliver personalised support to those families with the greatest need 2. Support families to build their resilience and help them to support themselves and reduce the need for future intervention 3. Connect communities and local provision to deliver services to people where they need them in a flexible way that is easy to use 4. Maximise the use of volunteers and networks of community support, recognizing the strength and value of local activity 5. Ensure that intervention is available as early as possible to those who need it 6. Provide access to services through already established routes, pooling knowledge and budgets across services to achieve the best outcomes for those most in need 7. 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

	<p>The proposal is for the FSS 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. This will occur in phase 1 of the project and impact with effect from October 2017. Thus, the change for many service users will be interacting with professionals who are supporting them in a different way, and accessing services from a new separate legal entity that will directly deliver and may also subcontract provision.</p> <p>This EIA considers the potential impact of the proposed option for change upon service users and groups of people with protected characteristics.</p>
Lead Officer	<p>Children's Services Name: Rachael Wright-Turner Position: Director or Commissioning – Children's Services Email: rachael.wright-turner@rbkc.gov.uk Telephone No: 020 7361 3614</p>
Date of completion of final EIA	December 2016 following feedback from consultation.

Section 02	Scoping of Full EIA
Plan for completion	<p>Timing: November 2016 to February 2017 Resources: Jonathan Stevens / Joceline Yau</p>
Analyse the impact of the policy, strategy, function, project, activity, or programme	<p>Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral or negative impact on equality, giving due regard to relevance and proportionality.</p> <p>The FSS will deliver improved outcomes through the provision of high quality effective whole family early intervention, delivered in the community, and which will drive 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</p>

integrated practice and an integrated workforce amongst all those supporting families across the Borough.

As of November 2016, the service offer at tiers 1-3 that is currently within the scope of FSS includes a total 16 Children's Centres for young children (0-5 years) and their families, commissioned around a hub and spoke Children's Centre model; 9 term-time Youth Clubs for young people aged 13-18 years (up to 24 years for young people with learning difficulties and disabilities) in the borough; Family Services Early Help Service, delivering tier 2 and tier 3 targeted services to vulnerable families, with a focus on meeting need early and preventing the need for statutory and specialist children's services; the Health Visiting Service providing health promotion, child health surveillance and screening, the Family Nurse Partnership (FNP); the School Nursing Service supervising and leading the delivery of universal and mandated elements of the Healthy Child Programme 5-19, and the Healthy Schools Programme which supports and encourages schools to develop and deepen their focus on health and well-being. In addition, the Family Services Early Help Service has responsibility for the Family Information Service, Early Years', youth participation, young carers support, young person's substance misuse and sexual health services.

From the overall child population, 6,950 children accessed LBHF Children's Centres during 2015/16. This service therefore reached 59% of the 11,807 0-4 year olds in the Borough. 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. By operating through a primary site model, with three central locations acting as a hub for the management of services across each locality, the FSS will offer more outreach and a more flexible response to the changing demand in the overall population and needs of local communities.

During 2016 Early Help has operated with caseloads rising from 591 at the start of the year and an average of 95 new cases per month.

Health Visitors manage a 0-5-year-old caseload of 15,264 children. This corresponds to an average of 428 families per practitioner.

For the purpose of this EIA, it is important to note that:

- Eligibility criteria for the service would not change, therefore individuals currently receiving children and

- family services would continue to do so
- Training would be provided to existing staff on the specific needs of service users and the appropriate support techniques

The proposal will focus on the following strategic objectives:

1. Deliver personalised support to those families with the greatest need.
2. Support families to build their resilience and help them to support themselves and reduce the need for future intervention.
3. Connect communities and local provision to deliver services to people where they need them in a flexible way that is easy to use.
4. Maximise the use of volunteers and networks of community support, recognising the strength and value of local activity.
5. Ensure that intervention is available as early as possible to those who need it.
6. Provide access to services through already established routes, pooling knowledge and budgets across services to achieve the best outcomes for those most in need.
7. 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.

On this basis, the proposal can be assessed as having a neutral impact on recipients. The nature of the service means that this impact will mainly be experienced by families, this including children and young people up to the age of 18 (or up to 25 where there is an identified Special Educational Need) and their parents.

The proposal may result in practical changes to the day-to-day operation of the service. Considering the needs and protected characteristics of those eligible for the FSS, most notably their age and disability, it is likely that such change may sometimes be difficult or unsettling for the individual who uses the service and for their families and carers. Actions to minimise this change and any disruptions to service during the 'settling-in' period are highlighted in Section 7 of this EIA.

Consultation is taking place with parents and stakeholders and this will be used to shape the contract specification and implementation.

The following analysis has been undertaken based on current service users, however it is likely that the number and profile of users would change by October 2017 (when the service is expected to go live) due to the start of the new academic year.

Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
Age	<p>Children and young people:</p> <ol style="list-style-type: none"> 1. The FSS provides universal to targeted services (across tiers 1, 2 and 3) for children and young people aged 0-19 years old with universal to complex needs 2. The service employs licensed, trained staff and contractors to ensure appropriate provision 3. Gaps in the existing early intervention service were highlighted at tier 2, with families getting little support between universally available provisions and that targeting vulnerable families with multiple and complex needs <p>According to the 2011 Census in Hammersmith and Fulham, the total population of children and young people aged 0-19 is 35,996. Of this population, 11,900 (33%) are aged 0-4 years, 8,599 (23%) are aged 5-9, 9,171 (25%) are aged 10-15, 2,883 (8%) are aged 16-17 and 3,483 (9%) are aged 18-19.</p> <p>The wards of Wormholt and White City, Askew and Sands End have the highest 0-19 years' population and higher levels of deprivation. Wormholt and White City</p>	Neutral

		<p>has over 40% of children living in poverty (after housing costs).</p> <p>Children in need aged 0-19 years represent 3% (1289) of the total population. As with the 2011 census, the most represented age group for children in need is the age range 10-15 years which make 405 (31%) of the children in need numbers. Of the children in need, as anticipated, Wormholt and White City have the highest rate of children in need, 140 (11%) of the children in need population.</p> <p>Adults (parents):</p> <p>The wards of Palace Riverside, Parsons Green & Walham and Ravenscourt Park have the three highest proportions of 'family' households consisting of one more dependent children (18.4%, 17.7% and 15.9% respectively), while Wormholt and White City and College Park and Old Oak have the highest proportions of lone parents with dependent children (14.8% and 12.7% respectively).</p> <p>The proposal would not change the eligibility criteria for the service or restrict its accessibility based on age. By improving accountability and responsiveness, it would allow any issues that arise that would affect this protected characteristic to be identified and swiftly resolved.</p>	
	Disability	<p>Children:</p> <p>The FSS provides universal to targeted services (across tiers 1, 2 and 3) for children and young people aged 0-19 years old, or up to the age of 24 where the young person has a learning difficulty or disability.</p>	Neutral

As of 2016, there is a total population of 26,984 pupils in Hammersmith and Fulham. Of this population, 934 (3.5%) have a statement of Special Educational Needs (SEN) or Educational Health Care (EHC) plan and 3,309 (12.3%) require SEN support.

In state funded primary schools (including special education schools) the majority of pupils, 682 (39.8%) have Speech, Language and Communication Needs as a primary type of need, followed by 275 pupils (16.1%) with Moderate Learning Difficulty and 264 pupils (15.4%) with Social, Emotional and Mental Health.

In state funded secondary schools (including special educational schools) the majority of pupils, 408 (37%) have Specific Learning Disability as a primary type of need, followed by 205 pupils (18.6%) with Social, Emotional and Mental Health and 167 pupils (15.1%) with Speech, Language and Communication Needs.

The complexity and nature of SEN e.g. challenging behaviours, sensitivity to environments and people means any transition from current arrangements will need to be managed carefully including significant time periods and careful liaison with service users/customers and their carers, children centres and youth club managers and other partners.

The specific needs of individual children may affect their ability to deal with change relating to premises or personnel. For some young people with an Autistic Spectrum Disorder, changing daily habits and schedules can pose challenges and maintaining familiar schedule and surroundings can be beneficial. Close communication with parents and families and proactive sharing of service needs assessments for individual children will help to ensure any

		<p>impact of the change is minimised.</p> <p>The proposal would not change the eligibility criteria for the service or restrict its accessibility based on disability. By improving accountability and responsiveness, it would allow any issues that arise that would affect this protected characteristic to be identified and swiftly resolved.</p>	
	Gender reassignment	No data available. It is deemed unlikely that changes to this service will have a positive or negative impact specifically relating to this characteristic.	Neutral
	Marriage and Civil Partnership	No data available. It is deemed unlikely that changes to this service will have a positive or negative impact specifically relating to this characteristic.	Neutral
	Pregnancy and maternity	No data available. It is deemed unlikely that changes to this service will have a positive or negative impact specifically relating to this characteristic.	Neutral
	Race	<p>Children and young people:</p> <p>The minority ethnic population of 0-19 year olds in Hammersmith and Fulham is 41% of the total population of this age group (the main ethnic groups are Black Africa 9%, Black Caribbean 5% and Black other 8%), the population is 59%, of the total 0-19-year-old population.</p> <p>Information collected through the school census reveals that 47.5% of children in primary school have English as a second language. This is higher than the London average of 43.2%.</p> <p>The proposal would not change the eligibility criteria for the service or restrict its accessibility based on race. By improving accountability and responsiveness, it would allow any issues that arise that would affect this protected characteristic to be identified and swiftly resolved.</p>	Neutral

	The overall impact of the FSS will be neutral (as the service eligibility criteria is not changing), however clear and accessible communication with families and schools will help to ensure any impact of the change is minimised.	
Religion/belief (including non-belief)	No data available. Given the expected range of different religions and beliefs in the impacted group it is deemed unlikely that there are positive or negative impacts specifically relating to this characteristic. Council policy supports the provision of universal to targeted services for children and young people from all religious backgrounds.	Neutral
Sex	The proposal would not change the eligibility criteria for the service or restrict its accessibility based on sex. By improving accountability and responsiveness, it would allow any issues that arise that would affect this protected characteristic to be identified and swiftly resolved. The overall impact of the change of service provider and management will be neutral (as the service eligibility criteria is not changing). Close communication with parents and families will help to ensure any impact of the change is minimised.	Neutral
Sexual Orientation	No data available. It is deemed unlikely that changes to this service will have a positive or negative impact specifically relating to this characteristic.	Neutral

Human Rights or Children’s Rights

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

Will it affect Human Rights, as defined by the Human Rights Act 1998?

No

Will it affect Children’s Rights, as defined by the UNCRC (1992)?

	No
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Section 03	Analysis of relevant data Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.
Documents and data reviewed	Children: FSS data chapter (November 2015) matched to Hammersmith and Fulham 2011 Census 0-19 years' child population Adults: Data provided by Strategy and Partnerships (Commissioning) – November 2016
New research	

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Section 04	Consultation
Consultation	Details of consultation findings (if consultation is required. If not, please move to section 06)
Analysis of consultation outcomes	A full communications plan has been developed to ensure that all stakeholders are engaged and informed about potential changes. A communications and engagement strategy has been outlined to ensure engagement with all relevant groups. A key part of our strategy to ensure robust engagement has been organising a series of thematic co-design workshops with a range of stakeholders. These workshops facilitated discussions around the co-design of the new service offer, informing the Commissioning Strategy. Parallel to this, a series of individual workshops with Early Help staff, Children Centres' staff and Health Visiting staff have been planned to further engage key stakeholders. Plans to organise topical workshops with Children's Centres, Health Visiting and Early Help have also been

arranged to focus on specific agendas e.g. 0-5 early years, 5-10 years, 10-16 years and 16-25 years and ensure momentum for staff to be actively involved throughout the service design process.

Staff from the Early Help Service, Health Visitors and School Nurses have been engaged at service meetings, about the FSS proposals and encouraged to give feedback on its potential impact on staff and services locally.

Consultation with external stakeholders has included service user engagement with Children Centres, Youth Clubs, the Police, Primary Schools and the LBHF Early Help Service. Feedback has been captured via surveys, and through semi-structured questionnaires with service users who are currently in receipt of children and family services to ascertain their views on the quality of the current service and their suggestions for improvements that could be made through the FSS.

Consultation with service users highlighted the following areas:

- Availability of services is important to service users, more afternoon sessions were requested
- Access and range of services offered
- Service users were open to change and could see the opportunities of bringing together the different services into the FSS
- The concept of a generic worker received a mixed response, however the benefits were more frequently highlighted
- The suggestion of shared services and information sharing was welcomed

Section 05	Analysis of impact and outcomes
Analysis	The analysis of the proposed changes against protected characteristics has identified that overall the proposal should have a neutral impact on service users. Eligibility for the service will remain the same, and the FSS will be designed to increase service user, professional, and organisational confidence in the service and its ability to respond most effectively to meet need.

The main impact will be that the providers of current services in scope for the FSS will change as the SPV will be a single new organisation. This will require some changes to staffing and geographical location of services. Considering the needs of service users, there is a risk of a negative impact for some users who may find this change difficult and unsettling. This risk of a negative impact will be mitigated through clear communication and planning.

The vision of the FSS is to develop more integrated ways of working, not just with services in the scope of the project, but also with partners outside of the FSS, to ensure that children and young people get the most appropriate access to services and support they require. There are also ongoing discussions with different services about developing fuller integration across the sector. Impact to services outside of the FSS will also be minimised by ensuring that there are clear referral routes into the FSS and that for tier 4 services there are clear step up and step down processes in place to ensure that children and young people receive timely support.


Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	Subject to the Cabinet decision, it is planned that a wide range of stakeholders will be involved in further consultation and co-design of the specification and operational implementation. This will include formal meetings of groups such as Early Help Service staff, the FSS Executive Board, LBHF Primary Heads' Executive meetings, Bi-Borough Secondary Heads' Executive meetings and Corporate Liaison meetings with Trade Unions (in health and the local authority); informal opportunities to discuss and share ideas through online communications, including an e-newsletter, Q&A bulletin board and internal blog, and targeted approaches including additional online and telephone surveys. The process will encompass service users, schools, children centres, youth club, health clinics, and voluntary and community sector groups. It is planned that consultation throughout the implementation stage will continue to be informed by the wider communication and engagement strategy.

Section 07	Action Plan					
Action Plan	Issue identified	Action(s) to be taken	When	Lead officer and borough	Expected outcome	Date added to business/service plan

	<p>Effective communication will be key to allaying concerns, managing expectations, and combating rumors</p>	<p>Regular updates will continue to be sent out to service users and stakeholders. Plans also to proceed with establishing a regular communications and engagement group, with remit to disseminate information</p>	<p>Monthly</p>	<p>Commissioning – FSS Project Team</p>	<p>This would allow both regular invitations of feedback and contact information, and updates on progress</p>	<p>December 2016</p>
	<p>Any change to provision, (e.g. premises, timescales) may impact not only on the service user (distress resulting from disruption to their routine) but also on practical and operational arrangements on a day-to-day basis</p>	<p>All service users are contacted at the earliest stage possible with regard to their personal situation. Existing work to carry out specialist assessments of service needs are reviewed and updated where required</p>	<p>Prior to “go live” date for new contract</p>	<p>Undertaken by Commissioning and Contracts team as part of the approach to scheduling and risk assessment</p>	<p>Proactive approach to responding to the issues raised can mitigate the impact</p>	<p>December 2016</p>

	Further work required (post decision) to co-design changes to service and to assess their specific impact	Timetable of user engagement activity to be developed. Specific changes to individual services to be assessed as required for their impact upon protected characteristics	Post Decision	Commissioning – FSS Project Team	Clear plan for how and when service users can influence any changes to the service	December 2016
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Section 08	Agreement, publication and monitoring					
Chief Officers' sign-off	Name: Rachael Wright-Turner Position: Director of Commissioning Email: Rachael.wright-turner@rbkc.gov.uk Telephone No: 0207 745 6399					
Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: 6 March 2017 Key equalities issues have been included: Yes					
Opportunities Manager (where involved)	n/a					

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">6 MARCH 2017</p>	
<p style="text-align: center;">CHILDREN'S SOCIAL CARE CASE MANAGEMENT SYSTEM UPGRADE</p>	
<p style="text-align: center;">Report of the Cabinet Member for Children and Education</p>	
<p>Open Report</p> <p>A separate report on the exempt part of the Cabinet agenda provides exempt financial information.</p>	
<p>Classification - For Decision</p> <p>Key Decision: YES</p>	
<p>Wards Affected: ALL</p>	
<p>Accountable Director: Steve Miley, Director for Family Services</p>	
<p>Report Author: Andrew Anderson. Children's ICT Projects Manager</p>	<p>Contact Details: Tel: 020 7641 5267 E-mail: aanderson1@westminster.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. H&F Adults and Children's Services have gained approval through Cabinet Paper (4th July 2016) decision to extend the current Frameworki Social Care record system contract until 16th January 2020.
- 1.2. This report seeks approval for Hammersmith & Fulham (H&F) Children's Services to commence a programme of work to upgrade the Children's social care record system from Frameworki to Mosaic; the next generation product.

2. RECOMMENDATIONS

- 2.1.1. That approval be given to carry out an upgrade of Frameworki to Mosaic in partnership with Westminster City Council at a cost of £306,693.

3. REASONS FOR DECISION

3.1. It is necessary for case management systems to provide the required functional capabilities to enable, efficient management of caseloads and continuous improvement of social care practice case recording. The Mosaic upgrade will deliver capabilities as an enabler to key practice initiatives:

3.1.1. **Focus on Practice** - Releasing time for social workers to effect change by direct work with families. Mosaic is designed with efficiency as a primary focus. A comparable piece of work undertaken in Mosaic should take up to 33% less time than Frameworki allowing saved time to be redirected as required. This efficiency improvement is available to practitioners immediately after an upgrade through the inherent attributes and features of Mosaic workflow.

3.1.2. Mosaic mobile allows an end user to work on laptops 'on the go' with or without a network connection. This will enable practitioners to both access and record information remotely whilst working out in communities, visiting children and families. Offline aspects of mobile working benefits are achieved immediately after an upgrade to Mosaic.

3.1.3. **Integrated Family Work** - Enabling practitioners to capture the holistic needs and issues presented by a family, make decisions and interventions that address the systemic needs of the family. Mosaic introduces the concept of Group Working which is a function that allows multiple records to be linked together as a single entity. Social Care practitioners will be able to achieve family based case recording through use of this new functionality.

3.1.4. **Partners in Practice** - Working together with partner agencies and engaging directly with service users. The Mosaic product suite includes a portal. The Portal provides a mechanism which enables an individual to contribute to case management activities relating to their care. The Children's Services department will possess the capability to exploit new opportunities in engaging external users with the Mosaic system or seek to absorb the solution into existing strategies such as Integrated Family Support (IFS) which seeks to use portals to enable families to contribute to assessments safely.

3.1.5. Serves as an enabler and firm foundations for the department's strategic direction for electronic case management; FutureGov.

3.2. Significant time and investment would be required to achieve these capabilities through assessment, procurement and implementation of an alternative solution. To await such an investment would result in approximately 18 to 24 months of missed opportunity to progress with key practice improvement initiatives.

3.3. An H&F Children's upgrade to Mosaic at this stage would leverage of resources now available to Adults and WCC Children's Services' pursuing

upgrade to their own Frameworki system to Mosaic (ASC led project). Substantial implementation cost reductions will be achieved by upgrading in partnership in contrast to costs of upgrading alone.

4. BACKGROUND

- 4.1. Frameworki is the primary case management recording system used within Children's Services since an implementation and contract started with the supplier in 2005.
- 4.2. In October 2013 Hammersmith & Fulham Bridge Partnership (HFBP) on behalf of the council entered into an agreement for the supply of hosted Frameworki through call off the WCC Framework agreement. A Change Control Notice (CCN) was made in February 2014 to purchase hosted Frameworki under the agreement moving from the previous 'in-house' hosting arrangements provided by HFBP.
- 4.3. As part of the move to hosted arrangements, H&F Adults and Children's Services no longer shared a single Frameworki environment. This meant that Adults and Children's case records were to be maintained in separate Frameworki systems in future, however the same supplier contract conditions remained for both services through the HFBP October 2013 hosted Frameworki agreement.
- 4.4. A Cabinet Report dated 4th July 2016 was approved to extend the contract arrangements which expire on 16th January 2017. An extension of the existing service arrangements with Servelec Corelogic Limited was agreed for a term until 16th January 2020. Within the same Cabinet Report, H&F Adult's services also gained approval through delegated authority of the Cabinet Member to upgrade their shared version of Frameworki to Mosaic subject to a detailed review of the product and a clear business case outlining the benefits arising from an upgrade.
- 4.5. H&F Children's Services have taken opportunity to participate in the detailed review of the Mosaic product and became satisfied that an upgrade from Frameworki to Mosaic would achieve a number of Children's Services targeted operational benefits in the improvement of social care practice recording as well as implementation cost savings by upgrading in collaboration and close proximity to Adults services plans.

5. PROPOSAL AND ISSUES

- 5.1. Officers are recommending approval for a programme of work and associated funding to upgrade the H&F Children's Services case management system.
- 5.2. The proposed approach for implementation of the upgrade is through collaboration with Adults services to share resource costs.
- 5.3. H&F Children's services will need to mobilise swiftly to align and to then keep close proximity to the Adults upgrade timescales to Mosaic currently due by

May 2017. A high-level project timeline is presented in section 10. Taking this approach will facilitate a reduction to upgrade implementation costs, a saving of approximately £86k.

- 5.4. The ASC led project would be equally impacted financially by a delay or decision for LBHF's Children's Services not to upgrade to Mosaic however this will not impede the project's implementation plans and schedule.
- 5.5. Engagement with the system supplier (Sevelec – Corelogic) in relation to H&F Children's Services upgrade to Mosaic will be achieved by use of a Change Control Notice (CCN) under the hosted Frameworki contract of 22nd October 2013. The CCN will agree services for the upgrade and outline costs payable to the supplier.
- 5.6. As part of their Partners in Practice work the Children's Services department has commissioned FutureGov to help them design a new vision and approach to Children's Services including the technology landscape to support delivery. FutureGov is the digital design company for public services, working across local government in the UK and worldwide.
- 5.7. It is anticipated that FutureGov solution options will be presented in April/May 2017 once a discovery phase is concluded. Whilst FutureGov will be presenting options for further development at this timeframe, the work to develop these options will likely be realised in 2019/2020. The options presented may require interfaces with the Mosaic project if it is identified as enabling the solution, possibly as part of the data repository element of the future technology architecture.
- 5.8. As set out in the exempt report on the exempt Cabinet agenda.
- 5.9. As set out in the exempt report on the exempt Cabinet agenda.
- 5.10. As set out in the exempt report on the exempt Cabinet agenda.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. **Option 1: Do not upgrade H&F Children's Services system from Frameworki to Mosaic and pursue alternative solution**
- 6.2. Remaining on Frameworki will present significant limitations to LBHF Children's Services and presents barriers to improving practice and achieving efficiencies within social care teams.
- 6.3. These limitations and impact include:
 - 6.3.1. The system is unable to accommodate family centric social care resulting in continued frustration for social care practitioners as record management time efficiencies are not achieved to reinvest into more community effecting change with families.

- 6.3.2. The user interface is not suitable for mobile devices, making it difficult for the service to acquire information or update case notes on the move.
 - 6.3.3. Poor application program interfaces (API's). These are used to develop interfaces to the system by the way of apps or websites. They are also used to integrate with other back office systems, such as finance or education systems.
 - 6.3.4. Inability to generate key information and statutory reports directly from Frameworki resulting on the need to maintain current resource intensive and costly solutions to achieve reporting requirements. An upgrade to Frameworki would generate opportunity to improve reporting capabilities and methods of delivery.
- 6.4. **Option 2: Upgrade H&F Children's Services system from Frameworki to Mosaic**
- 6.5. We consider this as the most appropriate option.
 - 6.6. Option 2 allows for Children's Services to take advantage of new capabilities not present within the current case management system Frameworki. The detailed analysis conducted in regards to the Mosaic upgrade suggests that case recording efficiencies are gained immediately after upgrade due to the simplified user interface functionality. Further benefits are realised through bespoke configuration activities delivering specified business requirements.
 - 6.7. Key benefits to be achieved by a Mosaic upgrade project enabling LBHF Children's Services to improve practice are outlined within section 3. These are in relation to 'Focus on Practice', 'Integrated Family Work' and 'Partners in Practice' department strategies.
 - 6.8. The Frameworki System makes extensive use of workflow to guide and manage a user's case through the correct business process. The Mosaic system continues with this workflow however the function has been significantly enhanced to deliver recording efficiencies.
 - 6.9. For the 12 month period ending 31 August 2016 there were 177,690 episodes completed in Frameworki across Adults and Childrens services within the shared instance of Frameworki. This works out to be between 533,070 and 1,066,140 clicks of the mouse taking between 1,777 and 5,923 hours in processing time. This activity is not necessary in Mosaic and represents a potential efficiency saving. Similar ratios of efficiency would be applicable to a LBHF Children's Services analysis of current activity and future Mosaic enhancements.
 - 6.10. This benefit is achieved on day one upon an upgrade to Mosaic

Sensitivity Analysis of Potential Efficiencies													
Potential Time Saving in Hours						Efficiency gains in FTE per annum							
	Number of Episode Screens						Number of Episode Screens						
	2	3	4	5	6		2	3	4	5	6		
Second	2	197	296	395	494	592	Second	2	0.1	0.2	0.2	0.3	0.3
	4	395	592	790	987	1,185		4	0.2	0.3	0.4	0.5	0.7
	9	888	1,333	1,777	2,221	2,665		8	0.5	0.7	1.0	1.2	1.5
	13	1,283	1,925	2,567	3,208	3,850		12	0.7	1.1	1.4	1.8	2.1
	20	1,974	2,962	3,949	4,936	5,923		20	1.1	1.6	2.2	2.7	3.3

- 6.11. The upgrade project will possess a number of methods to measure productivity improvement including quantitative and qualitative assessments. Baseline measurements of time spent on key workflows within the Frameworki system will be established to allow comparison against Mosaic usage. Feedback will be captured from social care practitioners after a period of Mosaic usage and evidence gathered to demonstrate that greater time is being spent with families or other direct social work outside of the system as a result of the upgrade to Mosaic.
- 6.12. Mandatory data quality activities required to deliver the Mosaic upgrade and the resulting case recording improvements will serve as firm foundations for the FutureGov solution to build upon and incorporate changes that have proven effective.
- 6.13. H&F Children’s social care practitioners will be in position to maintain parity in recording capabilities with WCC peers promoting a collaborative approach towards developments of mutual interest.
- 6.14. Overall this option culminates in quicker steps to improved service delivery and better outcomes for children, young people and families. It provides a ‘stepping stone’ to next level of service improvement exploration, FutureGov.

7. HIGH-LEVEL PROJECT TIMELINE

#	High Level Activities	Timeline Due
1	Foundations – Start-Up / Planning	December 2016
2	Foundations - Prior Information Notice(PIN)	January 2017
3	Foundations – Team /Governance/ Commercials	March 2017
4	Data Quality Routines	April 2017
5	Test & Existing Functionality Replicated	May 2017
6	Training	June / July 2017
7	Reporting	June / July 2017
8	Mosaic Go Live	July 2017
9	Single Instance	August 2017
10	Group Working (Statutory Workflows)	Sept 2017
11	Other Functionality	tbc

8. EQUALITY IMPLICATIONS

- 8.1. The proposed approach has no equality implications.

9. LEGAL IMPLICATIONS

- 9.1. The recommended decisions this report asks Cabinet to make are lawful and appropriate for the Cabinet. Maintaining an efficient electronic case management system is incidental to the Council's statutory social care duties.
- 9.2. Implications verified by Andre Jaskowiak, Solicitor, Shared Legal Services.

10. FINANCIAL IMPLICATIONS

- 10.1. The cost of upgrading to Mosaic is estimated at £393k, however by joining the ASC led project the cost is expected to reduce by approximately £86k through pooled resources. The revised estimate of £307k will be funded by Council balances.
- 10.2. As set out in the exempt report on the exempt Cabinet agenda
- 10.3. If the project is delayed to a point where it can no longer join the shared upgrade, then it will need to proceed as a standalone upgrade which will attract an additional £86k of costs.
- 10.4. Implications verified by Dave McNamara, Director of Finance & Resources.

11. COMMERCIAL IMPLICATIONS

- 11.1. The Interim Head of Procurement supports this report's recommendations, for reasons given in the earlier 4th July 2016 Cabinet report. Frameworki system continuity is critical to maintaining and supporting essential front-line services to vulnerable adults and children, including, amongst other things, their safeguarding and the recording of statutory assessments.
- 11.2. 4th July 2016 Cabinet also noted that the (then) current contract with Servelec Corelogic was due to expire in January 2017; agreed to extend the current arrangement with Corelogic until January 2020, with a break clause in January 2019; and agreed to delegate the decision on whether to upgrade to Mosaic to the Cabinet Member for Health & Adult Social Care. The matter has come back to Cabinet as the financial sum previously approved for the upgrade to Mosaic is greater than that previously reported.
- 11.3. Whilst the Interim Head supports Children's (and Adults) Services upgrading to Mosaic, he has previously advised that the direct award of an interim 3-year contract to Servelec Corelogic without competition is not without risk of legal challenge, and recommended that this risk should be mitigated by the placing of a Prior Information Notice.


- 12.4 The placing of a PIN will not remove the risk of a challenge. It should, though, help to significantly reduce it materialising. If not yet drafted, it would be prudent for ASC and CHS commissioners to produce one.
- 11.4. Implications completed by John Francis, Interim Head of Procurement (job-share) 020-8753-2582.

12. IT STRATEGY IMPLICATIONS

- 12.1. The CIO is content that this complies with the current ICT strategy and approves this decision, provided the services continue to follow the procurement strategy set out in the ICT Contracts Procurement Plan presented by your services and agreed by the ICT Transition programme board in 2016. The replacement service or application system must comply with the council's new ICT strategy which requires that it be a browser-based application and needs to work with the council's virtual desktop infrastructure and with MS Office 365
- 12.2. Implication completed by Jackie Hudson Transitional Director

13. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

None

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">6 MARCH 2017</p>	
<p style="text-align: center;">APPROVAL TO EXTEND AND MODIFY ROUGH SLEEPER/SINGLE HOMELESS SUPPORTED ACCOMMODATION CONTRACTS</p>	
<p>Report of the Cabinet Member for Health & Adult Social Care and the Cabinet Member for Social Inclusion</p>	
<p>Open Report</p> <p>A separate report on the exempt part of the agenda provides exempt information in connection with this report.</p>	
<p>Classification - For Decision Key Decision: YES</p>	
<p>Wards Affected: North End, Munster, Shepherds Bush Green, Avonmore & Brook Green, Addison, Ravenscourt Park, Askew.</p>	
<p>Accountable Executive Director: Liz Bruce, Executive Director for Adult Social Care</p>	
<p>Report Author: Julia Copeland Strategic Commissioner</p>	<p>Contact Details: Tel: 020 8753 1203 E-mail: Julia.Copeland@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to seek approval to utilise the available 12 - month extension options in two supported housing contracts for homeless people; approval is also sought to modify the same two supported housing contracts to further extend the contract terms to 31 March 2019.
- 1.2 Approval is also sought to modify a further five supported housing contracts for homeless people to extend the contract terms in the case of one contract to 31 March 2018, and in the other four contracts to 31 March 2019 as set out in paragraph 2.2.
- 1.3 This report also seeks approval to waive the competition requirements contained in the Council's Contract Standing Orders (Under CSO3) to seek competitive bids, and approval for the direct award / modification of the contracts set out in paragraph 2.2 for the reasons contained within this report.

- 1.4 The seven contracts listed in Appendix One provide 151 bedspaces across ten separate supported housing buildings for homeless men and women aged 18 years plus with a range of needs including substance & alcohol misuse; physical and mental health needs; entrenched histories of rough sleeping; offending behaviour. Support is provided to help residents address the issues preventing them from living more independently and to reduce the risks to themselves and the community.
- 1.5 The contracts are expiring at different dates in 2017 and the purpose of the contract extensions and modifications is to enable service continuity while the Council completes a review of existing services including the wider picture of homelessness in the borough, in order to develop and implement a procurement strategy to ensure new supported housing services are in place by 31 March 2019. A service review group has been established to undertake the review and to develop the future procurement strategy for Cabinet approval in February 2018.
- 1.6 In the case of the Hestia Housing & Support contract (contract 4 in Appendix One), it is proposed to modify the contract terms to extend to 31 March 2018 only. A procurement will commence in 2017-18 to ensure new services are in place by April 2018.
- 1.7 Service development plans have been agreed for the extension periods and savings negotiated where possible, resulting in a pro rata annual saving of £37,225 from 1 December 2016 and a full year effect from 1 April 2018.

2. RECOMMENDATIONS

- 2.1 That the extension provisions available in the London Cyrenians and Look Ahead Housing & Care contracts are utilised to extend the contracts for a 12-month period on existing terms and conditions as set out in Table 1 below for the reasons contained within this report.

Table 1 – Utilise Available Extension Provisions

Contract & Provider name	Contract start & end date & extension provisions	Current contract end date following extensions	Proposed Extension Period
Look Ahead – 160 Coningham Rd	8.4.13 -7.4.16 plus 2 X 12 months	7.4.17	8.4.17-7.4.18
London Cyrenians – 118 Shepherds Bush Rd	1.4.13 – 31.3.16 plus 2 X 12 months	31.3.17	1.4.17 -31.3.18

- 2.2 That Cabinet approves the modification of seven supported housing contracts to extend the contract terms as set out in Table 2 below for the reasons contained within this report.

Table 2 – Contract Modifications to Extend the Contract Term

Contract & Provider name	Contract start & end date & extension provisions	Current contract end date following extensions	Proposed Extension Period
Hestia Housing & Support Lillie Rd & 65-67 Talgarth Rd	12/7/10 – 11/7/13 plus 2 x 12 months	31.3.17	1.4.17 to 31.3.18
Look Ahead – 160 Coningham Rd	8.4.13 -7.4.16 plus 2 x 12 months	7.4.18 ¹	8.4.18-31.3.19
London Cyrenians – 118 Shepherds Bush Rd	1.4.13 – 31.3.16 plus 2 x 12 months	31.3.18 ²	1.4.18 -31.3.19
St Mungo's The Old Theatre	5/1/09 – 4/1/12 plus 2 x 12 months	30.9.17	1.10.17 to 31.3.19
St Mungo's Hope Gardens	1/12/07 – 30/9/14	30.9.17	1.10.17 to 31.3.19
St Mungo's Edith Rd & Safe House	1/7/10-30/6/13 plus 2 x12 months	31.3.17	1.4.17 to 31.3.19
St Mungo's Wood Lane	1/7/10-30/6/13 plus 2 x 12 months	31.3.17	1.4.17 to 31.3.19

- 2.3 That Cabinet approves a waiver of the Council's Contract Standing Orders (CSO) under CSO 3.1 in order to directly award / modify the contracts described above to the incumbent service providers. Approval of a waiver will allow continuity of services to vulnerable adults and their carers whilst services are reviewed and a new Procurement Strategy is developed.
- 2.4 That the Council publishes a Prior Information Notice in the Official Journal of the EU informing the market that a re-tendering exercise will commence around March 2018.

3. REASONS FOR DECISION

- 3.1 The Council is currently reviewing how to meet the needs of homeless people to achieve the goal of zero rough sleeping in Hammersmith & Fulham. Utilising the available extension options and modifying the contract terms to extend the existing arrangements, will enable officers time to consider the impact of several new council initiatives to address homelessness as part of a strategic review to determine the future commissioning and procurement strategy for supported housing services.
- 3.2 Most contracts are delivering good outcomes and several are recognised nationally as delivering best practice in several key areas, including working

¹ Dependent upon Cabinet approval to utilise the final available 12-month extension option set out in 2.1

² Dependent upon Cabinet approval to utilise the final available 12-month extension option set out in 2.1

with people with multiple and complex needs; the implementation of asset based approaches to service delivery and co-design of service models with homeless people. Benchmarking indicates current contract prices are competitive with similar services in neighbouring boroughs.

4. INFORMATION & BACKGROUND

- 4.1 Nationally homelessness and its most visible representation, rough sleeping has been increasing in recent years. Hammersmith & Fulham has achieved comparably low rates of rough sleeping in recent years, however, data shows in 2015-16 there was a 50% rise in the total rough sleepers compared to the previous year; 74% of rough sleepers had drugs/alcohol as their primary support need. Rough sleeping in 2016/17 has shown an increase each quarter and projections estimate an increase of 54 rough sleepers this year compared to 2015-16.
- 4.2 Preventing homelessness is a key priority for the Council. A Rough Sleepers Commission is being established in January 2017 to review current arrangements and to make recommendations about future provision by July/August 2017.
- 4.3 A new model for the street outreach service to work with rough sleepers is being developed and will be procured in 2018/19. In 2016, the Council developed an innovative and ambitious pilot to assess whether the Housing First service model can deliver service improvements for homeless people with complex needs and better value for money for the Council including whether in future we may need fewer hostel places for people with complex needs, if the Housing First model is successful. The Pilot commenced in May 2016 and is due to be reviewed in June/July 2017.
- 4.4 Considering the increasing numbers of rough sleepers, there is a risk the Council will not achieve the optimum service model and value for money if officers proceed with the re-procurement of existing contracts before evaluating the strategic initiatives detailed above.

5. PROPOSAL AND ISSUES

- 5.1 It is proposed to utilise the final extension options in two contracts as set out in Table 1 and to modify these two and an additional five contracts to extend the contract terms as set out in Table 2. Extending the existing arrangements to 2019 for most the contracts in Appendix One will enable officers to complete the strategic review; take into consideration the findings of the Rough Sleeping Commission and the Housing First Pilot; determine the future requirements; develop the procurement strategy and ensure new services are in place by April 2019.

Increasing Levels of Need

- 5.2 In recent years, the level of needs in the supported housing services included in Appendix One has increased as set out below:

Period	Physical Health	Mental Health	Substance Use
2013-14	65%	55%	83%
2015-16	82%	68%	92%

5.3 Due to the increasing vulnerability and mental and physical support needs of homeless residents in the borough, Hammersmith & Fulham Clinical Commissioning Group (HF CCG) is funding a peripatetic nurse pilot to provide nurse-led clinics in three hostels. The aim of the pilot is to address the health inequalities experienced by homeless patients; improve clinical outcomes for residents in supported housing and reduce the number of hospital admissions and London Ambulance Service call-outs. A recent review of the pilot has confirmed the high levels of need and good outcomes.

5.4 In developing the future commissioning strategy for supported housing services, officers will to consider the health of homeless residents and to work in partnership with HF CCG to deliver stronger, sustainable services.

Service Quality and Outcomes

5.5 Most existing contracts are delivering good quality services and outcomes. As needs have increased since the contracts commenced, some of the key performance targets have become more challenging to achieve each year. The rate of planned moves in 2015-16 for example, dropped in all services: people are requiring more support to be able to live more independently; evictions have increased as a last resort to ensure the safety for the resident, other residents or staff and neighbours. However, measures put in place at the end of 2015-16, are having a positive effect and planned move-on in most services has increased during the first 6 months of 2016-17 compared to the same period in 2015-16.

Service Development

5.6 As set out on the exempt part of the agenda.

Value for Money

5.7 As set out in the exempt part of the agenda.

5.8 The recommendation to extend the majority of the contracts in Appendix One to 31 March 2019 is to ensure the strategic review and procurement of new services is achieved as set in the timetable below:

Proposed Review & Procurement Timetable

Activity	Deadline Date
Rough Sleeping Commission established	January 2017
Cabinet approval to extend contracts	March 2017
Rough Sleeping Commission Recommendations	August 2017
Evaluate Housing First Pilot	September 2017
Market & Customer Engagement	September 2017
Develop Procurement Strategy	November 2017
Cabinet Approval Procurement Strategy	Jan/Feb 2018
Launch Tender	June 2018

Submission Deadline	July 2018
Evaluation	September 2018
Governance & Award Contracts	November 2018
Implementation of new contracts	December- March 2019
Start of new contracts	April 2019

Timetable for the Procurement of the Hestia Contract

Activity	Deadline Date
Cabinet Approval to Extend Contract	March 2017
Cabinet Approval Procurement Strategy	May 2017
Launch Tender	July 2017
Submission Deadline	September 2017
Evaluation	October 2017
Governance & Contract Award	December 2017
Implementation of new contracts	January – March 2018
Start of new contract	April 2018

6 OPTIONS AND ANALYSIS OF OPTIONS

Do nothing

- 6.1 There is not an option to do nothing as existing contracts expire on various dates in 2017 and there will be a risk to vulnerable residents if the services end before alternative arrangements are in place. Therefore, this option is not recommended.

Re-procure without completing the review

- 6.2 Officers have a good knowledge and understanding of the strengths and gaps in current services and therefore there is an option to commence the development of the procurement strategy immediately. However, this approach would mean the findings of the Rough Sleeping Commission and the evaluation of the Housing First Pilot expected in July 2017, would not be available and without these findings there is risk of not commissioning the optimum service model. For this reason, this option is not recommended.

Extend the existing contract arrangements

- 6.3 Extending the contract arrangements as set out in Tables 1 and 2 will enable service continuity while officers undertake a strategic review of the Council's future requirements for supported housing and implement a procurement strategy to ensure new services deliver improved outcomes, better value for money and contribute to the Council's strategic priority to achieve zero rough sleeping in Hammersmith & Fulham. For these reasons, this option is recommended.

7. CONSULTATION

- 7.1 No formal consultation has been carried about the recommendations in this report. Consultation with key stakeholders will be conducted to determine the future commissioning and procurement strategy. All incumbent providers have confirmed their willingness to continue to provide services as set out in Tables 1 and 2 above.

8 EQUALITY IMPLICATIONS

- 8.1 There are no adverse equality implications associated with the recommendations in the report. Extending the current arrangements will enable the Council to maintain service continuity to vulnerable residents.

9 LEGAL IMPLICATIONS

- 9.1 As set out in the exempt part of the agenda.

10. FINANCIAL & RESOURCES IMPLICATIONS

- 10.1 As set out in the exempt part of the agenda.

11. IMPLICATIONS FOR BUSINESS

- 11.1 All existing providers have a strong track record of delivering good quality housing and support services to vulnerable residents in Hammersmith & Fulham, therefore the recommendations in the report will ensure a continuation of services.

- 11.2 There will be opportunities for existing and other provider organisations to tender for future services and market engagement is built into the procurement timetable to ensure market views are incorporated.

12. RISK MANAGEMENT

- 12.1 It is in the Council's interest to extend the service with the current providers to ensure service continuity, risk number 6 of the Shared Services Risk Register. Market testing of the service, risk number 4, achieving best value and high quality services for the local taxpayer, is planned as a new procurement exercise has been concluded. Risk Management remains the responsibility of the Adult Social Care Department. Risks are reviewed periodically by the Senior Leadership and in accordance with the Council's Risk Management approach.

13. COMMERCIAL AND PROCUREMENT IMPLICATIONS

- 13.1 As set out in the exempt part of the agenda.

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

None

Contact officer(s): Julia Copeland Strategic Commissioner Adult Social Care Commissioning Team Julia.Copeland@lbhf.gov.uk 020 8753 1203

Appendix 1

N o.	Contract	Current Contract Date	End	Total spaces	Bed	Customer Group/Service Type
1	St Mungo's	31.3.17		30		Single homeless men with support needs and a history of homelessness. Men experiencing violence.
2	St Mungo's The Old Theatre	30.9.17		12		Male and female rough sleepers with multiple and complex needs.
3	St Mungo's	30.9.17		27		Male and female rough sleepers with multiple and complex needs.
4	Hestia Housing & Support	31.3.17		25		13 bed spaces in a core service and 12 cluster bed spaces for people with a history of homelessness.
5	St Mungo's Broadway	31.3.17		9		9 bed spaces for people with a history of substance misuse & homelessness.
6	Look Ahead Housing & Care	7.4.17	with option to extend for 12 months	31		Short-term assessment centre for homeless men and women with a range of support needs.
7	London Cyrenians	31.3.17	with option to extend for 12 months	17		10 bed spaces for male and female rough sleepers with multiple and complex needs 7 move-on flats for people with a history of homelessness
Total		151				



NOTICE OF CONSIDERATION OF A KEY DECISION

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

NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

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

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

KEY DECISIONS PROPOSED TO BE MADE BY CABINET ON 6 FEBRUARY 2017 AND AT FUTURE CABINET MEETINGS UNTIL MAY 2017

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

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

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

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

Katia Richardson on 020 8753 2368 or by e-mail to katia.richardson@lbhf.gov.uk

Access to Cabinet reports and other relevant documents

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

Decisions

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

Making your Views Heard

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

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2016/17

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

Key Decisions List No. 52 - published 2 February 2017

KEY DECISIONS LIST - CABINET ON 6 FEBRUARY 2017

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 (other relevant documents may be submitted)
6 February 2017				
Cabinet	6 Feb 2017	Business Intelligence Infrastructure	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	<p>This document sets out the business case for investment in the Business Intelligence infrastructure in LBHF.</p> <p>The urgency of decision is driven by both the need to have a solution in place as part of the Council's commercial offer so that the Council can maintain its leading position in the market as well as address the organisation's need to have more timely access to data and analysis.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p> <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p>	<p>Ward(s): All Wards</p> <p>Contact officer: Martin Nottage, Duncan Smith Tel: 020 8753 2368, Tel: 020 8753 2551 martin.nottage@lbhf.gov.uk, duncan.smith@lbhf.gov.uk</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 (<i>other relevant documents may be submitted</i>)
Cabinet Full Council	6 Feb 2017	FOUR YEAR CAPITAL PROGRAMME 2017/18 TO 2020/21 This report presents the Council's four-year Capital Programme for the period 2017-21.	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	
Cabinet	6 Feb 2017	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2016/17 (THIRD QUARTER) 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	
Cabinet Full Council	6 Feb 2017	Revenue Budget and Council Tax Levels 2017/18 This report sets the revenue budget and council tax for 2017/18	Leader of the Council	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	
Cabinet	6 Feb 2017	Section 278 - 28 - 36 Glenthorne Road Highway Improvements, which include; footway improvements in Southerton Road junction with Glenthorne Road, footway	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
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway	

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)
		improvements on both sides of Overstone Road at the junction with Glenthorne Road. Modification of the entry treatment in Overstone Road at the junction with Glenthorne Road, installation of new anti-skid road surfacing on the approach to the existing zebra crossing in Glenthorne Road	Contact officer: Stephen Daway Stephen.daway@lbhf.gov.uk	of any supporting documentation and / or background papers to be considered.
Cabinet	6 Feb 2017 Reason: Affects 2 or more wards	Article 4 Directions Three Article 4 Directions are proposed to take away permitted development rights for Basements, Pubs and Office/light industrial to residential. In order to make these directions the legal department require approval by way of a key decision.	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: David Gawthorpe David.Gawthorpe@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: Expenditure more than £100,000	Procurement of water risk assessment (Legionella) Strategy report for the procurement of water risk assessment contract (Legionella)	Cabinet Member for Housing Ward(s): All Wards Contact officer: Paul Monforte, Henrietta Jacobs Tel: 020 8753 6985, Tel: 020 8753 3729 Paul.Monforte@lbhf.gov.uk, 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	6 Feb 2017 Reason: Affects 2 or more wards	Proposal for an Affordable Housing Delivery Framework The Council is seeking to set up an Affordable Housing Delivery Framework with local Housing Associations.	Cabinet Member for Economic Development and Regeneration, Cabinet Member for Housing Ward(s): All Wards Contact officer: David Burns David.Burns@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	6 Feb 2017	The Establishment Of A Contractual Joint Venture Partnership With Lbhf And Imperial College London	Cabinet Member for Economic Development and Regeneration	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework	THE ESTABLISHMENT OF A CONTRACTUAL JOINT VENTURE PARTNERSHIP WITH LBHF AND IMPERIAL COLLEGE LONDON	Ward(s): All Wards	
			Contact officer: David Burns David.Burns@lbhf.gov.uk	
Cabinet	6 Feb 2017	Treasury Management Strategy 2017/18	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: Affects 2 or more wards	The report sets out the Council's Treasury Management Strategy for 2017/18. It seeks approval for the Strategic Finance Director to arrange the Treasury Management Strategy in 2017/18 as set out in this report.	Ward(s): All Wards Contact officer: Halfield Jackman Halfield.Jackman@lbhf.gov.uk	
Cabinet	6 Feb 2017	Corporate Planned Maintenance Programme 2017/2018	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:	The purpose of this report is to provide proposals for the delivery and funding of the 2017/2018 Corporate Planned Maintenance Programme (CPMP) for the Council's property portfolio. Information relating to the financial or business affairs of any particular person (including the authority holding that information).	Ward(s): All Wards Contact officer: Sebastian Mazurczak Tel: 020 8753 1707 Sebastian.Mazurczak@lbhf.gov.uk	
Cabinet	6 Feb 2017	H&F Procurement Strategy For An Independent Complaints Advocacy Service	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
	Reason: Expenditure more than £100,000	The Independent Health Complaints Advocacy Service is a statutory client centred, flexible service that supports and empowers anyone who wishes to resolve a complaint about healthcare commissioned and/or	Ward(s): All Wards Contact officer: Steven Falvey Tel: 020 8753 5032 Steven.Falvey@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 (<i>other relevant documents may be submitted</i>)
		provided by the NHS in England.		papers to be considered.
Cabinet	6 Feb 2017 Reason: Expenditure more than £100,000	Financial Plan for Council Homes: The Housing Revenue Account Financial Strategy, 2017/18 Housing Revenue Account Budget and 2017/18 Rent Reduction This report covers the 2017/18 budget for the Council's homes (also known as the annual Housing Revenue Account (HRA) budget) including a reduction in rents for Council homes of 1% for 2017/18.	Cabinet Member for Housing Ward(s): All Wards Contact officer: Kathleen Corbett, Danny Rochford Tel: 020 8753 3031, Kathleen.Corbett@lbhf.gov.uk, Danny.Rochford@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
6 March 2017				
Cabinet	6 Mar 2017 Reason: Affects 2 or more wards	Proposed Establishment of an Integrated Family Support Service This item 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 workforce across 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.	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Robin Barton Robin.Barton@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	6 Mar 2017 Reason: Expenditure more than £100,000	Children's Social Care Case Management System Upgrade To upgrade from the existing case management system to the latest version of the product as part of a programme of improvements to case recording practices. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Dave 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.

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		contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	6 Mar 2017 Reason: Income more than £100,000	Disposal of land at Lavender Court Disposal of land at Lavender Court for delivery of affordable housing	Cabinet Member for Housing Ward(s): Wormholt and White City Contact officer: David Burns David.Burns@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 Mar 2017 Reason: Expenditure more than £100,000	Rough Sleeper/Single Homeless Supported Accommodation Contract Extensions Commissioning Strategy for seven supported housing contracts for rough sleepers single homeless people with support needs PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@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 Mar 2017	Award of Impact IDVA Contract Recommendation to make direct award of Impact Project Independent Domestic Violence Advocates for a period of one year with an option to extend for a further year.	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
	Contact officer: Pat Cosgrave Tel: 020 8753 2810 Pat.Cosgrave@lbhf.gov.uk			
Cabinet	6 Mar 2017	2016/17 Corporate Revenue Monitor for Month 8 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			
27 March 2017				
Cabinet	27 Mar 2017	Strengthening Community Partnerships This report outlines the business case and recommendations for grant funding Hammersmith & Fulham based Community Legal Advice Services.	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 Contact officer: Louise Raisey Tel: 020 8753 2012 Louise.Raisey@lbhf.gov.uk	
Cabinet	27 Mar 2017	Confirm On Demand Business Case 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
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway	
	Contact officer: Eustace Dunkwu			

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			Tel: 020 8753 3010 Eustace.Dunkwu@lbhf.gov.uk	background papers to be considered.
Cabinet	27 Mar 2017 Reason: Expenditure more than £100,000	Cycle Quietway Between East Acton and Kensington To implement a Cycle Quietway Route Improvements between East Acton and Kensington (Du Cane Rd (Wormwood Scrubs) to Scubs Lane (Mitre Way)) as part of the Transport for London Quietway Programme.	Cabinet Member for Environment, Transport & Residents Services Ward(s): College Park and Old Oak Contact officer: Richard Duffill Tel: 02087531976 Richard.Duffill@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	27 Mar 2017 Reason: Expenditure more than £100,000	Procurement Strategy for Transport and Highways professional services Report setting out the approach taken to procure technical services in the Transport and Highways division. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: Nick Boyle Tel: 020 8753 3069 nick.boyle@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	27 Mar 2017 Reason: Income more than £100,000	Procurement of Lift Maintenance Services Strategy report for the procurement of lifts maintenance services.	Cabinet Member for Housing Ward(s): All Wards Contact officer: Paul Monforte Tel: 020 8753 6985	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

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			Paul.Monforte@lbhf.gov.uk	and / or background papers to be considered.
Cabinet	27 Mar 2017 Reason: Affects 2 or more wards	Poverty and Worklessness Commission Final Report The final report of the Poverty and Worklessness Commission, along with a cover report detailing the Council's process of agreement.	Cabinet Member for Social Inclusion Ward(s): All Wards Contact officer: Tom Conniffe Tel: 020 8753 2195 Tom.Conniffe@bhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	27 Mar 2017 Reason: Expenditure more than £100,000	2016/17 Corporate Revenue Monitor for Month 9 2016/17 Corporate Revenue Monitor for Month 9	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	27 Mar 2017 Reason: Affects 2 or more wards	HRA Housing Capital Programme 2017/18-2019/20 This report provides specific details of the proposed 2017/18 housing capital programme and proposes budget envelopes for the following two years	Cabinet Member for Housing Ward(s): All Wards Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	27 Mar 2017 Reason: Expenditure more than	Planned Highway Maintenance Programme 2017-18 To seek your approval of the annual highway maintenance work programme for 2017-2018.	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards	A detailed report for this item will be available at least five working days before the date of the meeting and

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>)
	£100,000	<p>That authority be delegated to the Director for Transport and Technical Services, in consultation with the Cabinet Member for Environment, Transport and Residents Services, to make amendments to the programme as agreed for operational and cost effective reasons, in order to make the optimum use of resources.</p> <p>To note that reports and updates on programme amendments (additions and removals) to the approved scheme list be made, as and when required, during the year to the Cabinet Member for Environment, Transport and Residents Services.</p>	<p>Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk</p>	<p>will include details of any supporting documentation and / or background papers to be considered.</p>
Cabinet	<p>27 Mar 2017</p> <p>Reason: Budg/pol framework</p>	<p>Out of Hours Call Centre Services</p> <p>Recommendations on Out of Hours Call Centre Services to call off from Pan London framework.</p> <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p>	<p>Cabinet Member For Commercial Revenue And Resident Satisfaction</p> <p>Ward(s): All Wards</p> <p>Contact officer: John Cordani Tel: 020 8753 1318 john.cordani@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>
Cabinet	<p>27 Mar 2017</p> <p>Reason: Affects 2 or more wards</p>	<p>Industrial Growth Strategy</p> <p>A strategy to promote growth in Hammersmith and Fulham</p>	<p>Cabinet Member for Economic Development and Regeneration</p> <p>Ward(s): All Wards</p> <p>Contact officer: David Burns David.Burns@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>

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8 May 2017				
Cabinet	8 May 2017 Reason: Expenditure more than £100,000	<p>Award of Tree Maintenance Contract</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>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Ian Hawthorn, Gavin Simmons Tel: 020 8753 3058, ian.hawthorn@lbhf.gov.uk, gavin.simmons@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	8 May 2017 Reason: Income more than £100,000	<p>Database Management & Tracking NEET</p> <p>Report to outline and seek agreement to extend Hammersmith & Fulham's current contractual arrangements for the provision of tracking young people not in education, employment or training.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in</p>	<p>Cabinet Member for Social Inclusion</p> <p>Ward(s): All Wards</p> <p>Contact officer: Rachael Wright-Turner Tel: 020 7745 6399 Rachael.Wright-Turner@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.

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		<p>maintaining the exemption outweighs the public interest in disclosing the information.</p> <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p>		
Cabinet	<p>8 May 2017</p> <hr/> <p>Reason: Affects 2 or more wards</p>	<p>E services Inter Authority Agreement</p> <p>Requesting entering into an Inter Authority Agreement for participating in the pan London sexual health E services provision</p>	<p>Cabinet Member for Health and Adult Social Care</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Gaynor Driscoll Tel: 0207 361 2418 gaynor.driscoll@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>8 May 2017</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p>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</p> <p>Following a procurement exercise over the summer 2016 this decision will be to award the contract to the successful contractor</p> <p>PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Children and Education</p> <hr/> <p>Ward(s): Palace Riverside</p> <hr/> <p>Contact officer: Dave McNamara 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.

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Cabinet	8 May 2017 Reason: Expenditure more than £100,000	<p>Award report from Genito-Urinary Medicine</p> <p>The report recommends award to the winning tenderer following procurement process.</p> <p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<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>	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	8 May 2017 Reason: Affects 2 or more wards	<p>LBHF Older People's Housing Strategy</p> <p>Report setting out framework and direction of travel for older people's housing.</p>	<p>Cabinet Member for Housing</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Jane Martin Tel: 0208 753 5666 Jane.Martin@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	8 May 2017 Reason: Affects 2 or more wards	<p>LBHF School Organisation and Investment Strategy 2017</p> <p>Annual review of HF schools and capital investment</p>	<p>Cabinet Member for Children and Education</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Christine Edwards Tel: 020 7854 5865 christine.edwards@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.

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Cabinet	8 May 2017	<p>Lilla Huset</p> <p>Lilla Huset is currently occupied by Libraries and Children’s Services. The existing lease expires in June 2016. This report will consider and recommend whether the Council should renew its lease.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	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	