

# Cabinet



## Agenda

**MONDAY**  
**8 MAY 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**  
**25 April 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](mailto: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](http://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 (15 to 19) 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 **4-12** 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 3 May 2017.**

### COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 10 May 2017**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 15 May 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 15 May 2017**.

# Cabinet Agenda

8 May 2017

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1. MINUTES OF THE CABINET MEETING HELD ON 27 MARCH 2017	1 - 8
2. APOLOGIES FOR ABSENCE	
3. DECLARATION OF INTERESTS	
<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.</p>	
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<b>14.</b>	<b>EXCLUSION OF PRESS AND PUBLIC</b>	

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

<b>15.</b>	<b>INTERNAL AUDIT CONTRACT RE-TENDER : EXEMPT ASPECTS (E)</b>	
<b>16.</b>	<b>DEVELOPMENT OF AFFORDABLE HOUSING AT EMLYN GARDENS, W12 9UG: EXEMPT ASPECTS (E)</b>	
<b>17.</b>	<b>RE- TENDERING OF PASSENGER LIFT MODERNISATION IN SPRINGVALE ESTATE AND STAFFORD CRIPPS/ELLEN WILKINSON : EXEMPT ASPECTS (E)</b>	
<b>18.</b>	<b>STREET OUTREACH CONTRACT, DIRECT AWARD : EXEMPT ASPECTS (E)</b>	
<b>19.</b>	<b>STREET LIGHTING CONTRACT : EXEMPT ASPECTS (E)</b>	



London Borough of Hammersmith & Fulham

# Cabinet Minutes



Monday 27 March 2017

## **PRESENT**

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

## **176. MINUTES OF THE CABINET MEETING HELD ON 6 MARCH 2017**

### **RESOLVED:**

That the minutes of the meeting of the Cabinet held on 6 April 2017 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

## **177. APOLOGIES FOR ABSENCE**

Apologies for Absence were received from Councillor Sue Macmillan.

## **178. DECLARATION OF INTERESTS**

There were no declarations of interest.

## **179. CORPORATE REVENUE MONITOR 2016/17 MONTH 9 - 31ST DECEMBER 2016**

### **RESOLVED:**

1. To note the General Fund and Housing Revenue Account month 9 forecast revenue variances.

2. To note there are mitigating action plans amounting to **£1.004m**, seeking to address the General Fund gross overspend forecast of **£1.807m**. All overspending departments to respond with further actions to reduce the net forecast overspend of **£0.803m**.
3. To note the carry forward budget requests (appendix 11). These will be considered at the year-end, in the context of the Councils' overall position and other priorities. No carry forward requests will be considered for Departments that overspend.
4. That the decision making in relation to production of final accounts to be delegated to the Strategic Finance Director in consultation with the Cabinet Member for Finance.
5. To agree a one off budget virement of **£0.226m** from the Controlled Parking Account to Environmental Services.
6. To approve a drawdown of £0.280m from the Corporate Demands and Pressures reserve regarding Legal and Contract Management costs associated with the Managed Services Programme.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**180. STRENGTHENING SUSTAINABLE COMMUNITY PARTNERSHIPS**

**RESOLVED:**

That the strategic approach to strengthening community partnerships be agreed.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

## **181. PROCUREMENT OF COMMUNITY ADVICE SERVICES**

### **RESOLVED:**

1. That Cabinet agrees the approach for funding sustainable community advice services and the procurement strategy attached as appendix 1 to this report.
2. That Cabinet agrees to delegate to the Director of Delivery and Value, in consultation with the relevant Cabinet Member, the specification and tender documentation.

### **Reason for decision:**

As set out in the report.

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

As outlined in the report.

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

None.

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

None.

## **182. H&F POVERTY AND WORKLESSNESS COMMISSION - FINAL REPORT**

### **RESOLVED:**

1. That the Council welcomes the Commission's report.
2. That the Council promotes the report's findings and recommendations to central government and other parties to whom the recommendations are directed for action.
3. That officers are tasked with producing an action plan and costings for the implementation of the recommendations directed at the 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.

### **183. RECOMMENDATION ON OUT OF HOURS CALL CENTRE CONTRACT**

#### **RESOLVED:**

1. That the Council serves six months' notice before 1 April 2017 to terminate the contract in part in relation to the Out of Hours component of the current contract with Agilisys Ltd and negotiate a contract price for the second year for the Day Time contact centre component only.
2. That the Council calls off the Pan London Framework Agreement for Out of Hours Call Handling set up by the London Borough of Ealing and award a contract to General Dynamics Information Technology Ltd (GDIT) for one year and two months commencing on 1 August 2017.
3. That the Cabinet delegates authority to the Director for Resident and Business Satisfaction, in consultation with the Cabinet Member of Commercial Revenue and Resident Satisfaction, to award a call-off contract under the new Pan London Framework for Out of Hours Call Handling for a period of six years with the option to extend for a further period of 2 years which may be exercised annually

#### **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.

### **184. RE-PROCUREMENT OF LIFT MAINTENANCE CONTRACT**

#### **RESOLVED:**

1. That approval be given to go out to procurement for a 5-year term contract, for lift maintenance using the Restricted Procedure in accordance with the Public Contract Regulations 2015. The contract will have built into it, the option to extend for a further 2 years (5+2).
2. To note that the award criteria is to be set at 50% Price and 50% Quality and the contract will have a notional annual value of £558,300.
3. To note that funding for this contract will be met from the Housing Revenue Account. The budget for lift maintenance is £558,300 for 2017/18. The contract is expected to commence January 2018 and

these works will be delivered from the £558,300 up to the end of March 2018. Similar level of budget is anticipated for subsequent years subject to annual approval.

4. To note that the final budget will need to be set after-market testing.

**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.

**185. HRA HOUSING CAPITAL PROGRAMME 2017/18-2020/21**

**RESOLVED:**

1. To approve the projects and schemes identified in this report (see Appendix 1) which will form the 2017/18 and 2018/19 HRA Housing Capital Programme to the value of £33.523m for 2017/18 and £29.634m for 2018/19 (budget envelopes approved at Full Council on 22<sup>nd</sup> February 2017 as part of the Council's four-year capital programme). To note the risks attached to the 2018/19 budget envelope.
2. To approve the budget envelope of £28.826 million for 2019/20 and £32.475 million for 2020/21 and note the funding streams identified as part of the HRA Housing Capital Programme. This recommendation is subject to future quarterly / annual changes to the overall Council capital programme as set out in future reports to Cabinet.
3. To delegate authority to the Director of Housing Services, in consultation with the Cabinet Member for Housing, to issue orders for work and projects to be carried out using, where appropriate, the council's ten-year Term Partnering Contract with Mitie Property Services, approved by Cabinet 8<sup>th</sup> April 2013 or any other suitable contracts which are put in place in the period in accordance with Contract Standing Orders para 17.
4. To delegate authority to the Director of Housing Services, in consultation with the Cabinet Member for Housing, to approve future amendments to the programme for operational reasons where such amendments can be contained within the overall approved budget envelope and available resources.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**186. MOVING CONFIRM TO AN EXTERNAL HOSTING SOLUTION (CONFIRM ON DEMAND)**

**RESOLVED:**

1. To agree the Procurement Strategy set out in Appendix 1 (contained in the exempt report on the exempt Cabinet agenda).
2. To agree for the Council to enter into a contract with Pitney Bowes to become licensed users of Confirm on Demand and for the software to be hosted by Pitney Bowes. The contract to be externally drawn down from the Crown Commercial Services G-Cloud 7 framework at a total cost of £306,535.00 from 1 July 2017 until 30 June 2019.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**187. CYCLE QUIETWAY 2 - BETWEEN EAST ACTON AND KENSINGTON**

**RESOLVED:**

1. That approval be given to implement cycle Quietway 2 route scheme from East Acton to Kensington as per the design as set out in Appendix 1.
2. To place an order with F M Conway PLC under the provisions of the existing Term Contract to carry out implementation works. Breakdown of the costs for the project are listed in Appendix 2.

3. To charge TfL for £52,000 fees incurred by officers on the project.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**188. FORWARD PLAN OF KEY DECISIONS**

The Key Decision List was noted.

**189. 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.]**

**190. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 6 MARCH 2017 (E)**

**RESOLVED:**

That the minutes of the meeting of the Cabinet held on 6 April 2017 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

**191. RECOMMENDATION ON OUT OF HOURS CALL CENTRE CONTRACT : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the Procurement Strategy & Business Case set out in Appendix 1 be agreed.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**192. MOVING CONFIRM TO AN EXTERNAL HOSTING SOLUTION (CONFIRM ON DEMAND) : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the Procurement Strategy set out in Appendix 1 be agreed.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

Meeting started: 7.00 pm  
Meeting ended: 7.05 pm

Chair .....



<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>Cabinet</b></p> <p><b>8 MAY 2017</b></p>	
<p><b>INTERNAL AUDIT CONTRACT RE-TENDER</b></p>	
<p><b>Report of the Leader of the Council – Councillor Stephen Cowan</b></p>	
<p><b>Open Report.</b> A separate report on the exempt part of the agenda provides exempt information in connection with this report.</p>	
<p><b>Classification - For Approval</b></p> <p><b>Key Decision: Yes</b></p>	
<p><b>Wards Affected:</b> None</p>	
<p><b>Accountable Director:</b> Moira Mackie, Interim Director of Audit, Fraud, Risk and Insurance</p>	
<p><b>Report Author:</b> Geoff Drake, Senior Audit manager</p>	<p><b>Contact Details:</b> Tel: 020 8753 2529 E-mail: Geoff.Drake@lbhf.gov.uk</p>

## 1. EXECUTIVE SUMMARY

- 1.1. This report presents the business case for the re-tender of the existing sovereign LBHF call-off contract for Internal Audit services. This is a largely outsourced service for the council which currently costs approximately £299k per annum.
- 1.2. The procurement options are
  - to undertake a full re-tender,
  - to undertake a mini-competition tender exercise using an existing framework agreement, or
  - to directly call –off from an existing framework agreement set up by another Local Authority.
- 1.3. A full tender exercise is not recommended., For all the other options the framework agreements are either currently being re-tendered or will shortly start so a preferred option between these cannot be recommended at this stage. We therefore propose that the options are kept under review and selected once the re-tender actions have been undertaken.

## **2. RECOMMENDATIONS**

- 2.1. To approve the Procurement Strategy set out in Appendix 2 of the report.
- 2.2. To note the current uncertainty of the procurement arrangements planned to be undertaken by Central Purchasing Bodies (i.e. Crown Commercial Services (CCS) and Eastern Shires Purchasing Organisation (ESPO) and other London councils identified in Appendix 2.
- 2.3. To delegate to the Strategic Director of Finance (in consultation with the Leader) authority to commence the re-procurement of the LBHF Internal Audit Service based upon his professional opinion as per the Procurement Strategy in Appendix 2.

## **3. REASONS FOR DECISION**

- 3.1. There is a statutory requirement for the Council to have an Internal Audit Service.
- 3.2. the most appropriate strategy is to keep under review the re-tendering of the two LA framework Agreements to consider where best value will be achieved. Given these will be under re-tender for some time we may also conduct a mini competition exercise either via the ESPO (Eastern Shires Purchasing Organisation) framework or the CCS (Crown Commercial Services) framework, again depending on which offers the best value for LBHF. While the contract(s) let are expected to be nil value minimum use it is expected that the annual cost should continue to be approximately 299k

## **4. PROPOSAL AND ISSUES**

### **Introduction**

- 4.1. Section 1 of the Procurement strategy at Appendix 2 of this report explains the need for an Internal Audit service.

### **Background**

- 4.2. Section 1 of the Procurement Strategy at Appendix 2 explains how this service is currently delivered.

### **Current Arrangements**

- 4.3. Current arrangements are set out in Section 2 of the procurement strategy provided at Appendix 2.

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

- 5.1. The options identification and appraisal is set out in Section 3 of the Procurement Strategy at Appendix 2.

## **Proposed procurement route**

- 5.2. To review the retender results from the two existing LA framework Agreements to consider where best value will be achieved. However, given these will be under re-tender for some time, a mini competition exercise could also be undertaken either via the ESPO framework or the CCS framework, again depending on which offers the best value for the Council. It is intended that each contract will have a minimum nil value use so that they can be used flexibly.

## **6. CONSULTATION**

- 6.1. *Not applicable*

## **7. EQUALITY IMPLICATIONS**

- 7.1. The equalities impact assessment is provided at Appendix 3 for information.

## **8. LEGAL IMPLICATIONS**

- 8.1. Internal Audit and Risk Management are statutory requirements as set out in the Accounts and Audit Regulations 2015.
- 8.2. If the Internal Audit services need to be re-procured, then the Council would need to comply with the Public Contracts Regulations, 2015 (as amended).
- 8.3. Legal Implications by Babul Mukherjee, Senior Solicitor (Contracts) Tel: 02073613410

## **9. FINANCIAL IMPLICATIONS**

- 9.1. There are no direct financial implications as the contract will be a call-off contract that is intended to have minimal or no required usage. While there is a risk that the day rates may increase under a new contract, there is an existing budget for audit services and any variance to that budget would require separate approval.

*Financial Implications provided by Andrew Lord, Head of Strategic Planning and Monitoring, Corporate Finance Ext 2531.*

## **10. IMPLICATIONS FOR BUSINESS**

- 10.1. The successful contractor will be asked to provide a statement identifying the social value they can provide related to the contract. These might include the potential for the contractor to be involved in the LBHF jobs fair, and a corporate responsibility day in LBHF.

## **11. OTHER IMPLICATION PARAGRAPHS**

### **11.1. Risk Management**

11.1.1. To ensure that Market Testing has been done in order that the best possible service is provided at least possible cost to the local Taxpayer in accordance with managing risk number 4 on the Corporate Risk Register.

### **11.2. Corporate procurement**

11.2.1. The Procurement Strategy (Appendix 2) notes the lack of current framework agreements that the Council is currently able to call off from. Central Purchasing Bodies and other London boroughs who have traditionally let framework agreements for audit services are either in the tender process or are programmed for being tendered later this year. In terms of planning the Council's own statutory arrangements this is a cause for concern due to the uncertainty that this creates, particularly in terms of what framework agreements will be available to the Council to call off from and the rates.

11.2.2. The Corporate Procurement Team will continue to work with the Audit Manager to ensure that a new contract is in place by April 2018.

11.2.3. Comments verified by: Alan Parry, Interim Head of Procurement (Job-share). Telephone: 020 8753 2581

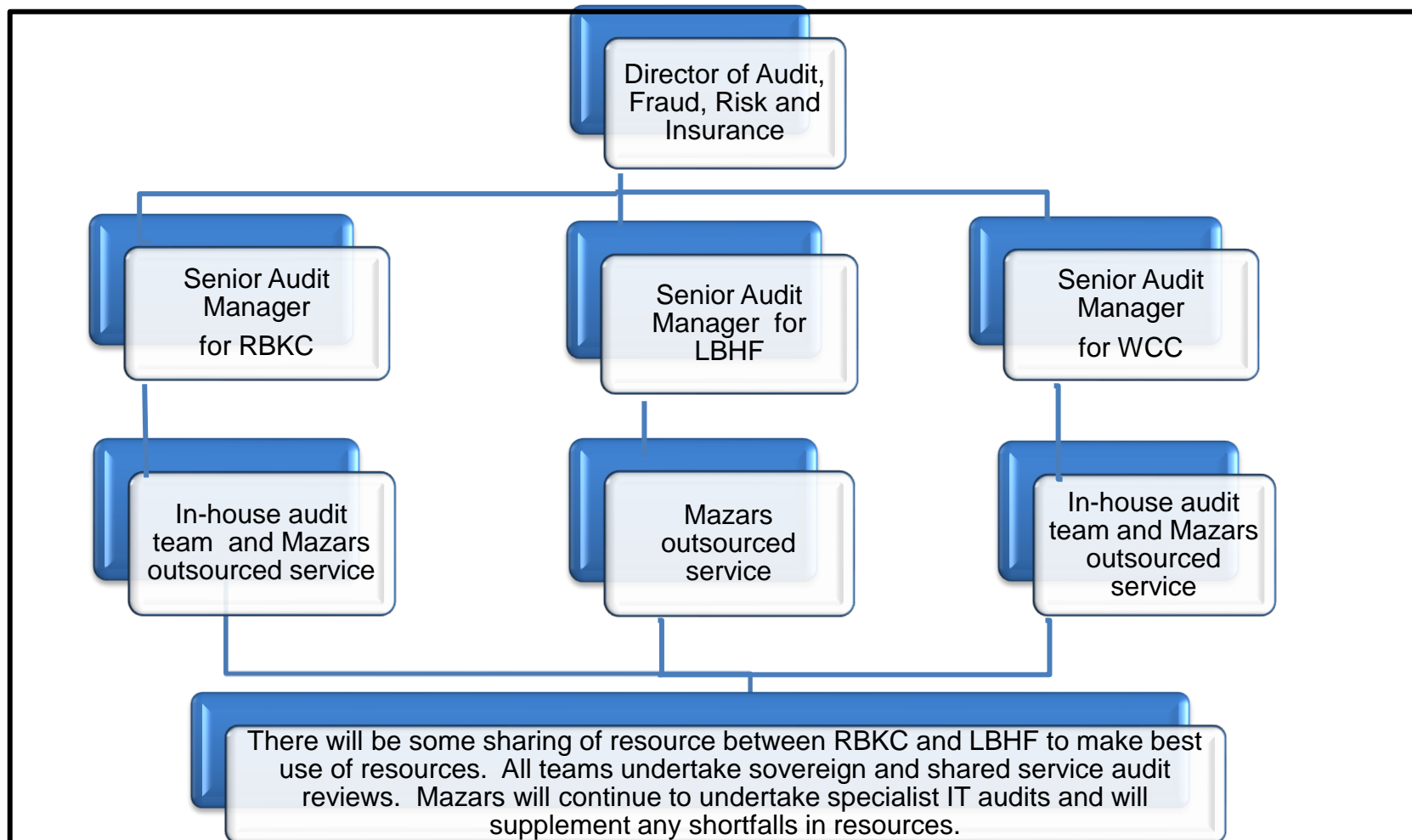
## **12. BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

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

### **LIST OF APPENDICES:**

- Appendix 1 Internal Audit Shared Service structure chart
- Appendix 2 Procurement Strategy
- Appendix 3 LBHF Equality Impact Analysis Tool

Internal Audit Shared Service structure chart



# **BUSINESS CASE AND PROCUREMENT STRATEGY REPORT** **INTERNAL AUDIT SERVICES**

## **1. BUSINESS CASE – WHY THE PROCUREMENT IS NEEDED**

- 1.1. Internal Audit is a statutory service and a requirement of the Accounts and Audit Regulations 2015, which state that: 'A relevant body must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing.
- 1.2. Section 151 of the Local Government Act 1972 requires every local authority to designate an officer (Section 151 Officer) to be responsible for the proper administration of its financial affairs including the provision of an internal audit service. For LBHF this is the Strategic Finance Director.
- 1.3. Internal Audit services are expected to comply with the Public Sector Internal Audit Standards which came into force on 1 April 2013 and were revised from 1 April 2016. These standards are based on the mandatory elements of the Institute of Internal Auditors (IIA) International Professional Practices Framework (IPPF), they are intended to promote further improvement in the professionalism, quality, consistency and effectiveness of internal audit across the public sector.
- 1.4. The Internal Audit Service was changed from a fully in-house team of auditors to a contracted out service in 2005, retaining only the Head of Internal Audit and an audit manager post. The contract to deliver the service was won by Deloitte in 2005 and in 2008 (as part of the West London Framework agreement). Then the contracts let in 2011 and 2015 were won by LB Croydon (LBC) who delivered the audit days through a call off contract with Deloitte, then Mazars when Deloitte transferred their business to them.
- 1.5. The current call-off contract with LBC is due to expire in March 2018 with no opportunity to extend. The LBC call-off contract itself is also due to expire in March 2018 and LBC are in the process of re-tendering that contract
- 1.6. The LBHF Internal Audit service was transferred to a shared Internal Audit service hosted by RBKC following a review and reorganisation of the service in 2013 as part of the strategy at the time to move significantly to shared services arrangements. The shared service provides audit services to three councils, the Royal Borough of Kensington & Chelsea (RBKC), the London Borough of Hammersmith & Fulham (LBHF), and Westminster City Council (WCC). The shared service arrangements for LBHF are managed through a S113 agreement with RBKC. There are no WCC staff in the audit service, instead they purchase all of their audit requirements from RBKC. A structure chart for the shared service is provided at Appendix 1 for information.

- 1.7. This is a contract re-tender. The current service delivered by LB Croydon using the services of Mazars has delivered good quality work at a good price via a sovereign contract with LBHF. There are currently no plans to change the shared service hosted by RBKC, if this were to be decided then the existing S113 Agreement would need to be amended and approved by the S151 officers of both LBHF and RBKC.

## **2. FINANCIAL INFORMATION**

- 2.1. This information is provided in the exempt report accompanying this report to Cabinet.

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

- 3.1. There are currently no plans to review the internal Audit service. Any future change would require a change to the existing S113 Agreement with RBKC to deliver the Internal Audit Service, which would need the approval of the S151 officers of both LBHF and RBKC.

### **Full Procurement Exercise**

- 3.2. There are a number of firms in the public sector internal audit market who provide this type of service and who should be capable of delivering the work required. There are a smaller number who have existing contracts with local authorities especially within the London area. At the time of the previous tender, the market was suffering from an economic downturn and the rates bid were suggested to be highly competitive. A scan of the market indicates that day rates have increased since this time.
- 3.3. The contract would continue to be for internal audit services, which would be overseen by the Shared Service Director of Audit. The contract value itself will vary depending on in-year demand, the intention is that the existing model of letting a call-off contract for the council would continue with no minimum or maximum use requirement. The recommended length of the contract is 3 years plus optional extensions of 1 year plus 1 year.
- 3.4. The total potential value of the contract is approximately £299k a year. This means that the procurement must comply with the Public Contract Regulations 2015 (as amended).

### **Framework Agreements**

- 3.5. The potential advantages of using a framework agreement include:
- maintaining 'business as usual';
  - service continuity;
  - flexibility of service;
  - saving on the cost and resources required to carry out a full OJEU tender process;
  - potential 'bulk buy' discounts due to the combined purchasing power of the authorities joining the framework agreement
  - sharing of information, best practice etc. with other stakeholders.

- 3.6. The council could procure their audit service from existing frameworks provided by another local authority such as those provided by LB Camden and LB Islington, or from frameworks delivered by other organisations such as ESPO (Eastern Shires Purchasing Organisation) and CCS (Crown Commercial Properties).
- 3.7. The common feature of call off contracts delivered by other organisations is that the council has to produce an offering that the companies in the framework agreement can then bid for. Advantages from this approach include the time and cost savings for the bidding process compared to a full OJEU process, some potential savings on rates as contractors would expect to accumulate contracts from the framework so may offer discounts compared to their general rates. In addition, a contract could be taken out with all companies who submit a bid and a variety of suppliers could then be available to use. However, as the contract would not guarantee any work to a provider there may be less interest from potential bidders and rates may not be as competitive as those where a guaranteed level of service is procured.

**Central Purchasing Bodies: ESPO & CCS**

- 3.8. ESPO has a framework for internal audit services. There is no cost to the Council in accessing the framework, although providers on the list pay 0.5% of the contract value to ESPO and this is built in to their pricing. The suppliers list includes at least four top 20 accountancy firms, one of whom KPMG are our current external auditors which would preclude the Council from appointing them. ESPO recommend writing to the external auditor to confirm this helping to avoid future dispute. The accountancy firm who currently deliver our audit days, Mazars, is not included in the supplier list. The framework was subject to a competitive process, and to take this forward would require a mini competition. The Council would invite the other providers on the list to help demonstrate the competitive process. This would ensure a competitive bid, bring the service in line with our requirements but reduce the level of input necessary against a full OJEU process. This arrangement also provides a direct relationship with the winning supplier, thus offering a higher level of control. The ESPO framework contract was let in 2013 and is due to expire on 23 January 2017 so it is currently subject to further tendering. ESPO confirmed by email on 25/11/2016 that they were currently evaluating suppliers' tenders for a replacement framework and expect to award this in late January 2017. As such we cannot confirm whether this framework would meet our needs at this time.
- 3.9. Crown Commercial Services (CCS) operate the government framework covering these services called 'ConsultancyOne'. This agreement has been extended up to 16 February 2017 and their website states 'We are engaging with suppliers and customers to help inform the development of a new commercial arrangement for management consultancy and related services to replace ConsultancyONE (RM1502)'. The CCS advised on 28 November 2016 that 'It is still our intention to release the OJEU notice in Autumn 2016. All updates will be published on our pipeline page for the replacement vehicle'. At the time of drafting this report nothing further had been posted



on their site. As such we cannot confirm whether this framework would meet our needs at this time.

### **Local Authority Framework Agreements**

- 3.10. The common feature of these contracts involve the procuring council agreeing a call-off contract with the council that holds the framework agreement. Advantages of this approach include being the most economic process to establish a new contract, the most potential savings on rates plus further potential savings from volume discounts achieved from all those joining the framework agreement. This would also help limit the risk that there would be less interest because no days would be guaranteed from the LBHF contract. There is also the potential for sharing of information, best practice etc. with other framework agreement stakeholders. Disadvantages would be that there would be a lack of choice of contractor to use
- 3.11. The council currently use a framework established by the London Borough of Croydon. This framework agreement for Internal Audit Services can be accessed free of charge by other local authorities. The agreement has been set up such that the majority of the work would be provided by a third party (currently Mazars, a top 20 firm). The framework is a single supplier framework, if this option were chosen the service would not be exposed to further competition and this should maintain continuity of service with retained contractor experience. Whilst the contract does link the council directly to the contractor for day to day management purposes, potentially there is a risk from being the third party (amongst others) in the agreement. The framework has been in place for 8 years, LBHF have contracted with LBC for audit services for the past 7 years. The LBC Framework Agreement is currently being re-tendered with the intention that a replacement will be in place in time to take over from the existing framework agreement without a break in service.
- 3.12. A consortium of Local Authorities led by the London Borough of Islington has set up a framework agreement for Internal Audit and related services, which other local authorities can also access free of charge. The current agreement is also a single supplier contract with PWC and is due to expire in October 2018 when it will be retendered. At present it has not been decided whether any new contracts can be signed that would extend beyond the framework contract expiry date.

### **Full Regulated Tender Process**

- 3.13. Another option is for the council to procure their internal audit service through a full regulated process (in accordance with the Public Contracts Regulations 2015 (as amended)). This is a full tender process that will be undertaken over a period of months in line with the applicable regulations.
- 3.14. The main advantages of this approach are:
- This approach gives the council the greatest degree of control and flexibility in defining specific needs and requirements, rather than adapting its procedures to meet a specification defined by another authority.

- It allows the council to fully take advantage of the current competitive market.
- 3.15. The main dis-advantages of this approach are:
- The costs, time and resources needed to undertake such a project. The Council would need to properly scope the specification in line with current CIPFA guidance.
  - Single procurement exercises for common services, such as internal audit, tend to be more expensive in the long run compared to those awarded through a framework arrangement which should attract more favourable rates.
  - Whilst there is sufficient time to undertake a regulated procurement exercise, this route also has increased risks of timetable delays resourcing, etc.
- 3.16. It should be noted that the Council currently has an extremely flexible call off contract that does not require any services to be taken up. If a full tender process were followed any potential bidders are likely to expect a minimum guaranteed level of service each year which would lock the Council into a fixed cost upfront. If a low value was guaranteed for the contract it may limit the number of companies interested in the tender and it could result in less competitive rates than a framework could offer.

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

- 4.1. Internal Audit consultancy is a mature market. The accountancy firms in the local government Internal Audit market include Mazars and PWC, who are currently the main companies in the London market through framework agreements. As such this is a routine contract with no need to develop the market. Most of the London area councils have contracted to framework agreements with a large number also being contracted with LB Croydon.
- 4.2. These will all be in a similar position to LBHF and at a similar stage of retendering. Any consultants in the field would be aware of the main framework agreement opportunities available and would have taken a decision whether they wished to apply to join those agreements, including any local firms. Given the potential size of the contract, and that for the present RBKC are looking to contract with the same contractors to allow the shared audit service to operate smoothly, only a large or medium size firm would have the capacity to bid for the contract.

#### **5. PROCUREMENT STRATEGY: PROPOSED CONTRACT PACKAGE, LENGTH AND SPECIFICATION**

- 5.1. The main element comprising the contract will be the delivery of audit days and audits. The contract will usually include base rates for audit, consultancy and anti-fraud work which can be called upon as wanted. The KPIs will include the % delivery of the audit plans in year, the level of delivery of audit days, speed of issue of draft and final audit reports. The usual length of such contracts is 3 years, which can have options included to add a further

1+1 years. It is also usual to have a clause allowing for the uprating of prices each year in line with inflation.

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

6.1. The successful contractor will be asked to provide a statement identifying the social value they can provide related to the contract.

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

7.1. There are no other strategic objectives to be delivered from this contract. However, it is intended that any potential contractor will be asked to explain their arrangements they have in place

7.2. The nature of the work and the contract ensures that the London living wage will be exceeded.

## **8. STAKEHOLDER CONSULTATION**

8.1. The main stakeholder for the contract remains the Internal Audit Service. The Section 151 officer and the Chair of the Audit, Pensions and Standards Committee will have some involvement in and agree the process and the final contractor selection. The (Acting) Director of Audit has had input into this process, including this document, and will continue to do so

## **9. PROCUREMENT PROCEDURE**

9.1. The proposal is to pursue a call-off from an existing LA framework agreement although these are currently being re-tendered, with a fall back option to use an existing framework agreement (which are also being re-tendered at present) for a restricted procedure. These have proven in the past to offer the best price while maintaining good quality of service.

## **10. CONTRACT AWARD CRITERIA**

10.1. The contract award criteria will be that the contractor must demonstrate deliverability both in capacity and ability as a base requirement before any other factors are considered. After that price will be the key determinant although as stated elsewhere bidders will be asked to provide evidence of their arrangements on equality and on social value to ensure they meet council expectations.

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

11.1. The key people involved will be Geoff Drake, as project manager. In addition Legal Services will be involved through Babul Mukherjee and procurement advice from corporate currently being provided by Alan Parry. The return tenders will be evaluated by Geoff Drake and the (Acting) Director of Audit as a minimum. The APSC Chair may also be invited to be involved. Progress on this will be provided to the Director of Audit and is expected to be provided to the Cabinet Member, currently Cllr Schmid. These will be

provided by Geoff Drake at the regularity required by those officers/Members.

## **12. INDICATIVE TIMETABLE**

- 12.1. The milestones for this project can only be set once the tenders of the framework contract establish time frames or their re-tender is completed and prices are known, unless cabinet decide they want a full procurement exercise in which case a timeline based on establishing a contract by 31 March 2018 will be established in consultation with corporate procurement. This is the expected commencement date of the new contract in all cases.

## **13. CONTRACT MANAGEMENT**

- 13.1. Once the contract is awarded the contract will be managed within the shared internal audit service. At this time it would be expected to be the senior audit manager with lead responsibility for LBHF. The current PIs, including the KPIs identified earlier in this document, would be applied. Performance would continue to be reported to the Director of Audit and the APSC.

## LBHF Equality Impact Analysis Tool

### Conducting an Equality Impact Analysis

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

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

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

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

## General points

1. In the case of matters such as service closures or reductions, considerable thought will need to be given to any potential equality impacts. Case law has established that due regard cannot be demonstrated after the decision has been taken. Your EIA should be considered at the outset and throughout the development of your proposal, it should demonstrably inform the decision, and be made available when the decision is recommended.
2. Wherever appropriate, the outcome of the EIA should be summarised in the Cabinet/Cabinet Member report and equalities issues dealt with and cross referenced as appropriate within the report.
3. Equalities duties are fertile ground for litigation and a failure to deal with them properly can result in considerable delay, expense and reputational damage.
4. Where dealing with obvious equalities issues e.g. changing services to disabled people/children, take care not to lose sight of other less obvious issues for other protected groups.
5. If you already know that your decision is likely to be of high relevance to equality and/or be of high public interest, you should contact the Equality Officer for support.
6. Further advice and guidance can be accessed from the separate guidance document (link), as well as from the Opportunities Manager: [PEIA@lbhf.gov.uk](mailto:PEIA@lbhf.gov.uk) or ext 3430

## LBHF Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2016/ 17 - full year
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Internal Audit contract re-tender                      Short summary: The existing Internal Audit contract expires 31 March 2018. The intention is to re-tender the contract to deliver internal audit services.</p> <p><b>Note:</b> If your proposed strategy will require you to assess impact on staff, please consult your HR Relationship Manager.</p>
Lead Officer	Name: Geoffrey Drake Position: Senior Internal Audit Manager Email: geoff.drake@lbhf.gov.uk Telephone No: 02087532529
Date of completion of final EIA	13 / 02 / 2017

Section 02	Scoping of Full EIA		
Plan for completion	Timing: 13/02/2017 Resources: one officer		
Analyse the impact of the policy, strategy, function, project, activity, or programme	Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral or negative impact on equality, giving due regard to relevance and proportionality.		
	<b>Protected characteristic</b>	<b>Analysis</b>	<b>Impact:</b> Positive, Negative, Neutral
	Age	No impact	Neutral

Disability	No impact	Neutral	
Gender reassignment	No impact	Neutral	
Marriage and Civil Partnership	No impact	Neutral	
Pregnancy and maternity	No impact	Neutral	
Race	No impact	Neutral	
Religion/belief (including non-belief)	No impact	Neutral	
Sex	No impact	Neutral	
Sexual Orientation	No impact	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



<b>Section 03</b>	<b>Analysis of relevant data</b> 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.
<b>Documents and data reviewed</b>	Customer satisfaction returns (auditees), existing contract.
<b>New research</b>	If new research is required, please complete this section <b>N/A</b>

<b>Section 04</b>	<b>Consultation</b>
<b>Consultation</b>	Details of consultation findings (if consultation is required. If not, please move to section 06)
<b>Analysis of consultation outcomes</b>	

<b>Section 05</b>	<b>Analysis of impact and outcomes</b>
<b>Analysis</b>	What has your consultation (if undertaken) and analysis of data shown? You will need to make an informed assessment about the actual or likely impact that the policy, proposal or service will have on each of the protected characteristic groups by using the information you have gathered. The weight given to each protected characteristic should be proportionate to the relevant policy (see guidance).

<b>Section 06</b>	<b>Reducing any adverse impacts and recommendations</b>
<b>Outcome of Analysis</b>	<p>Include any specific actions you have identified that will remove or mitigate the risk of adverse impacts and / or unlawful discrimination. This should provide the outcome for LBHF, and the overall outcome.</p> <p><b>The process and proposals for appointing a new Internal Audit contractor has not highlighted any adverse impact for any of the groups with protected characteristics. However, groups with a protected characteristics have different and sometimes adverse experience in gaining employment</b></p>

and issues surrounding bullying and harassment.

Hammersmith and Fulham Council, as an equal opportunity employer is keen to use a diverse range of contractor staff which reflects the characteristics of the borough and the wider Greater London Population. In ensuring that Hammersmith and Fulham Council meets its Public Sector Equality Duties to:

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

Hammersmith and Fulham Council has included equality and diversity provisions into its 'Councils Contract Standing Orders'. Clause 18.2 specifically places an obligation not to discriminate against any group with a protected characteristic. Clause 18.5, places an obligation to comply with the Equality Act and take all reasonable steps to eliminate discrimination, harassment and victimisation. In addition to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Clause 18.8 states:

'The Contractor shall, no later than twelve months from the Commencement Date and annually thereafter

submit a report to the Authority demonstrating its compliance with this Clause 18'.

It is recommended that the successful contractor for providing Internal Audit services is required to submit a report to Hammersmith and Fulham Council demonstrating compliance with Clause 18.

The contract will include robust non-discrimination provisions through clause 18 and require the contractor take all reasonable steps to ensure that anyone engaged in the performance of the contract with the Council observes these provisions. The new call off contract will reinforce the

	contractor's obligations to comply with the law in relation to protected characteristics. It will include a commitment ensuring that the contractor and its suppliers understand the Council's commitment to equality and diversity, monitor and review fairness and equality throughout the recruitment process and, where appropriate, agree action to improve diversity in recruitment.
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<b>Section 07</b>	<b>Action Plan</b>					
<b>Action Plan</b>	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer and borough	Expected outcome	Date added to business/service plan

<b>Section 08</b>	<b>Agreement, publication and monitoring</b>					
<b>Chief Officers' sign-off</b>	Name: Moira Mackie Position: Acting Director of Audit Email: moira.mackie@rbkc.gov.uk Telephone No: ☎ 020 7854 5922 or Mobile: 07800 513 192					
<b>Key Decision Report (if relevant)</b>	Date of report to Cabinet/Cabinet Member: 27 / 03 / 2017 Key equalities issues have been included: No					
<b>Opportunities Manager (where involved)</b>	Name: Position: Date advice / guidance given: Email: Telephone No:					

# Agenda Item 5

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET</b></p> <p><b>8 MAY 2017</b></p>	 <p>h&amp;f hammersmith &amp; fulham</p>
<p><b>2016/17 FINAL SECTION 106 EXPENDITURE</b></p>	
<p><b>Report of the Cabinet Member for Finance – Councillor Max Schmid and the Cabinet Member for Economic Development and Regeneration – Councillor Andrew Jones</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Decision</b></p>	
<p><b>Key Decision: Yes</b></p>	
<p><b>Wards Affected: ALL</b></p>	
<p><b>Accountable Director:</b> Jo Rowlands – Regeneration, Planning and Housing Lead Director</p>	
<p><b>Report Author:</b> Peter Kemp, Planning Change Manager</p>	<p><b>Contact Details:</b> Tel: 0208 753 6970 E-mail: <a href="mailto:peter.kemp@lbhf.gov.uk">peter.kemp@lbhf.gov.uk</a></p>

## 1. EXECUTIVE SUMMARY

- 1.1. This report is the second report for S106 spend in 2016/17 and seeks authority to spend £6.8m

## 2. RECOMMENDATIONS

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

## 3. INTRODUCTION AND BACKGROUND

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

- 3.2 For a Council to enter into an agreement under S106 of the Town and Country Planning Act, the obligations need to comply with the tests set out in Regulation 122 of the Community Infrastructure Regulations 2010. All obligations must be:
- i. Necessary to make the development acceptable in planning terms;
  - ii. Relevant to the development being permitted; and
  - iii. Reasonably in all other respects.
- 3.3 Funds received pursuant to S106 agreements must be used for the purposes specified in those agreements or, where there is flexibility within the terms of the agreement, for purposes that comply with the tests set out above.

#### 4. Projects to be funded

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

- 4.1 £823,979 towards Economic Development Learning & Skills staffing and projects to deliver the regeneration strategy for the borough funded from: -

*Numbers shown in italics relate to the legal agreements.*

£55,000 – 258 – 264 Goldhawk Road	<i>805</i>
£106,560 – 271 – 281 King Street	<i>830</i>
£12,074 – Thaxton Road / North End Road	<i>538</i>
£204,742 – Westfield	<i>WSTF</i>
£9,000 – 282 – 292 Goldhawk Road	<i>784</i>
£5,550 – 28 – 36 Glenthorne Road	<i>729</i>
£57,999 – 51 Townmead Road	<i>721</i>
£4,500 – 58 Shepherds Bush Green	<i>687</i>
£47,980 – Guardian House	<i>698</i>
£40,000 – Hammersmith Pallais	<i>605</i>
£104,243 – Riverside Studios	<i>801</i>
£176,331 – Quayside Lodge	<i>161</i>

- 4.2 £1,470,000 towards capital education projects in the borough to be funded from: -

£671,620 – Fulham Reach	<i>716</i>
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	£298,827 – Stowe Road Depot	693
	£240,000 – Riverside Studios	801
	£259,553 – 258 – 264 Goldhawk	805
4.3	£40,000 towards environmental monitoring at Earls Court to measure and mitigate the impact of the works currently taking place on the site funded from:-	
	£40,000 – Earls Court	733
4.4	£443,000 towards new and existing CCTV projects to improve the security and safety in the borough being funded from: -	
	£164,188 – Westfield	WSTF
	£10,000 – Fulham Broadway	403
	£20,005 – West 12	413
	£31,717 – Chelsea Village	458
	£33,232 – Empress State Building	468
	£15,000 – 725 – 761A Harrow Road	635
	£168,857 – Chelsea Creek	722
4.5	544,992 towards Parks and Environmental improvement to increase the capacity of the public open spaces in the borough being funded form –	
	£1,457 – Fulham Reach	716
	£408,637 – Janet Adegoke	712
	£39,991 – Westfield	WSTF
	£33,176 – Service Station, Du Cane Road	773
	£40,000 – 725 -761 Harrow Road	635
	£21,730 – Chelsea Village	458
4.6	£1,160,000 towards Development projects being carried out by the Council to be funded from: -	
	£255,000 – M&S White City	867
	£602,000 – Westfield	WSTF
	£254,000 – London House	794

	£49,000 – 258 – 264 Goldhawk Road	805
4.7	£100,000 towards North End Road extended markets and other high street activities funded from: -	
	£25,000 – Westfield	WSTF
	£25,000 – Sovereign Court	776
	£25,000 – Parsons Green Club	799
	£25,000 – Woodlands	753
4.8	£50,000 towards Wandsworth Bridge Parade improvements funded from: -	
	£25,000 – Chelsea Creek, Lots Road	732
	£25,000 – Imperial Wharf	808
4.9	£1,972,328 towards the delivery of Genuinely Affordable Housing Projects funded from: -	
	£1,972,328 – M&S White City	867
4.10	£191,000 towards fitting out the Irish Centre as a community facility for the borough to be funded from: -	
	£100,000 – Riverside Studios	801
	£50,000 – Bute and Wolverton	756
	£41,000 – Fulham Reach	716
4.11	£50,000 towards arts projects carried out by LAMDA to be funded from: -	
	£50,000 – Kings Mall	776

## 5. EQUALITY IMPLICATIONS

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

## 6. SOCIAL VALUE IMPLICATIONS

- 6.1 This report seeks authority to draw down funds to pay for projects and services already delivered. As such there is no immediate Social Value Implication relating to this report. However, service areas are embedding the social value objectives of the Council and implement these in delivering the service that spend the money.

## **7. LEGAL IMPLICATIONS**

7.1 Section 106 agreements containing planning obligations are entered into between developers and the Council as the Local Planning Authority. The use of such obligations is controlled by legislation, including regulation 122 of the Community Infrastructure Regulations 2010 which requires planning obligations to be:

- (i) Necessary to make the development acceptable in planning terms;
- (ii) Directly related to the development; and
- (iii) Fairly and reasonably related in scale and kind to the development.

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

Implications verified/completed by: Adesuwa Omoregie, Acting Principal Solicitor Ext 2297

## **8. FINANCIAL AND RESOURCES IMPLICATIONS**

8.1. The spend identified in this report reflects the current spend incurred in 2016/17 for services in the Council, all of which has been incurred in agreement with the Councillors. This report seeks formal approval to drawdown the necessary funds.

8.2. Implications verified/completed by: Mark Jones, Director for Finance and Resources Ext. 6700

## **9. PLANNING COMMENTS**

9.1. The contributions outlined in this report are all part of the Council's annual budget for 2016/17 and accounted for.


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

9.3. Implications verified/completed by: Peter Kemp, Planning Change Manager Ext. 6970

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

**None**



<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET</b></p> <p><b>8 MAY 2017</b></p>	
<p><b>DEVELOPMENT OF AFFORDABLE HOUSING AT EMLYN GARDENS, W12 9UG</b></p>	
<p><b>Report of the Cabinet Member for Housing, Councillor Lisa Homan and the Cabinet Member for Economic Development and Regeneration, Councillor Andrew Jones</b></p>	
<p><b>Open report</b></p> <p>A separate report on the exempt part of the Cabinet agenda provides exempt financial information.</p>	
<p><b>Classification - For Decision</b></p> <p><b>Key Decision: Yes</b></p>	
<p><b>Consultation</b> Legal, Finance, Housing Options, Property Services</p>	
<p><b>Wards Affected:</b> Askew</p>	
<p><b>Accountable Director:</b> Jo Rowlands, Director of Housing, Growth, and Strategy</p>	
<p><b>Report Author:</b> David Burns Head of Housing Strategy</p>	<p><b>Contact Details:</b> Tel: 020 753 6090 E-mail: david.burns@lbhf.gov.uk</p>

## 1. EXECUTIVE SUMMARY

- 1.1. Emlyn Gardens, Warple Way, W12 9UG is a Council owned housing estate in the West of the Borough, south of the Uxbridge Road. The tenants' hall on the estate has been identified as poor quality and requiring significant investment. It is currently not in use due to its condition and so cannot serve the community or generate income. Shepherd's Bush Housing Group, working with Yarrow Housing, have secured planning permission to redevelop the tenants' hall and provide with 14 affordable rented units, 8 of which will be for people with learning disabilities and on-site support will also be provided. A new fit for purpose tenant's hall and function room will be re-provided as part of the re-development.

## **2. RECOMMENDATIONS**

- 2.1. To transfer the land at Emlyn Gardens to Shepherd's Bush Housing Group under a land sale agreement on a 250-year lease.
- 2.2. To delegate authority to the Lead Director for Regeneration, Planning and Housing, 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 Shepherd's Bush Housing Group and complete a land sale agreement for the transfer of the land, and associated leases, based on the agreed heads of terms.
- 2.3. To delegate authority to the Lead Director for Regeneration, Planning and Housing, 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 confirm that disposal of the land will be covered by General Consents under s123 of Local Government Act 1972 and seek advice under Housing Act to dispose of the Housing land at Emlyn Gardens or to seek the necessary consent from the Secretary of State should it be required.
- 2.4. To delegate authority to the Lead Director for Regeneration, Planning and Housing, in consultation with the Cabinet Member for Housing and the Cabinet Member for Economic Development and Regeneration to enter into a funding agreement with SBHG for the use of right to buy receipts in support of this scheme, should this be required.

## **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 development of this land at Emlyn Gardens for this purpose fits clearly within these objectives. In addition, it will provide much needed specialist housing for people with a learning disability.

## **4. PROPOSAL AND ISSUES**

- 4.1. Emlyn Gardens Tenant's Hall is on Housing Land situated in the West of the Borough south of the Uxbridge Road. The site has been identified as suitable for development previously, as it is outdated and no longer meets modern expectations for the quality of community spaces expected, and it does not make efficient use of the space available.
- 4.2. Shepherd's Bush Housing Group (SBHG) are a locally based housing association with a strong record of accomplishment of affordable housing delivery. They have a strong presence in the borough, with over 4,000 mixed tenure homes already and are committed to working with the Council to deliver more affordable housing.

- 4.3. Given the scarcity and value of land in the borough, working with SBHG on local authority owned land provides an opportunity for the partnership to be used in delivering more affordable housing and a new tenants' hall.
- 4.4. SBHG have progressed and gained planning consent for (subject to completion of a section 106 agreement) 14 affordable rented units including 8 specialist housing units and associated management space. The replacement of the tenants' hall is for community use.
- 4.5. The specialist housing units will be for people with learning disabilities, and will be managed by Yarrow Housing, a specialist housing provider of standing.
- 4.6. On completion, SBHG will return the new community centre to the Council for ownership and management. The Council intends to work with local community groups to develop a community management proposal for its ongoing use by residents.
- 4.7. The Council will retain 100% nomination rights to all properties, under the terms of the planning consent.
- 4.8. During the development by SBHG, part of the car parking will be temporarily closed. On completion, the car parking area will return to the Council for management. Two 'blue badge' bays will be provided in the courtyard adjacent to the new block, and additionally, blue badge holders may park in any of the available estate parking bays or on the adjacent highway. The final property documents will be aligned with the planning conditions and the s.106 obligations.
- 4.9. **Land Exemption from Public Procurement Regulations**
- 4.10. 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.
- 4.11. 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) The replacement of the community centre is a planning obligation, rather than a specification of the Council
  - v) Input into the design of the development

vi) A long stop date for development.

4.12. Full heads of terms are included in Appendix 2, in the exempt part of the Cabinet report

### **Proposed Development**

4.13. SBHG have obtained planning consent, subject to completion of s.106 agreement, for

Bed Size	General Needs Rent	Specialist Learning Disability Rent	Total
1 bed	2	8	10
2 bed	4	0	4
Total	6	8	14

4.14. There will be 14 affordable rented apartments. Of these, 8 will be specialist housing for people with learning disabilities, to be managed by Yarrow Housing, who are a specialist provided. Three of the Yarrow dwellings are for wheelchair users.

4.15. Yarrow has been supporting people with learning disabilities for over 26 years in Hammersmith and Fulham. It has been rated as outstanding for care twice by the Care Quality Commission.

4.16. The flats approved will allow people with learning disabilities to live independently. They will have support by a team of qualified support staff on duty for 24 hours a day. The service will have a dedicated manager and deputy manager who will be on site 38 hours a week.

4.17. In addition to the affordable housing, the proposals will create a brand new community centre for the use of existing residents of the estate. This will replace the previous tenants' hall which is not in use, due to its condition

4.18. The development will also provide a new playground to replace the existing one, which again is currently not in use. This will be available for existing residents and managed by the Council.

4.19. The high-quality design of the development will enhance Warple Way and provide an attractive outlook for residents. The increase in passive surveillance will improve security and help to reduce antisocial behaviour.

4.20. SBHG expect to start on site in Summer 2017 and complete the development within 18 months.

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

5.1. The housing service considered several options for this site.

- 5.2. Emlyn Gardens Tenant's Hall and playground is currently closed due to its poor condition. In addition, the site is not efficiently used and it can provide a new community hall and additional affordable housing.
- 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 this site. To develop this site directly, the Council would need to wait several financial years before capital resources became available.
- 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) The opportunity to provide specialist housing for people with learning disabilities would not emerge in the collaborative way it has with Yarrow Housing.
- 5.5. It would also mean giving up the strong partnership arrangements that are proposed by SBHG, whereby the Council will be involved in the detailed design and the future operational arrangements of the community hall. This method of delivery is being considered as a pilot to help shape future use of assets to deliver affordable housing.
- 5.6. Disposing to SBHG directly provides the best overall value to the Council and delivers the outcomes that align most closely with the Council's agreed housing strategy.
- 5.7. There is also a shortage of housing for people with learning disabilities in the borough. Because of this, many young people with learning difficulties are forced to move out of the borough, having to leave their friends and families.
- 5.8. In addition the provision of new affordable housing and the provision of specialist housing for people with learning disabilities satisfies the requirements under the Council's general disposal consent, that the disposal must provide economic and social wellbeing.

## **6. CONSULTATION**

- 6.1. Consultation with local residents has been completed as part of the planning process. This will continue with a clear communications plan by SBHG and housing services to keep residents informed during construction. Housing services will specifically consult with residents on how they would like to be involved in the operation of the new community hall, with a view to promoting resident control of the hall.

## **7. EQUALITY IMPLICATIONS**

- 7.1. The creation of new genuinely affordable housing provides opportunities to address income inequality. As there is a strong element of specialist housing to meet the needs of learning disabled people, 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:
- i. 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);
  - ii. 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);
  - iii. 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.
  - iv. Agreeing that if the developer constructed the housing then the Council would have nomination rights into those dwellings.
  - v. 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;
  - vi. 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 1885. 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. “Market value” in this context means the amount for which the property would realise on the date of the valuation on a disposal between a willing buyer and a willing seller in an arm’s-length transaction after proper marketing where the parties had each acted knowledgeably, prudently, and without compulsion and where the market value is assessed not earlier than 3 months before the buyer applies or agrees to an offer in writing.
- 8.6. In this case the value for this land is being assessed on the basis of the restricted use for this scheme, rather than a full open market value, and so this general consent would not apply.
- 8.7. There is also a further general consent A3.2 permitting the disposal of “vacant land” which is defined -
  - i. “vacant”, in relation to land means land on which –
    1. no dwelling-houses have been built or
    2. where dwelling-houses have been built, such dwelling-houses have been demolished or are no longer capable of human habitation and are due be demolished”
- 8.8. The disused community centre building would fall within this definition and so no specific consent under S.32 of the Housing Act 1985 should be required
- 8.9. The requirement under S.123 of the Local Government 1972 that property be disposed of at best value applies, although there is a general consent (The Local Government Act 1972: General Disposal Consent 2003) which permits disposal at an undervalue provided the “undervalue” (i.e. the difference between the unrestricted value of the interest to be disposed of and the consideration accepted) is £2,000,000 or less. If the undervalue is greater than this, then secretary of state consent would be required.
- 8.10. It is a requirement of this general consent that the local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of:
  - i) the promotion or improvement of economic well-being;
  - ii) the promotion or improvement of social well-being; or
  - iii) the promotion or improvement of environmental well-being of the area
- 8.11. *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 Emlyn Gardens Tenants' Hall within the next few years. This agreement will allow for the site to be developed to provide affordable rented homes much more quickly than the Council could.

### **9.2. Operation of the Community Centre**

9.3. The return of an operational community centre will require expenditure on ongoing reactive repair obligations, utility bills and other revenue running costs. TRAs across the borough typically cover these running costs with the income they generate. Therefore, the community management organisation running the Community Centre should produce a simple business plan to ensure the ongoing viability of the Community Centre.

### **Impact on Housing General Fund Budget**

9.4. The 6 new affordable rented homes will free up temporary accommodation and reduce costs for the General Fund. Considering 6 additional general needs homes provided, this represents an estimated B&B cost saving with a present value of up to £0.4m over 40 years, if using the current Treasury Discount rate of 3.5%.

9.5. The nominations agreement should be set up to ensure the council gets good access to the homes. It should specify that if SBHG uses any of the homes covered by the nominations agreement for management transfers, replacement homes should be within the Borough unless specifically otherwise agreed by the Council, and that they must be at rents similar to or lower than those proposed for this development.

9.6. 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)

9.7. *Implications verified/completed by: Firas Al-Sheik, Housing Financial Strategy Accountant, 020 8753 4790*

## **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. The key risk is that SBHG will not carry out the development within an agreed timescale. However, there are provisions within the heads of terms and proposed leases that require return of the land should they not proceed.



**11.3.** The return of the community centre to Council ownership will lead to ongoing management and maintenance liabilities for the Council. Housing Services will develop a management plan for the centre in partnership with local residents, with the intention of maximising income from the building and full resident use

**11.4. Health and Wellbeing**

11.5. 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.

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



































None

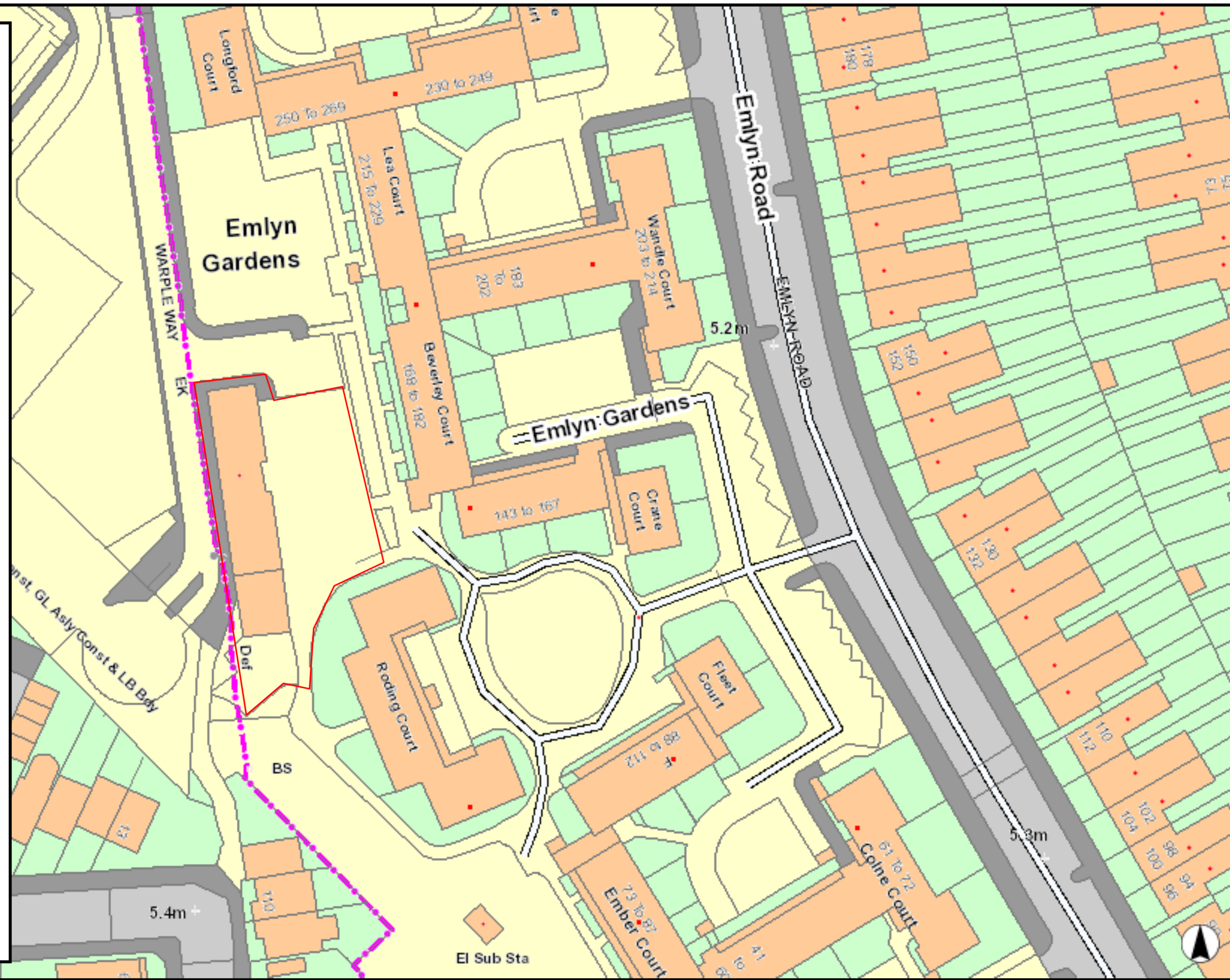
**LIST OF APPENDICES:**

Appendix 1 – Land at Emlyn Gardens




# Land at Emlyn Gardens

-  LBHF Borough Boundary
-  Mastermap Area
-  Building
-  General Feature - Multi-Surface
-  General Feature - Step
-  General Feature
-  Glasshouse
-  Inland Water
-  Slope
-  Cliff
-  Natural Environment
-  Path - Step
-  Path
-  Political or Admin Boundary
-  Road or Track
-  Roadside
-  Manmade Structure
-  Upper Level of Communication
-  Pylon
-  Tidal Water - Foreshore
-  Tidal Water
-  Unclassified
-  Mastermap Lines
-  Mastermap Points
  -  all other values
  -  Bench Mark
  -  Boundary Post Or Stone
  -  Culvert
  -  Positioned Coniferous Tree
  -  Positioned Nonconiferous Tree
  -  Site Of Heritage
  -  Spot Height
  -  Structure;
  -  Switch





<p style="text-align: center;"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p style="text-align: center;"><b>CABINET</b></p> <p style="text-align: center;"><b>8 MAY 2017</b></p>	
<p><b>RE- TENDERING OF PASSENGER LIFT MODERNISATION IN SPRINGVALE ESTATE AND STAFFORD CRIPPS/ELLEN WILKINSON</b></p>	
<p><b>Report of the Cabinet Member for Housing – Councillor Lisa Homan</b></p>	
<p><b>Open Report</b></p> <p>A separate report on the exempt part of the Cabinet agenda provides exempt information.</p>	
<p><b>Classification - For Decision</b></p>	
<p><b>Key Decision: Yes</b></p>	
<p><b>Other services consulted: None</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director:</b> Nilavra Mukerji, Director of Housing Services</p>	
<p><b>Report Author:</b> Henrietta Jacobs Procurement Manager</p>	<p><b>Contact Details:</b> Tel: 020 8753 3729 E-mail: <a href="mailto:henrietta.jacobs@lbhf.gov.uk">henrietta.jacobs@lbhf.gov.uk</a></p>

## 1. EXECUTIVE SUMMARY

- 1.1. This report establishes the rationale for the re-procurement of a one-off contract to undertake works for the modernisation of existing passenger lifts within each block of flats on the Springvale Estate (Lot 1) and Stafford Cripps House and Ellen Wilkinson (Lot 2). See section 5 of Appendix 1 for a detailed list of the properties.

## 2. RECOMMENDATIONS

- 2.1. That approval be given to procure a one-off contract for works to modernise existing passenger lifts within each of the above blocks and as detailed within the list of properties in Appendix 1, using the Open Procedure with award criteria of 50% quality and 50% price.

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

- 3.1. The Council's Contract Standing Orders (CSOs), require that, where the value of the contract exceeds £100k, a strategy report needs to be approved by Cabinet prior to commencing procurement activities, in the absence of a suitable framework.
- 3.2. The above lots were originally included within a major procurement exercise which consisted of 7 lots in total for which tenders were received on the 24/2/16. Criteria within the invitation to tender restricted the number of lots that could be awarded to any one contractor to a maximum of 3, to ensure SME's and local businesses are given the opportunity to submit a tender and to prevent one major contractor winning all 7 lots.
- 3.3. Contracts were awarded for lots 1 – 5, approved by the Cabinet Member for Housing on 28 October 2016. A retender is required for lots 6 and 7 as the contractor who submitted the most economically advantageous tender had reached their maximum award limit of 3 lots. Furthermore, second, and third placed tenderers had submitted prices that were substantially higher and deemed not value for money with the potential of the risk of objection from leaseholders.

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

- 4.1. The works consist of the complete modernisation of the existing passenger lifts within the properties listed in Appendix 1. The works need to be undertaken because major components of the existing equipment associated with each lift are obsolete, with many parts having reached their economical usable life span of 25 years, resulting in an unacceptable level of lifts breakdown, significant inconveniences to residents and visitors to the blocks.
- 4.2. The re-procurement exercise will be for 2 lots with the award criteria based on the Most Economically Advantageous Tender (MEAT) received (as set out in Section 10 of the attached Appendix).
- 4.3. A tender appraisal panel (TAP) will be set up to oversee the tendering process. This panel will consist of officers from Housing Property Services, Legal, Finance and Leasehold services team.

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

- 5.1. Officers considered the options set out at Appendix 1.
- 5.2. **Procurement Process** See Appendix 1

### **6. CONSULTATION**

- 6.1. The Housing Capital Programme seeks to meet the corporate strategic objectives of improving the quality of the borough's Housing stock. The works

consist of the complete modernisation of the existing passenger lifts within each blocks as detailed in Appendix 1.

6.2. Leaseholders have been notified in accordance with the statutory consultation legislation. Notices of intent were sent out on 04/08/2015, 15/10/2015 and 02/07/2015 and expired on 07/09/2015, 18/11/2015 and 01/08/2015.

6.3. Notices of proposal will be sent out once tenders have been received and evaluation completed.

## **7. EQUALITY IMPLICATIONS**

7.1. The works will have a positive effect on elderly and very young people; wheelchair users and ambulant disabled people; pregnant women and people with very young children, as those group are most disadvantaged when lifts breakdown occur. All works will be undertaken in accordance with the housing departments lifts works protocol, which specifically addresses those individual residents who may need additional support from other services, general assistance, or a temporary move during works of this nature. Ultimately, these works will reduce the frequency of such breakdowns.

7.2. Implications completed by Danny Reynolds -Group Leader, Engineering Services, 020 8753 4780.

## **8. LEGAL IMPLICATIONS**

8.1. The Open Procedure tender proposed would be in compliance with the Council's obligations under the Public Contracts Regulations 2015 as amended and its own CSOs requirements.

8.2. The MF1 model form of contract would be appropriate to cover the risks and obligations for this passenger lifts modernisation work.

8.3. Legal Implications by: Babul Mukherjee, Senior Solicitor (Contracts). Shared Legal Services, Phone: 02073613410

## **9. FINANCIAL IMPLICATIONS**

9.1 Contained in the exempt report on the exempt Cabinet agenda.

## **10. IMPLICATIONS FOR BUSINESS:**

10.1. The contract is a one-off contract which has limited implications for other businesses. However, as part of the method statement, potential contractors will be asked questions and scored on areas relating to social value. The responses from contractors in respect of social value should provide an estimated percentage against the total value of the contract.

## **11. PROCUREMENT IMPLICATIONS**

- 11.1. This is the re-procurement of two lots (6 and 7) relating to the lift modernisation programme. The Corporate Procurement Team has been supporting the work of the Housing Department in terms of the process.
- 11.2. Whilst each of the lots are time limited and relate to properties within the Borough, the application of social value principles becomes more difficult to achieve. However, it is proposed to seek commitments to support the local economy and local supply chains through two direct questions to bidders and these are set out in Section 6 in the attached Appendix.
- 11.3. Implications completed by: Alan Parry, Interim Head of Procurement (Job-share). 020 8753 2581.

### **BACKGROUND PAPERS USED IN PREPARING THIS REPORT:**

None

### **List of Appendices:**

**Appendix 1:** Business Case And Procurement Strategy Procurement Of Passenger Lifts Modernisation For Lots 1 & 2

## **APPENDIX 1:**

### **BUSINESS CASE AND PROCUREMENT STRATEGY** **PROCUREMENT OF PASSENGER LIFTS MODERNISATION FOR LOTS 1 & 2**

#### **1. BUSINESS CASE – WHY THE PROCUREMENT IS NEEDED**

- 1.1. The Council is obliged to modernise passenger lifts because these works need to be undertaken as major components of the existing equipment associated with each lift are obsolete, with many parts having reached their economical usable life span of 25 years, resulting in an unacceptable level of lifts breakdowns, significant inconvenience to residents and visitors to the blocks.

#### **2. FINANCIAL INFORMATION**

- 2.1. Funding for this contract was originally contained within the Housing & Regeneration Capital Programme for the 2016/17. The budget has been re-profiled to 2017/18 and 2018/19.

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

- 3.1. This is a re-tender exercise and there are no limitations on the number of lots that can be submitted by one contractor. The prior procurement exercise, had a tender return deadline of 24/02/2016. After evaluation of all tenders received, officers considered the following options.

##### **3.2. Option 1 (Awarding to the MEAT tenderer)**

- 3.2.1. Officers considered awarding both lots to the Most Economically Advantageous Tenderer (MEAT). However, awarding to the MEAT tenderer for both lots would have taken both tenderers over their maximum allowable limit as specified in the tender document.

##### **3.3. Option 2 (Awarding to the second and third placed tenderer)**

- 3.3.1. Contained in the exempt report on the exempt Cabinet agenda.

##### **3.4. Option3 (Recommended option -Go out to Re-tender the works)**

- 3.4.1. Officers considered not awarding both lots and going out to re-tender for the works. As the specification and all documentation have already been prepared, it will be a quick and straight forward process to re-tender. This option does not put the Council at any risk albeit a slight delay in the lifts modernisation overall delivery programme, which will mean an anticipated start of 2017/18 instead of 2016/17

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

- 4.1. Provision of Lift modernisation works is considered a well-developed market. The proposal is to go out to the market soon after the approval for this strategy report is received. As this is a re-tender, the specification and all relevant document is fully developed and ready to go, also contractors who originally tendered for these lots have been informed of the current situation and are very keen to express interest in this opportunity. The timeframe between this exercise and the previous is not great, so the market is not expected to have changed significantly, and even if there has been changes in the market, the proposal to go out to re-tender will be of immense benefit to the Council.

### **PROCUREMENT STRATEGY**

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

- 5.1. **Contract Package:** The contract will be based on the terms and conditions of the Model Form of General Conditions (MF1). All relevant standard performance & delivery measurements will be included in the contract. The contract will be reviewed and amended if necessary, by legal prior to publication of opportunity.
- 5.2. **Length of contract:** The contract will be a site specific contract with the commencement date, date to be on site and site completion date all included as part of the specification. These dates vary from contract to contract, depending on the Housing Departments Lifts modernisation schedule/ programme. The anticipated contract length for each lot will be 44 weeks from contract start date.
- 5.3. **Specification:** Specification has been finalised by the relevant team and all documentation are ready for publication.
- 5.4. Detailed List of Properties:**
- 5.4.1. Lots 1 – Thackeray Court lift A & B, Bronte Court, Calcott Court, Elgar Court & Walpole.
- 5.4.2. Lot 2 – Ellen Wilkinson House and Stafford Cripps House lift A.

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

- 6.1. The contract is a one-off contract with limited implications for other businesses. However, as part of the method statement, potential contractors will be asked questions and scored on areas relating to social value. The responses from contractors in respect of social value should provide an estimated percentage against the total value of the contract.



- 6.2. The tender will request certain social value information and commitments from those bidding. The Contractor's Proposals will seek the response to at least two questions -
- 6.2.1. **“Question 1:** Do you have a corporate social responsibility policy for your company and how will this be implemented within Hammersmith and Fulham?
- 6.2.2. **Question 2:** What is your intended support in percentage terms of the overall value of the tendered sum to the local economy in terms of either direct spending or through supporting local businesses through the supply chain? You may consider such matters as catering services for staff when delivering the programme of works, the disposal of waste by local businesses, the use of local suppliers (including, where it is otherwise unavoidable, the use local outlets of major chains). These are just examples and you may be able to suggest other solutions. The Council is looking at the cost of the economic benefits in terms of the added value the proposed added benefits in support to the local economy. Please express the value as a percentage and explain how the Council will be able monitor your commitment.

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

- 7.1. Residents & leaseholder's have been notified of the Council's intention to go out to procurement. Notices of intent went out on 04/08/2015, 15/10/2015 and 02/07/2015 and expired on 07/09/2015, 18/11/2015 and 01/08/2015. However, leaseholder's consultation (Notice of proposal) will go out after tender submissions have been received and evaluated.

## **8. STAKEHOLDER CONSULTATION**

- 8.1. Consultation with relevant leaseholders where applicable, have and will be carried out subject to procurement strategy approval by Cabinet. See section 6 of main report for consultation details.

## **9. PROCUREMENT PROCEDURE**

- 9.1. The procurement process will be carried out using the Open Procedure, as the value is below the OJEU procurement threshold for works, it will not be a regulated procurement, however, the Council will ensure the process is fully compliant with the principles of openness and transparency.
- 9.2. The Open procedure involves a one stage process as there is no pre-selection stage. Any organisation can apply through the Council's e-tendering system for a full tender pack and they will have an opportunity to submit a tender. The evaluation will be carried out for all tender submitted.
- 9.3. Under the Open procedure, there is still opportunity to check tenderers eligibility, however, all evaluation (eligibility & tender), will be done in a one

stage process and at the same time. The benefit of an open procedure, is that it reduces the procurement timeline.

- 9.4. Tenders will be formally evaluated by a Tender Appraisal Panel (TAP). Individual panel members will score the tenders independently. After the scoring has been completed, a moderation meeting will be arranged for the TAP to agree the final moderated scores. The successful bid will be based on the tenderer scoring the highest for both quality and price.

**10. CONTRACT AWARD CRITERIA**

- 10.1. Tenderer’s will be evaluated based on their Quality submission (Method statement) and Price(Commercial) submission. The award criteria will be 50% Quality and 50% Price. Tenderers will be scored based on their responses to the following:

- Performance & Quality Control
- Resourcing
- Health & Safety
- Customer care
- Environmental
- Social Value

- 10.2. Although the tender relates to a works contract where the expectation would be for a higher price to quality ratio, lifts modernisation works is highly specialist and all contractor expressing interest would have to pass the eligibility and financial checks during this exercise. The table below outlines the criteria and weighting that will be used to score the quality section of the tender:

<b>Quality criteria</b>	<b>Weighting</b>
Performance & Quality control	10%
Resourcing	10%
Health & Safety	10%
Customer care	10%
Environmental	6%
Social value	4%
<b>Total</b>	<b>50%</b>

**11. PROJECT MANAGEMENT AND GOVERNANCE**

- 11.1. For this procurement, a project board which comprised of senior managers from housing, procurement legal, finance and leasehold team have been set up to oversee the entire procurement process from start to finish and beyond. The proposal is for the project board to meet monthly to discuss any issues, identify risk and recommend and approve options as at when needed.

- 11.2. A tender appraisal panel, comprising procurement, service owners, finance and resident is also set up to undertake the evaluation of tenderers submission. Any risk identified by procurement will be escalated to the project board for decision.

**12. INDICATIVE TIMETABLE**

12.1. Below are key milestones for this procurement.

Activity	Date
Strategy Approval	9 <sup>th</sup> May 2017
Publication (ITT, contract finder & portal)	19 <sup>th</sup> May 2017
ITT return deadline	16 <sup>th</sup> June 2017
Evaluation deadline	11 <sup>th</sup> July 2017
Section 20 Notice	20 <sup>th</sup> July – 25 <sup>th</sup> August 2017
Award report approval (CMB)	September 2017
Contract Award/start	October 2017

**13. CONTRACT MANAGEMENT**

13.1. The service owner (Engineering Team) headed by Engineering Services Group Leader, will be responsible for the day to day management of the contract. The engineering team have been involved in putting together this report and will be involved throughout the procurement process, working with the procurement manager.

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# Agenda Item 8

<b>London Borough of Hammersmith &amp; Fulham</b>  <b>CABINET</b>  <b>8 MAY 2017</b>	 hammersmith & fulham
<b>STREET OUTREACH CONTRACT, DIRECT AWARD</b>	
<b>Report of the Cabinet Member for Housing, Cabinet Member for Health &amp; Adult Social Care and Cabinet Member for Social Inclusion</b>	
<b>Open Report</b>  A separate report on the exempt part of the Cabinet agenda provides exempt information	
<b>Classification - For Decision</b> <b>Key Decision: Yes</b>	
<b>Consultation</b> St Mungo's ASC Commissioning HRD Finance Shared Services Legal Shared Services Risk Manager Corporate Services Procurement Team	
<b>Wards Affected: ALL</b>	
<b>Accountable Director: Jo Rowlands - Housing, Growth &amp; Strategy</b>	
<b>Report Author: Lucy Baker – PATHS</b> Manager, Housing Solutions	<b>Contact Details:</b> Tel: 020 8753 4164 E-mail: lucy.baker@lbhf.gov.uk

## 1. EXECUTIVE SUMMARY

- 1.1 This report seeks approval to maintain existing Street Outreach services until the Council's Rough Sleeping Commission has reported its findings and these can properly inform a procurement exercise for new contracts. In order to maintain this service continuity until 2019 the report also seeks approval to waive the Council's Contract Standing Orders, in respect of the normal competition requirements for this interim contract and directly award a contract to St Mungo's for the period commencing on 1 August 2017 and ending on 31 March 2019.
- 1.2 The provision of a Street Outreach Service is a statutory requirement and the contract provides an essential service to rough sleepers. The current contract

is due to expire on 31 July 2017; there are no further provisions to extend the contract.

## **2. RECOMMENDATIONS**

- 2.1 To approve the direct award of an interim Street Outreach Contract to St Mungo's from 01 August 2017 to 31 March 2019 to continue the current service at a total cost as stated in the exempt report.
- 2.2 In accordance with Contract Standing Order 3.1, to agree to waive Contract Standing Order 11.2 which requires that tenders be sought for contracts of the value of the one proposed.

## **3. REASONS FOR DECISION**

- 3.1. The St Mungo's Street Outreach Response Team (SORT) is an essential statutory service to locate and work with rough sleepers and people engaged in street-based activity.
- 3.2 Cabinet have recently approved the contract extensions for several supported housing services for homeless people until 31 March 2019. Aligning the Street Outreach Contract with those services will allow officers to develop a procurement strategy jointly with Adult Social Care and consider the potential for joint commissioning by looking across service provision and budgets. It will also allow officers sufficient time to undertake a full options appraisal and market engagement activity.
- 3.3 A direct award will also allow officers time to analyse and implement the findings and recommendations of the Council's Rough Sleeping Commission which is expected to report in early Autumn 2017, and the outcomes of the DCLG Rough Sleeping Grant bid. These outcomes will be essential to ensure that any new service specification for a Street Outreach Team is fit for purpose to address the needs of rough sleepers, improve outcomes for rough sleepers, and ensure best value for money. A tender at this stage would not benefit from the learning of the Commission or the bid.

## **4. PROPOSAL AND ISSUES**

- 4.1 The St Mungo's Street Outreach Response Team (SORT) works with rough sleepers and people engaged in street-based activity (such as begging and street drinking) who are vulnerable and have a range of support needs, including substance misuse; poor physical and mental health; dual diagnosis; offending histories, immigration issues; and non-engagement with or exclusion from services.
- 4.2 The St Mungo's staff work shifts, they go out and find rough sleepers and people engaged in street-based activity within the Borough of Hammersmith and Fulham. In 2015/16 the service formally verified 241 people as sleeping rough in the Borough, and this year have verified 232 rough sleepers.

- 4.3 The Street Outreach Team facilitate engagement with rough sleepers, carry out needs assessments, make onward referrals to hostels or other types of accommodation, take them to an emergency shelters and make referrals to a variety of specialist agencies. Through advice sessions at the Day Centre in Shepherds Bush, they provide support to rough sleepers or people who are at risk of rough sleeping to access benefits, housing, healthcare etc. They also attend and chair regular partnership meetings to address the needs of rough sleepers or people engaged in street-based activity and carry out additional outreach shifts and co-ordinate extra accommodation provision during periods of extreme weather. Their support is ongoing until the person is successfully housed or referred to another agency.
- 4.4 The Council is currently reviewing how to meet the needs of rough sleepers and people who are at risk of rough sleeping, to achieve the goal of zero rough sleeping in Hammersmith & Fulham. By granting a direct award until 31 March 2019 officers will have sufficient 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 rough sleepers and supported housing services.

#### **Procurement Strategy**

- 4.5 Cabinet have recently approved the contract extensions for several supported housing services for homeless people until 31 March 2019. A direct award for the Street Outreach Contract until 31 March 2019 will align these important contracts for homeless services together. This alignment will enable officers to develop a joint procurement strategy with Adult Social Care and consider the potential for joint commissioning by looking across service provision and budgets.
- 4.6 A full procurement strategy for these services will be developed and is expected to be in place by February 2018. A direct award of the contract to St Mungo's until 31 March 2019 will allow officers time to pilot, analyse and implement new Street Outreach Service delivery plans, as set out below, to improve future outcomes, service delivery and value for money when designing a new service specification. This time will also allow officers to undertake a full options appraisal and market engagement activity. There will be a risk to achieving best value and optimum service specification if this process is not given sufficient time. Therefore, a direct award of a contract to 31 March 2019 is recommended.
- 4.7 In October 2015, responsibility for the Street Outreach Team contract was transferred from Community Safety to Housing & Regeneration. This has resulted in a different approach to preventing and managing rough sleeping in the Borough by changing the focus from enforcement to support and social inclusion. Since then, officers have identified gaps in the provision of specialist services to rough sleepers such as access to mental health and substance misuse services. Officers must carry out a detailed service review to understand demographics and trends and engage key partners, for example in Public Health, as this will inform our requirements in any new contract.

### **Rough Sleeping Commission**

- 4.8 The Council has implemented an expert-led Rough Sleeping Commission. The key objectives of the Commission are; to identify areas of good practice; to identify gaps in current provision for people that are rough sleeping in this borough; and, crucially, to formulate recommendations for interventions and/or service re-design to deliver better outcomes to prevent people from becoming rough sleepers, and to improve the service to those who are sleeping rough.
- 4.9 The Commission is expected to report in early Autumn 2017, which coincides with the expiry of the current St Mungo's Street Outreach contract. The Commission's findings will be essential when designing a new service specification and the Council is at risk of not taking into account the Commission's work should it procure this service now. By granting a direct award to St Mungo's until 31 March 2019 officers can fully consider the Commission's findings, pilot any reasonable recommendations, and ensure that we design a new service specification which reflects the recommendations of the Commission and needs of rough sleepers.

### **DCLG Rough Sleeping Grant**

- 4.10 In November 2016, the Council successfully bid for money through the DCLG's Rough Sleeping Grant. The DCLG will be working closely with the Council throughout the lifetime of the grant to capture data and learn about the causes of, and solutions to, rough sleeping.
- 4.11 The bid was submitted in partnership with St Mungo's. The grant funding is separate to the Street Outreach Contract funding as it is for a bespoke project. Through this project we expect to prevent homelessness and see a reduction in the number of people becoming rough sleepers. By granting a direct award to St Mungo's until 31 March 2019 we can ensure that the implementation of the DCLG bid is successful. Furthermore, as the grant money is time limited the DCLG expects that the project will be built into future service delivery, so a direct award will allow officers to evaluate the bid and integrate it into a newly designed Street Outreach service specification. The Council is at risk of not maximising service delivery or best value for money if it were to tender whilst the DCLG bid is being implemented.

### **DCLG Social Impact Bond**

- 4.12 The Council will also benefit from the DCLG's Social Impact Bond. The Council is at risk of not maximising service delivery or best value for money if it were to tender before the Social Impact Bond was implemented.

### **Housing First Pilot**

- 4.13 Housing First is an innovative model to enable the provision of housing to homeless people with the most complex needs who do not manage well in a hostel setting and have been repeatedly evicted and excluded from services. The Housing First model has been implemented in several other local authority areas including Camden and Brighton and we have been piloting this model locally. The aim of the pilot is to understand if the Housing First model can deliver better outcomes for rough sleepers with complex needs and therefore deliver value for money in Hammersmith & Fulham.

- 4.14 Evidence suggests significant potential for the Housing First model to achieve good results but there are several risks; therefore, it is recommended the Council fully evaluates the pilot. A procurement of a new Street Outreach Contract now would not benefit from the learning of the pilot with the risk of not achieving the optimum service configuration or best value for money.

**Added Value**

- 4.15 Contained in the exempt report on the exempt Cabinet agenda.

**Location**

- 4.16 The Street Outreach Team work shift patterns across the day, night and weekends. Their office is based in the Day Centre in Market Lane, Shepherds Bush and they work flexibly from this location. The Day Centre is a purpose-built building which offers a range of important services to rough sleepers and other vulnerably housed people such as access to advice, healthcare, and training. This building also accommodates the No Second Night Out service for new rough sleepers. Any new tender will require a provider to operate from a suitable location, but by granting a direct award to St Mungo's the current location arrangements will continue which is of great benefit to service users, residents, and the Council.

**5. OPTIONS AND ANALYSIS OF OPTIONS**

**Do nothing**

- 5.1 This is not an option as the Street Outreach Contract expires on 31 July 2017 and it is a statutory requirement to have one. Rough Sleepers are vulnerable and they will be at risk if the service ends without alternative arrangements in place. There is also a reputational and legal risk to the Council if no Street Outreach Service is in place. For these reasons this option is not recommended.

**Re-procure the Street Outreach Contract**

- 5.2 The Council could undertake a full re-procurement; however, this will not be achieved by 31 Jul 2017 so a period of direct award will still be required. In addition, a full re-procurement will not allow for the findings and recommendations of the Rough Sleeping Commission and DCLG bid to be taken into consideration, nor allow us to evaluate the added value service model proposal as set out in Section 4 above. For these reasons this option is not recommended.

**Make a Direct Award of a Contract to St Mungo's to Continue the existing service to 31 March 2019**

- 5.3 For the reasons set out in Section 4 above it is recommended the Council waives the Contract Standing Orders and makes a direct award of the contract for the Street Outreach Service to St Mungo's Broadway from 01 August 2017 to 31 March 2019 to continue the current service. This option will enable the Council to maintain service quality and continuity while the Commission reports back and the DCLG bids are implemented, to develop a full procurement strategy, market assessment and options appraisal, and to explore potential future service models to inform a new Street Outreach service specification. The contract is delivering a good quality service and



good outcomes and will bring considerable added value during the direct award period through proposed service improvements and savings. This investment directly benefits rough sleepers and the Council. For these reasons this option is recommended.

## **6. CONSULTATION**

- 6.1 No formal consultation has been carried out regarding the recommendations in the report. The views of key stakeholders have been sought and taken into account in the report's recommendations. St Mungo's have confirmed that they can continue to provide the service for the additional period if it is awarded.

## **7. EQUALITY IMPLICATIONS**

- 7.1 As service continuity and service delivery will be maintained there are no adverse or negative impacts upon protected groups. The service improvements as set out above will mean that there will be a neutral or a positive impact.

## **8. LEGAL IMPLICATIONS**

- 8.1 Contained in the exempt report on the exempt Cabinet agenda.

## **9. FINANCIAL IMPLICATIONS**

- 9.2 Contained in the exempt report on the exempt Cabinet agenda.

## **10. IMPLICATIONS FOR BUSINESS**

- 10.1. The Street Outreach Team work closely with a range of third sector organisations to enhance their service to rough sleepers. The proposed new staffing model will further strengthen the partnership work between St Mungo's and the third sector, for example by ensuring rough sleepers have access to specialist services.

## **11. COMMERCIAL AND PROCUREMENT IMPLICATIONS**

- 11.1 The Interim Head of Procurement supports the report's recommendations. These should be seen alongside other recent Cabinet decisions made on 5<sup>th</sup> March 2017 agreeing to continue existing service arrangements whilst the Council fundamentally reviews the provision of services to homeless people and rough sleepers. This review includes a pilot of a re-modelled service and a Commission, neither of which will conclude and report their findings until later this year. The Council does not therefore, at this moment in time, have the clarity and certainty needed to undertake an efficient procurement for new long-term contracts.
- 11.2 Previous reports to Cabinet have indicated that new contracts for the remodelled service may not be ready to commence until Spring 2019. As such, awarding an interim contract to St. Mungo's for outreach services until

31<sup>st</sup> March 2019 makes sense. It will help ensure strategic alignment and, in respect of value of money, deliver an enhanced service and anticipated savings over the interim period until the remodelled service starts.

- 11.3 The Interim Head does not consider the alternative (that of running a competitive tendering exercise for a contract commencing August 2017) commercially attractive. It is likely the review and Commission will result in a re-modelled service. A competition run at this moment in time would therefore only be for a short-term contract. Given this shortness, the investment of time and money needed for tender preparation and submission – at risk if the bid is unsuccessful - and the possibility that TUPE might apply, the incumbent would hold significant competitive advantages and it is highly unlikely that other organisations would bid. A more productive use of available Council resource would be to ensure that the procurement for the new reconfigured service is undertaken efficiently and results in positive longer-term outcomes.
- 11.4 Implications provided by John Francis, Interim Head of Procurement (job-share) 020-8753-2582.

## 12. OTHER IMPLICATIONS PARAGRAPHS


- 12.1 No additional risk comments required.
- 12.2 Implications verified/completed by: Michael Sloniowski, Shared Services Risk Manager, Tel: 0208 753 2587.

## 13. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1	Combined Homelessness and Information Network (CHAIN) Report 2015/16, H&F - published	Lucy Baker, x4164	Housing Solutions, 145 King Street

### LIST OF APPENDICES:

None

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET</b></p> <p><b>8 MAY 2017</b></p>	
<p><b>PROCUREMENT STRATEGY REPORT FOR NEW MATERNITY CHAMPIONS CONTRACT IN HAMMERSMITH AND FULHAM</b></p>	
<p><b>Report of the Cabinet Member for Health and Adult Social Care: Councillor Vivienne Lukey</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Decision</b> <b>Key Decision: No</b></p>	
<p><b>Consultation:</b></p> <ul style="list-style-type: none"> <li>• Cabinet Member for Adult Social Care and Health</li> <li>• Public Health Behaviour Change Commissioner</li> <li>• Risk, Governance, Legal and Procurement Officers</li> <li>• Public Health Finance Manager</li> <li>• Director of Public Health</li> <li>• Hammersmith and Fulham, and NW London Collaboration, Clinical Commissioning Group</li> <li>• Imperial and Chelsea and Westminster hospital Maternity leads</li> <li>• Family and Children Services</li> <li>• Children’s Health lead (Public Health)</li> </ul>	
<p><b>Wards Affected:</b> Addison, College Park and Old Oak, Fulham Reach, North End, Shepherds Bush Green, Wormholt and White City.</p>	
<p><b>Accountable Director:</b> Mike Robinson, Director of Public Health</p>	
<p><b>Report Author:</b> Christine Mead Behaviour Change Commissioner Public Health</p>	<p><b>Contact Details:</b> Tel: 020 7641 4662 E-mail: <a href="mailto:cmead@westminster.gov.uk">cmead@westminster.gov.uk</a></p>

**1. EXECUTIVE SUMMARY**

1.1. This report sets out the proposed procurement strategy for the Maternity Champions project in Hammersmith and Fulham. This is a new project, developed as a result of a successful pilot project which has been running for two years at Old Oak Community Centre by Old Oak Housing Association.

1.2. Maternity Champions are local resident volunteers who receive accredited training and support to develop their capacity and ability to

help ante and post-natal parents, and children up to one-year-old, in their community to improve their health and wellbeing.

- 1.3. The project is commissioned by Public Health, will run for four years, and will be one of three Maternity Champions Projects (one in each borough) within the Community Champions Programme.

## **2. RECOMMENDATIONS**

- 2.1. To approve the procurement strategy for the Maternity Champions project in LBHF in order to allow a competitive tender to be conducted.
- 2.2. To note that the contract will last a maximum of four (4) years with no options to extend. Total contract cost is £240,000 (4 years - £60,000 per annum).
- 2.3. To approve the quality price ratio weighting of 80:20 (Quality:Price).

## **3. REASONS FOR DECISION**

- 3.1. The strategies for procurement and delivery have been developed from extensive consultation work using a two-year pilot project, independent evaluation, and advice from local authority expertise in terms of Legal, Financial, Governance, and Procurement implications. Therefore, it is felt that this paper proposes the most effective model for procurement and delivery.

## **4. PROPOSAL AND ISSUES**

- 4.1 Approval is being sought to carry out a competitive market exercise using the open procedure. The Corporate Procurement Team will lead on behalf of Public Health. An opportunity listing will be sent for publication in Contracts Finder and on the capitalE sourcing website.
- 4.2 All Public Authorities have a duty under the Public Services (Social Value) Act 2012 which requires Councils to consider (at pre-procurement stage) how the proposal “might improve the economic, social and environmental well-being of the relevant area, and act with a view to securing that improvement.” Social Value is addressed in the attached Appendix 1 (Procurement Strategy) Section 6.
- 4.3 The Maternity Champion project for LBHF will sit within one of the existing Hammersmith and Fulham Community Champion projects because evidence from the pilot demonstrates the most effective outcomes using this model. Therefore a limited number of providers can bid for and deliver the Maternity Champions Project in Hammersmith and Fulham.
- 4.4 The providers who could bid for the Maternity Champion projects under a competitive exercise who meet the criteria in Hammersmith and Fulham are:

- Urban Partnership Group
- Old Oak Housing Association
- Pinnacle Group
- White City Enterprise
- Hammersmith and Fulham Volunteer Centre

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

- 5.1 Recommended option, detailed in Appendix 1 Section 3.
- 5.2 The recommendation from Procurement Senior Officers is that the LBHF tender will be evaluated using the weighting of Quality:Price ratio of 80:20 as approved by the Cabinet Member for Adult Social Care and Health.
- 5.3 The price of Maternity Champion Projects has been tested during two pilot schemes run within LBHF and WCC, which each delivered in the area of one ward only. The budget for each pilot was £40,000 per annum for coverage of one Champions project in one ward. The proposed model for the new project will establish coverage of all Champions projects across the borough (currently six in total), with a budget of £60,000 per annum. The pilot project will cease once the new contract is awarded.
- 5.4 There are no TUPE implications as the change in role of the project coordinator is significantly different.
- 5.5 Open tender evaluation criteria (Appendix 1 Section 9) will use the following quality categories:
- Experience with, and understanding of the community
  - Recruitment and engagement of volunteers
  - Delivery of health and wellbeing improvements
  - Partnership and Joint working
  - Social Value
  - Service development, performance, data management
  - Project planning.

## **6. CONSULTATION**

- 6.1 A pilot project has been running for two years in the College Park and Old Oak ward to test the model (Appendix 1, Sections 1.1.5, 1.1.6, Section 7.1, and Appendix 2).
- 6.2 A number of senior officers and partner organisations have been consulted to prepare the project specification (Appendix 1, section 7.2).

## **7. EQUALITY IMPLICATIONS**

- 7.1 The Community and Maternity Champions projects are designed to reduce health and social inequalities, and have been evaluated to demonstrate outcomes which support employment, health improvement, social cohesion, children's school readiness and knowledge and access to local services. The Champions projects work closely with other local community groups and businesses, allowing an effective network of delivery to be developed across the geographical area.
- 7.2 Equality Implications completed by: Dr Mike Robinson, Director of Public Health. Tel: 020 7641 4590.

## **8. LEGAL IMPLICATIONS**

- 8.1. The contract falls within the Light Touch Regime (LTR) under Chapter 3, Section 7 of the Public Contracts Regulations 2015 ("the Regulations"), as set out in Schedule 3 for contracts relating to social and other specific services. Contracts under the LTR with a value below £589,148 do not need to be advertised in the Official Journal of European Union and are not subject to the full extent of EU procurement rules.
- 8.2. In accordance with Regulation 76(1) the Council can determine the procedure to be applied in connection with the award of contracts and take into account the specificities of the service in question. However, the procedure must ensure compliance with the principles of transparency and equal treatment of economic operators. Under Regulation 76(7) the Council may apply procedures for the purpose of Regulation 76 which correspond (with or without variations) to procedures in the Regulations.
- 8.3. Legal Implications completed by: Kalvinder Saib, Solicitor, Contracts and Employment Team, 020 8753 2735.

## **9. FINANCIAL IMPLICATIONS**

- 9.1. The current budget for the Maternity Champions pilot project in Hammersmith and Fulham is £40,000 per annum.
- 9.2. The proposed Maternity Champions budget will be £60,000 per annum, and has been identified within the existing Public Health Behaviour Change team budget by the Behaviour Change Commissioner and Director for Public Health, and discussed with the Cabinet Member for Adult Social Care and Health.
- 9.3. The current pilot in LBHF will cease and be replaced by a new contract awarded as part of this strategy.

- 9.4. The Maternity Champion Contract will include a clause stating that should funding be terminated or reduced during the Contract period the Authority may terminate the contract in whole or in part by way of 3 months' notice.
- 9.5. Financial Implications verified by Richard Simpson, Finance Manager – Public Health, 020 7641 4073.

## **10. IMPLICATIONS FOR BUSINESS**

- 10.1. There is likely to be a positive impact on local business as the Champions programme uses a model which identifies and utilises local assets and resources to assist in the delivery of local projects. The project will identify and engage with all relevant local organisations and businesses in each project area to support delivery.
- 10.2. The project will identify local pharmacies, fresh fruit and vegetable suppliers, sport and physical activity opportunities, GP surgeries and others, and work with these to develop a network of local supply and delivery.
- 10.3. Where appropriate, projects will link to the Healthy Start, and Rose Voucher schemes – Public Health initiatives running in LBHF to support every child having the best start in life.
- 10.4. Where appropriate, local businesses will be encouraged to be involved in events and campaigns, and through the national corporate volunteering scheme.
- 10.4 Business Implications completed by: Antonia Hollingsworth, Economic Development Learning & Skills, Hammersmith and Fulham. Tel: 020 8753 1698.

## **11 COMMERCIAL (PROCUREMENT) IMPLICATIONS**

- 11.1 After a successful 2 year pilot of the Maternity Champions project, the author of the report explains the benefits for the recommended option in the report and proposes an open and transparent tendering exercise with an intended contract period of four years. The author has also provided the justification for the evaluation criteria being based on a recommended quality/price split of 80:20 respectively and the report acknowledges more emphasis on qualitative elements for a high quality service for service users (Appendix 1, Section 3.2).
- 11.2 The Corporate Procurement Team will continue to monitor the procurement.
- 11.3 Comments completed by:
- Alan Parry, Interim Head of Procurement (Job Share). Telephone: 020 8753 2581.

- Joanna Angelides, Procurement Consultant, Commercial and Procurement Division. Telephone 020 8753 2586.

## **12 RISK IMPLICATIONS**

12.1 Market Testing is a key risk as noted in the Council's Shared Services Risk Register, risk number 4 delivering the best possible services for the local taxpayer and the procurement strategy points towards securing best value in this area. The impact of the Maternity Champions Projects contribute positively to the management of Customer/Citizens needs and expectations risk, risk numbers 8, Managing our Statutory Duties and 12 maintaining reputation and service standards.

12.2 Risk Implications verified by Michael Sloniowski, Risk Manager, Tel: 020 8753 2587.

## **13 BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

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

### **List of Appendices:**

**Appendix 1: Procurement Strategy Report - Maternity Champions**  
**Appendix 2: Independent Evaluation – Maternity Champions Pilot (Executive Summary)**



## **Appendix 1: Procurement Strategy Report - Maternity Champions**

### **1 OVERARCHING PROCUREMENT STRATEGY**

#### **1.1 Background**

- 1.1.1 The Community Champions (CC) Programme uses a collaborative model which is based on using existing community resources, including people, organisations and networks to support and deliver improvements within the community. The Programme is delivered through the recruitment, training and capacity development of local residents as volunteers (Champions) in wards of greatest needs in terms of improvements in health and wellbeing.
- 1.1.2 Champions receive training and support from the project, then survey their residents to develop a needs assessment which helps shape the project. Once this is completed they design and deliver a series of activities, events and campaigns to support the local population to improve their health and wellbeing. They are also able to talk to local people about service development and improvement and feedback on their findings.
- 1.1.3 There are currently six CC projects running in Hammersmith and Fulham (LBHF) at Old Oak, Edward Woods, Addison, Parkview, West Kensington/Gibbs Green, and Bayonne/Field Road. An independent Social Return on Investment (SROI) carried out in 2014 reported that for every £1 invested into the Programme, a value of £5 was achieved for health and care services as a result of community improved health and wellbeing, and increased access to appropriate services at the point of need.
- 1.1.4 The criteria for a Champions provider are (based on extensive market, stakeholder and user engagement):
- a community based organisation, with established social and peer networks, and experience of delivering a CC project);
  - demonstrated ability to reach all relevant members of a community – not limited to a specific interest, age, or ethnic group;
  - demonstrated experience of recruiting, supporting, training and managing volunteers; and
  - having a high profile and good reputation in the communities they work in, and the ability to establish an office/hub within the target areas.
- 1.1.5 In 2014 a pilot Maternity Champions project was set up in Old Oak (as well as one in Westminster) to run alongside the existing CC project, to test the model of delivery, and whether it could demonstrate good outcomes for a specific cohort of residents (ante and post-natal parents, and children up to one-year-old).
- 1.1.6 In 2016 an independent evaluation (Appendix 2) was conducted to assess the impact of the pilot projects which reported positive and favourable project outcomes including:

- Significant impact on local families, including seven out of ten respondents reporting they have been helped greatly by the scheme.
- Positive health impacts, particularly in the fields of maternal mental health, reducing isolation, breastfeeding, and uptake of child immunisations.
- Supporting the promotion of key Public Health messages including stopping smoking, child oral health, nutrition, and child immunisations.
- Evidence that indicates a positive impact and influence on the local maternity pathway and clear policy fit to compliment 'Give every child the best start in life'.
- Over 4,300 hours of volunteering during the course of the pilots across the two project areas, and a strong community based maternity asset (average number of hours per volunteer per week is 3, with 20% giving 6 hours a week, and each champion on average helping 30 people).
- Creation of a successful volunteer scheme which has recruited and trained 43 local people and produced notable uplifts for volunteer Maternity Champions in the areas of life satisfaction, employability and personal development, and health as a direct result of their involvement in the scheme.

1.1.7 The LBHF pilot project was able to reach vulnerable parents and parents to be by being embedded in the community and gaining a wider knowledge of issues that affect new parents in their community by talking to them face to face at weekly sessions including Mend Mum, and Enjoy Baby/Birth Preparation classes. Maternity Champions also support vulnerable young parents to access the Back on Track (IAPT) service, and deliver five weekly sessions called Enjoy Your Baby.

1.1.8 The Champions themselves speak seven different languages and so are able to communicate and sign post to parents that do not have English as a first language, and are able to talk about becoming parents and parenting in culturally specific and appropriate ways.

## **1.2 The New Maternity Champions Project**

1.2.1 Based on the evaluation, Public Health is proposing to extend the Maternity Champions reach to all of the CC projects in the borough. Three to five Champion volunteers in each project will be trained to become a Maternity Champion, with the specific role of working with ante and post-natal parents, and children up to one-year-old.

1.2.2 A Borough Coordinator would deliver the project, and be employed by one of the existing six Champions projects in the borough, linking to the other projects via the project managers. They would develop strong relationships with midwifery and maternity services, health visitors, children centres and family hubs, and maternity services in local

hospitals. These would then link into each of the projects to develop an effective maternity support network across the borough.

1.2.3 Workshops have taken place over the last three years to support procurement of Champions projects, looking at success and the specific requirements for this type of project and provider organisation. Existing projects are delivered by local community organisations that are best suited to provide this type of service due to their understanding of the local area, local connections, and ability to reach deeper into local communities. The evaluation has stressed the importance of the relationship between the project being based within an existing CC project and its success.

1.2.4 The project would employ one LBHF person to work with up to 30 Champions (volunteers) who are LBHF residents. These would receive accredited training to become Maternity Champions. There is potential to help and support 900 ante and post-natal parents across the borough to improve their health and wellbeing. Alongside this are the six existing Community Champions projects which each employ a full time equivalent project manager, and support around 60 CCs with training and advice, who in turn work with around 6000+ residents across the borough.

1.2.5 It is expected that the project would support the following Administration manifesto priorities:

- Give children the best start – working with new parents and children up to one-year-old to support into services, and provide advice on parent and new born health and wellbeing (including mental health, and child immunisations).
- Resident involvement – projects are developed and delivered by local residents for local residents.
- Local economic growth – projects work in the local community, identifying assets and working with businesses to develop a local delivery network of support and services.
- Support vulnerable adults – Champions are able to work with individuals to identify their needs and support into the relevant services. Maternity Champions also identify vulnerable young parents to work with and support.

And indirectly through the wider Champions programme:

- Decent homes – Champions projects are already working with housing and environmental health to support this.
- Safer and healthier places – projects achieve improved community cohesion and empowerment in health and wellbeing and the wider social impact factors as a result of the work that they do with local residents.
- Reduce homelessness in the borough – working with housing and other services to support residents who may be experiencing difficulties in tenancies and finances.

## 2 FINANCIAL INFORMATION

- 2.1 The current budget for the Maternity Champions pilot is £40,000 per annum which pays for a Full Time project manager to work in one ward in the borough, supporting and training around 10 volunteer Champions. To replicate this across the rest of the projects using this model would cost an additional £200,000 per annum.
- 2.2 The proposed budget for the new project is £60,000 per annum, using existing funds identified within the Public Health Behaviour Change budget. This provides for a full time Borough Coordinator working with the project managers in all of the six projects across the whole of the borough, supporting and training up to 30 volunteer Maternity Champions to support up to 900 parents and parents to be.
- 2.3 Spending this money now is expected to save more money in the future, as reported in the SROI evaluation (Section 1.1.3). Adapting the model to expand the reach of the project across the whole borough creates savings using economies of scale, and is in line with, and supports, the Council's overall savings targets for Public Health.

## 3 OPTIONS APPRAISAL AND RISK ASSESSMENT

	Options Explored:	Pros:	Cons:	Decision:
1	Open Tender	Compliant Procedure. Maximises competition. Requirements are easier to promote locally. Potentially more responsive to neighbourhoods.	Wider suppliers will not meet the local criteria to deliver this contract successfully.	Recommended Option
2	Request for Quotation Exercise	Ability to target specific providers directly. Ease and speed of the process.	Non-compliant procedure in line with governance.	Reject
3	Direct Award to preferred supplier	Ability to target preferred supplier directly. Ease and speed of the process.	Non-compliant procedure. Risk of challenge from providers not able to bid.	Reject

- 3.1 Market Testing is a key risk as noted in the Council's Shared Services Risk Register, risk number 4 delivering the best possible services for the local taxpayer and the procurement strategy points towards securing best value in this area. The impact of the Maternity Champions Projects contribute positively to the management of

Customer/Citizens needs and expectations risk, risk numbers 8, Managing our Statutory Duties and 12 maintaining reputation and service standards.

- 3.2 Following discussions between the project Commissioner, Corporate Procurement, and a review of the pilot evaluation, it is recommended that the tender should be evaluated using a Quality:Price ratio of 80:20. Quality is highly important given the nature and impact of these services to users, and the budget value is fixed at a maximum of £60,000. Therefore it is felt that a greater emphasis should be placed on quality evaluation than price. This has also been discussed with the Cabinet Member for Adult Social Care and Health.
- 3.3 Previous Champion procurements have used the 80:20 (Quality:Price) split, with any savings being used to support the overall Public Health budget reductions required by LBHF. Savings identified during this procurement will also be used in this way.

#### **4 THE MARKET**

- 4.1 Currently the supplier for the pilot project is Old Oak Housing Association who also supply one of the six CC projects in LBHF, and have been evaluated as providing a good service. The project will need to sit within one of the existing CC projects as evaluation of the pilot stressed this relationship as one of the key factors to success.
- 4.2 In line with this and success criteria established through previous consultations, there are five local organisations that could provide the service. These are:
- Urban Partnership Group
  - White City Enterprise
  - Old Oak Housing Association
  - Pinnacle Group
  - H&F Volunteer Centre
- 4.3 Suppliers have been advised of this forthcoming procurement and understand the requirements. The only reason why a provider might not bid at this time is that they are working to capacity, and their focus is on delivering the current Champions service. There are, however, at least three organisations who will definitely submit a bid for consideration.

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

- 5.1 The length of the contract will be up to four years, to align with existing Champions' contracts that are running in the borough. This is because the Maternity Champions project will sit within one of these existing projects.
- 5.2 The procurement will be supported and run by the Corporate Procurement Team. The Cabinet Member for Adult Social Care and

Health will be responsible for the project with Dr Mike Robinson (Director of Public Health) being the responsible Officer.

- 5.3 The Vision for the project is to support every child having the best start in life by ensuring that all expectant parents are linked with each other and with maternity and children's services from the earliest possible time. The Aim is to ensure that expectant parents are supported to do everything they can to ensure their children are born as healthy as possible, and are supported through the first year of life.
- 5.4 Following pilot evaluation, and consultation with partners and stakeholders the service specification has been developed to achieve the following objectives:
- To develop a borough wide team of Maternity Champions based in CC projects, to support expectant parents.
  - To ensure the NCT Birth and Beyond Training and the Breastfeeding Peer Support training is made available to all Maternity Champions, in collaboration with the CC providers, and to gather insight and community intelligences through parents' feedback (resident surveys and insights, market research).
  - To improve access to local maternity health and wellbeing services, particularly through proactive community outreach contact, information, and signposting to local services.
  - To increase Early Intervention, Health Promotion and Behaviour Change, through local relevant Public Health programmes, peer education and self-management.
  - To build social capital (building confidence, improving mental wellbeing, reducing isolation, peer support groups, and promoting community cohesion) through community events.
  - To increase skills and competencies of Maternity Champions through personal and professional development, training and supporting access to return to work/preparation for employment where desired.
  - To develop a network of good relationships with all agencies and services involved in supporting expectant parents, including (but not exclusive to): maternity services, primary care, health visitors, children's centres, family hubs, nurseries, housing, employment services, healthy living services, children's services.
- 5.5 The annual deliverables for the project are to:
- Support all the CC project managers to recruit 3-5 per project of their volunteers to be Maternity Champions, and to recruit new volunteers from the community as required.
  - Ensure all Maternity Champions are trained in Birth and Beyond, and those who can be are trained in Breastfeeding peer support. To offer on-going training to Maternity Champions.
  - To support Maternity Champions and their CC project managers to run at least one weekly activity/group for expectant parents.

- To support Maternity Champions and their CC project managers to encourage parents who met antenatally to continue to meet and support each other post birth.
- Together with the CC Programme Manager, to develop materials to support the Maternity Champions.
- Together with the CC Programme Manager, and the CC project managers, to use social media to promote the Maternity Champions.

## **6 SOCIAL VALUE, LOCAL ECONOMIC AND COMMUNITY BENEFITS**

6.1 All Public Authorities have a duty under the Public Services (Social Value) Act 2012 which requires Councils to consider (at pre-procurement stage) how the service “might improve the economic, social and environmental well-being of the relevant area, and in conducting the process of procurement, it might act with a view to securing that improvement.”

6.2 The providers will be asked to submit a response to this as part of their proposal, which will be evaluated by the panel during the procurement process and scored accordingly. The provider will be asked to provide detailed examples on how they will address and provide added value to a minimum of three of the following priorities:

- Employment and Economic Growth
- Best Start in Life for Children
- Resident Involvement
- Supporting Vulnerable Adults
- Safer and Healthier Place

For each example the provider will be asked to describe what they will deliver (including quantities), how it will be delivered (what their approach to this will be), milestones for each deliverable including dates and quantities, what evidence will be used to demonstrate that this has been achieved, and who will own the action for the deliverable.

6.3 The Community and Maternity Champions projects are designed to reduce health and social inequalities, and have been evaluated to demonstrate outcomes which support employment, health improvement, social cohesion, children’s school readiness and knowledge and access to local services. The Champions projects work closely with other local community groups and businesses, allowing an effective network of delivery to be developed across the geographical area.

6.4 There is likely to be a positive impact on local business as the Champions programme identifies and engages with all relevant local organisations and businesses within each project area.

## **7 STAKEHOLDER CONSULTATION**

7.1 A pilot project has been running in Old Oak to test the Maternity Champions model alongside an existing Community Champions project. Another has also been running in Westminster. The independent impact evaluation for the pilot demonstrated positive project outcomes detailed in Section 1.1.6 and Appendix 2.

7.2 As well as the independent evaluation of the pilot projects, a number of key stakeholders and organisations have been consulted when developing the specification for the new project, and preparation of the Procurement Strategy:

- Hammersmith and Fulham (Maternity and Community Engagement leads), and NW London NHS Collaborative (Maternity lead) Clinical Commissioning Groups
- Imperial and Chelsea and Westminster Hospital Maternity leads
- Family and Children Services
- Public Health (Director and Children's Health lead)
- Hammersmith and Fulham Health Visitors (via lead for Public Health)
- Legal, Risk Management, Governance, Procurement and Finance teams.

## **8 PROCUREMENT PROCESS**

8.1 A competitive market exercises via open competition on capital sourcing will be undertaken. This is felt to be the best route to market due to considerations set out in Sections 3 and 4.

## **9 CONTRACT AWARD CRITERIA**

9.1 The award will be based on a quality/cost ratio of 80/20.

9.2 Quality will be evaluated using the following categories (and marks out of 80):

- Experience with, and understanding of, the community (8)
- Recruitment (13) and engagement (13) of staff and volunteers
- Delivery of health and wellbeing improvements (12)
- Partnership and joint working (15)
- Social value (5)
- Service development (4), performance (4), data management (2)
- Project planning (4).

9.3 For cost, each total price will be awarded points based on its relationship with the lowest total price. The Proposal with the lowest total price will be awarded the maximum 20%. Each of the remaining Proposals will be awarded points on a pro-rata basis.

## **10 PROJECT MANAGEMENT**

10.1 The management of the procurement will be undertaken by the Procurement Team, along with the Public Health Behaviour Change Commissioner and Champions Programme Manager. Evaluation will be undertaken by these Officers and a representative for Hammersmith



and Fulham Clinical Commission Group. Regular contact will be maintained throughout the process, and with the responsible Cabinet Member, who will sign off the award of contract once the tender process has been completed.

## **11 INDICATIVE TIMETABLE**

11.1 Indicative timetable is as follows:

- LBHF Cabinet process 2<sup>nd</sup> March – 15<sup>th</sup> May 2017
- Tender process 16<sup>th</sup> May 2017 – 6<sup>th</sup> June 2017
- Evaluation and Moderation 7<sup>th</sup> – 11<sup>th</sup> June 2017
- Award recommendations process June/July 2017
- Contract start date 1<sup>st</sup> August 2017, end date July 2021

## **12 CONTRACT MANAGEMENT**

12.1 Management and performance of the contract will be achieved using a specification establishing clear deliverables and required outcomes. The Champions Programme Manager will oversee this using quarterly reporting and monitoring systems to measure performance.

12.2 The reporting and monitoring process is a tried and tested system, already established, understood, and used by providers through the existing CC Programme. It has been running for five years, monitoring and managing performance of the current Champions projects.

12.3 The Programme Manager regularly reports directly to the Commissioner for Behaviour Change who reports to the Director of Public Health and the Cabinet Member for Adult Social Care and Health.

# Maternity Champions pilot programme evaluation



August 2016

**Collaborate**

Penny Stothard

[Penny@collaborateventures.co.uk](mailto:Penny@collaborateventures.co.uk)



paddington development trust



## Background and aims

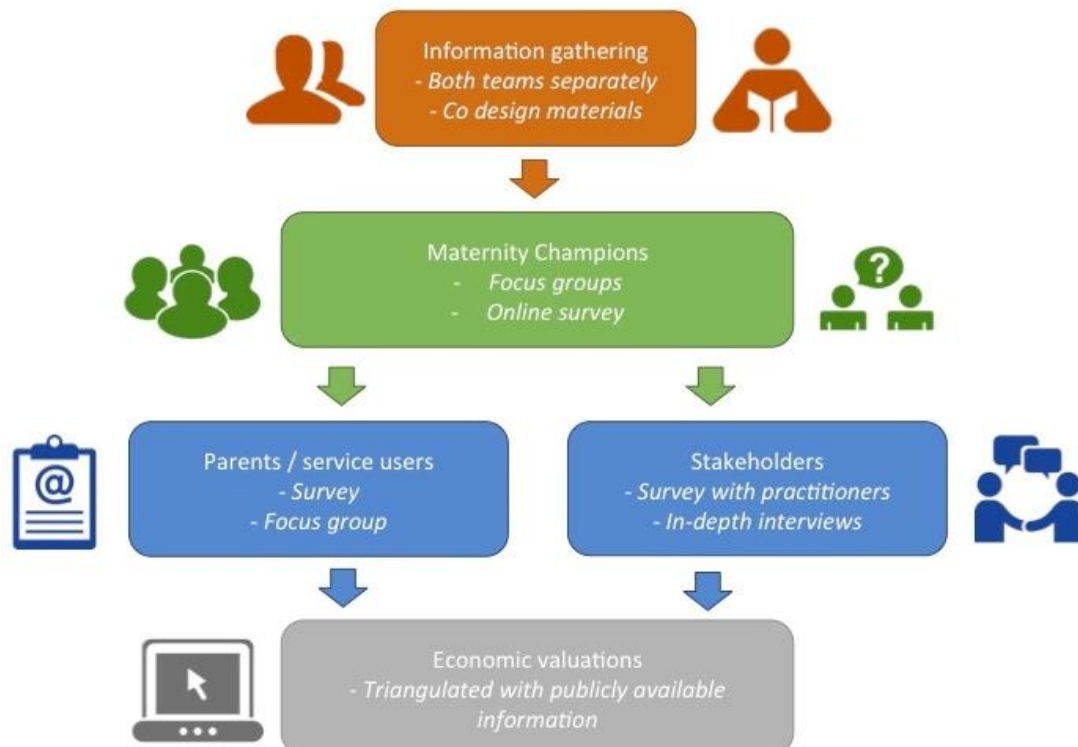
The Maternity Champions Pilot Project (MCP) has been running since 2014 across Queen's Park ward (Westminster), Queen's Park Maternity Champions (since April 2014); and Old Oak ward (Hammersmith and Fulham), Old Oak Maternity Champions (since October 2014).

The project aims to develop a skilled and trained cohort of volunteer Maternity Champions local to each neighbourhood specialising in supporting new parents from pregnancy into the first year of a child's life. Their aim is to increase the uptake of ante and post-natal services, guide and support new parents and encourage parents to form social groups to support each other.

Public Health for Hammersmith & Fulham and Westminster has funded the MCP for two years, with West London Clinical Commissioning Group funding the final six months of the Queen's Park pilot. With the pilot phase drawing to a close the Public Health Service commissioned this evaluation of the pilot programme across both wards in June 2016 to understand better the strategic fit of the programme within the local maternity pathway and the potential impact on expectant and new parents, maternity champions themselves and maternity pathway services.

## Methodology

Our study methodology is visualised below and was undertaken between end of June and early August 2016:



During the fieldwork phase the research team engaged with:

- Maternity Champions' project staff from both projects
- 17 maternity champions through two focus groups
- 25 maternity champions via an online survey (including 6 former maternity champions)
- 84 parents via an online questionnaire (56 parents with previous exposure to the Maternity Champions and 28 with no former knowledge of the scheme)
- 12 parents through a focus group
- 14 stakeholders via a series of telephone interviews

### **Our findings**

The standout findings and our reflections are presented in the diagram overleaf and include:

- Significant impact on local families including 7 out of 10 respondents believed to have been helped greatly by the scheme
- Health impacts particularly in the fields of mental health, reducing isolation and breastfeeding
- Supporting the promotion of key Public Health messages including smoking, child oral health, nutrition and child immunizations
- Evidence that indicates a positive impact and influence on the local maternity pathway and clear policy fit to complement 'Give every child the best start in life'
- A return on investment including over 4,300 volunteering hours and a strong community-based maternity asset
- Creation of a successful volunteer scheme which has recruited and trained 43 local people and produced notable uplifts for volunteers in the areas of life satisfaction, employability, personal development and health as a direct result of their involvement in the Maternity Champions' scheme.

## Standout reflections

### Impact on families

- ✓ 7 in 10 believed to have been helped greatly
- ✓ Accessible local maternity contact point



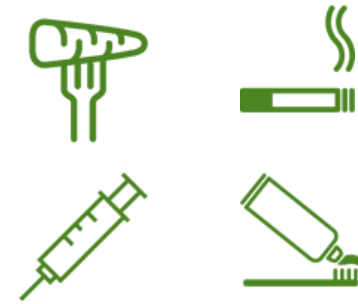
### Health impacts



- ✓ Maternal mental health
- ✓ Reducing isolation and building peer support networks
- ✓ Breastfeeding

### Supporting public health

- ✓ Smoking, child oral health, nutrition, child immunizations



## Standout reflections

- ✓ Policy fit to compliment 'Giving every child the best start in life'
- ✓ Maternity Antenatal Pathway recognition
- ✓ Strategic representation
- ✓ Lobbying achievements
- ✓ Voice for local women
- ✓ Stakeholder plans to expand working with MCs



### Maternity pathway impact



- ✓ **4,300+** volunteer hours = £40,514 contribution to local health economy
- ✓ **750** people helped
- ✓ **3 volunteers** into paid employment



### Return on investment

- ✓ 43 local volunteers recruited and trained
- ✓ Community based-assets in maternity and public health
- ✓ High enjoyment/recommendation
- ✓ Notable uplifts in volunteers' life satisfaction; skills, employability and personal development; and health
- ✓ Strong take up of external training



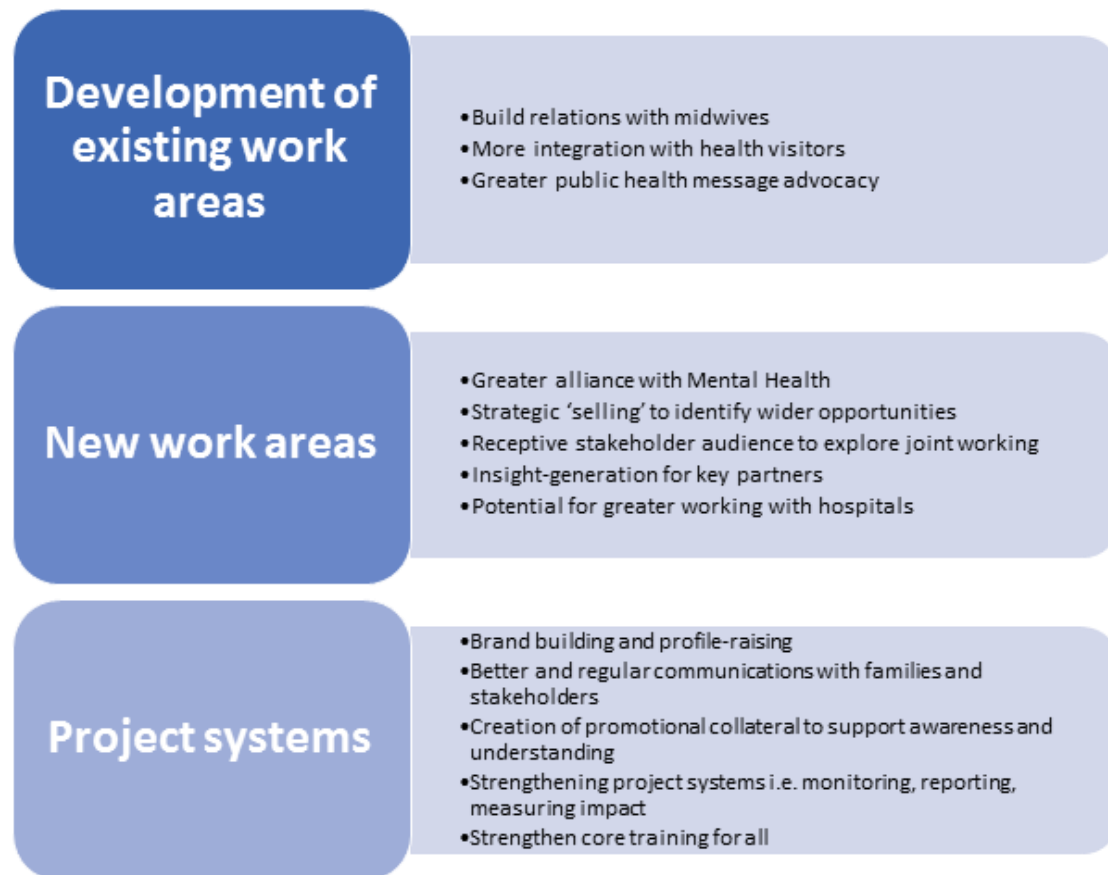
### Successful volunteer scheme

## Conclusions and opportunities

We concluded that the following elements play a key role in the overall success of the Maternity Champions' scheme:




We also identified a number of potential development opportunities for the Maternity Champions if the scheme were to be continued:



\* Cover photograph of parent's from Old Oak Focus Group

# Agenda Item 10

<b>London Borough of Hammersmith &amp; Fulham</b>  <b>CABINET</b>  <b>8 MAY 2017</b>	
<b>SCHOOL ORGANISATION AND INVESTMENT STRATEGY</b>	
<b>Report of Cabinet Member for Children and Education – Councillor Sue Macmillan</b>	
<b>Open Report</b>	
<b>Classification - For Approval</b>	
<b>Key Decision: Yes</b>	
<b>Wards Affected: All</b>	
<b>Accountable Director:</b> Clare Chamberlain, Director of Children’s Services	
<b>Report Author:</b> Alan Wharton, Head of Asset Strategy (Schools and Children’s Services)	<b>Contact Details:</b> Tel: 020 7641 2911 E-mail: awharton@westminster.gov.uk

## 1. EXECUTIVE SUMMARY

- 1.1. The School Organisation and Investment Strategy 2017 is submitted for approval.

## 2. RECOMMENDATIONS

- 2.1. To approve the School Organisation and Investment Strategy 2017.

## 3. INTRODUCTION AND BACKGROUND

### 3.1. Background

The School Organisation Strategy was last updated in April 2016. The projections available then indicated that there would be a sufficiency of primary school places for a 10-year period but further secondary school places will be required by 2021. Planned regeneration would absorb surplus primary places over time. The capital programme continued to deliver a number of school expansions originating from earlier strategies.



### 3.2 Projections

Projections are revised annually, but the overall position noted in 2016 remains the same.

The Council's Local Plan envisages major new housing investment in five regeneration areas, including the Old Oak area which is now under Mayoral control. These are projected to require a significant number of additional primary and secondary places during the plan period of 20 years. The Strategy notes the scale of new school provision likely to be required as a result of these plans. Existing schools will be able to absorb the demand arising from earlier phases and will be reviewed as later phases come on stream.

### 3.3 School Investment

Schemes to expand primary schools are now mostly complete and no new schemes are planned. Due to demographic changes coinciding with the new additional primary school places becoming available, there is now a surplus of 11% in the North and 15% in the South. In the secondary sector there is a surplus of 13%. However secondary rolls are slowly increasing and demand will match supply in 2021. With several secondary schools being undersubscribed, the Council is not currently projecting the need for new school schemes. As the strategy is revised every year, the Council will have sufficient time to plan new provision if required.

The Council has already made a provisional assessment of the number of new places likely to be required as a result of the Old Oak regeneration. New schools will be required as part of the planning process, and will be free schools which are funded by the Education Funding Agency.

The Council is proceeding with rebuilding the Bridge Alternative Provision academy in collaboration with TBAP at its existing site in Finlay Street, Fulham, alongside the new free school for post 16 pupils at the Greswell Street site. This is due for completion at the end of 2019.

## 4. **CONSULTATION**

- 4.1 Key stakeholders including the Diocesan Authorities, the Education Funding Agency, Tri-Borough forums, and individual schools, are consulted on the development of strategy and on individual proposals.

## 5. **CONSULTATION**

- 5.1 Key stakeholders including the Diocesan Authorities, the Education Funding Agency, Tri-Borough forums, and individual schools, are consulted on the development of strategy and on individual proposals.

## 6. LEGAL IMPLICATIONS

- 6.1 There are no legal implications arising directly from these proposals.
- 6.2 *Implications verified/completed by: (David Walker, Head of Legal Services, 020 7361 2211)*

## 7. FINANCIAL AND RESOURCES IMPLICATIONS

- 7.1 The Council has invested the Basic Need grant allocation for the period 2015 to 2017. The Council has been allocated further grant of £568,592 for 2017-2018.

The Council will seek financial contributions from developers of new residential schemes towards the cost of expanding schools. New schools will, by law, be free schools and funded directly by the Education Funding Agency.

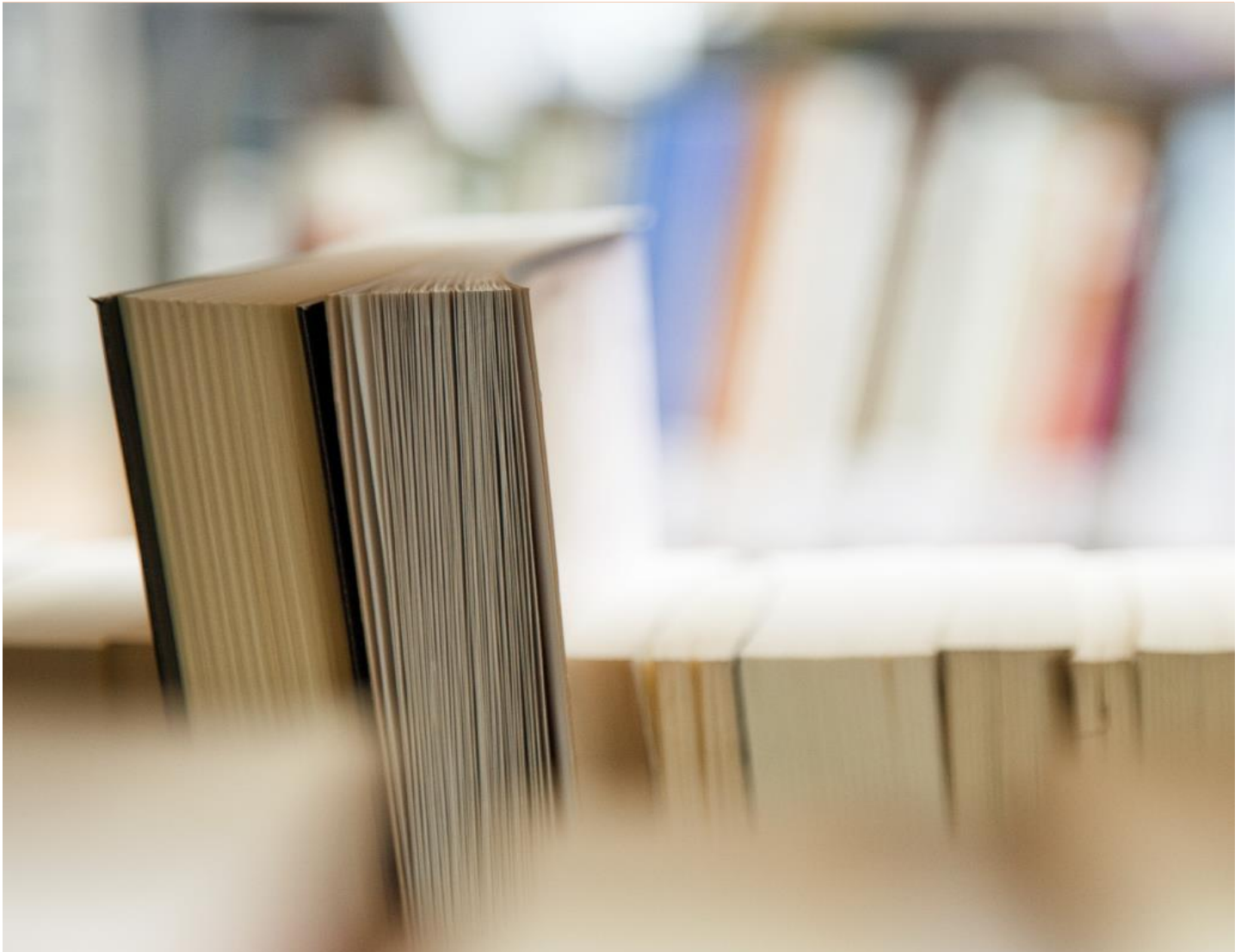
- 7.2 Revenue funding is provided through the Dedicated Schools Grant based on student numbers.
- 7.3 *Implications verified/completed by: (Dave McNamara, Director of Finance, Children's Services, 020 8753 3404)*

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

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

### **LIST OF APPENDICES:**

School Organisation and Investment Strategy 2017



# **London Borough of Hammersmith & Fulham School Organisation and Investment Strategy**

**FINAL VERSION**

**25 April 2017**

# **FIRST DRAFT**

## **London Borough of Hammersmith & Fulham School Organisation and Investment Strategy 2017**

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## 1. Purpose

The purpose of this report is to provide the Council, its schools and residents with updated information on recent trends including the number and projected demand for school places in London Borough of Hammersmith and Fulham (LBHF).

## 2. Background

According to the latest national pupil projections<sup>1</sup> from the Department for Education (DfE), based on census returns, previous rates of increase in the primary school aged population is forecast to slow in the next few years due a to falling birth rates, with subsequent smaller increases. The secondary school population will continue to rise as a result of increased births from 2002 reaching secondary age.

The National Audit Office's report 'Capital funding for schools', 22 February 2017<sup>2</sup>, notes that the DfE predicts that a further 231,000 primary, and 189,000 secondary places will be needed between 2016 and 2021 to meet demand. The need is highest in London and the South-East.

Whilst many local authorities across London are experiencing an acute shortage of school places at primary and secondary level, other inner London boroughs such as LBHF, RBKC and Westminster anticipate a much smaller shortfall of up to 4% at primary level and 8% at secondary as highlighted in the following maps reproduced from the London Councils' publication 'Do the Maths 2016'<sup>3</sup>. The current projections for primary places is a lot lower than in many other London authorities. Demand for secondary is somewhat lower compared to other neighbouring boroughs such as Lambeth, Ealing and Hounslow, but still higher than other nearby boroughs such as Camden and Wandsworth.

The Borough has invested heavily in providing additional primary places, in order to meet demand, forecast about 5 years ago. These projects have now largely been completed, but this has coincided with a subsequent period of reduced demand.

Previous school organisation strategies have highlighted the need to develop new provision in the secondary sector, which is clearly a London-wide priority. The data used by London Councils is derived from the GLA, to which the three councils subscribe; but it is important that further local analysis guides the School Organisation and Investment Strategies which are being revised for 2017.

## 3. Government Objectives

In 2016 the Government announced plans to open 500 free schools by 2020. The budget 2017 included £320m for the Free School programme, to deliver 70,000 new places. It also included £216m to rebuild and refurbish existing schools.

New schools will be created where there is a requirement for additional places as part of development or regeneration schemes such as Old Oak managed by the Old Oak Park Royal Development Corporation (OPDC) and White City in the north of the Borough and

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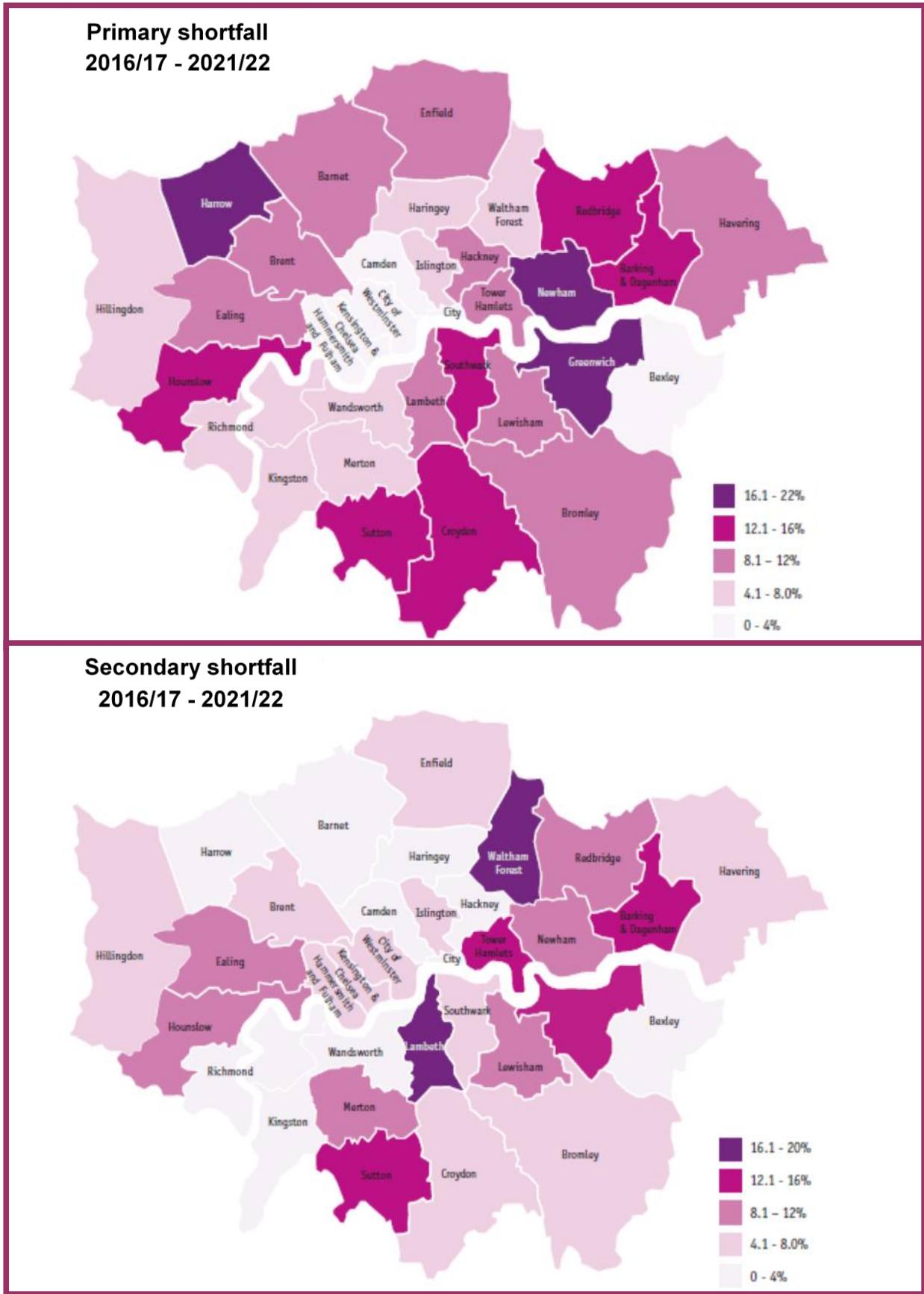
<sup>1</sup> Department for Education. *National Pupil Projections - Future Trends in Pupil Numbers (SFR25/2016) July 2016*

<sup>2</sup> <https://www.nao.org.uk/report/capital-funding-for-schools/>

<sup>3</sup> 'Do The Maths 2016'. Demand for School Places - London Councils [www.londoncouncils.gov.uk](http://www.londoncouncils.gov.uk)

Fulham Regeneration Area (FRA) including Earl’s Court and South Fulham Riverside in the south.

The Council will also seek to improve the quality and range of the curriculum offer in collaboration with existing schools and the DfE where opportunities arise, including Government initiatives.



## 4. Borough Context

The number of pupils on roll in state-funded schools in LBHF at the start of the 2016/17 academic year (both resident and non-resident) is as follows:

- 275 at 4 LA maintained Nursery schools
- 11,035 at 37 Primary schools (9,831 plus 1,204 in nursery places)
- 7,962 at 11 Secondary schools (5,875 plus 2,087 in 6th forms)
- 1,235 at one All Through school (40 in nursery classes, 93 Primary, 882 Secondary plus 220 6th form)

In addition:

- 892 at 1 Post 16 Provision
- 443 at 4 Schools for children with Special Educational Needs
- 135 at Alternative Provision (TBAP) Multi Academy Trust

Phase	Community	Free School or Academy	Foundation or Voluntary Aided School	Total
Primary	13	12	12	37
Secondary	1	10	0	11
All Through	0	1	0	1

The Council has built-in sufficient primary school places to absorb any increased demand but now must focus on secondary school expansion programmes. Adequate provision of secondary school places will be the main focus for school place planning in the Borough. As larger cohorts transition at Y6 into secondary phase is manageable in the medium term until 2020, by the 2021/22 secondary pupil projections forecast approximately 1 FE deficit at secondary phase.

At present one third of primary and all secondary schools in LBHF have academy status. Ark Burlington Danes Academy is the Borough's first All Through setting with provision for primary and secondary cohorts.

## 5. Greater London Authority (GLA) Projections

The Council continues to subscribe to the GLA SRP which is also used by the majority of London boroughs. The SRP forms the initial source data for school place planning and the annual School Capacity (SCAP) return to the DfE. As well as the DfE, other government agencies rely on GLA SRPs to inform school place planning publications such as 'Do The Maths' and 'The London Equation' produced by London Councils'.

The GLA School Roll Projection Service enables comparisons to be made with Kensington & Chelsea and Westminster and other neighbouring boroughs such as Brent, Ealing and Hounslow. School Roll Projections are based on numerous indicators such as school rolls, new agreed housing developments, GP registrations and child benefit data. Fluctuations in any of these factors should be taken into account as SRPs are adjusted over time. New schools yet to open and movement of children from the Private, Voluntary and Independent (PVI) settings into state maintained schools are not factored into the Borough's SRP model.



Future regeneration programmes within LBHF cannot be fully reflected by the GLA, as its projections only take account of agreed development schemes within the Borough. Neighbouring borough estate regeneration schemes near its borders may affect the Borough’s school place planning as non-residents living near borough boundaries opt for LBHF schools in close proximity. The Greenwich Judgment<sup>4</sup> prohibits local authorities and schools which control their own admissions from giving preference to borough residents who are of statutory school age (5 – 16 years old).

The Council will continue to review the capacity of school buildings and sites in order to create scope for temporary and permanent solutions. The DfE recommends that local authorities aim to hold a surplus of between 5-10% in order allow for pupil mobility at both primary and secondary phase.

## 6. Primary School Place Planning

### 6.1. Primary Non-Mainstream Sector

Approximately one third of primary aged LBHF residents are enrolled in schools in the independent sector. This figure has remained relatively stable over time. However, parents who would have previously chosen private education may begin to opt for high quality local state maintained schools within the Borough.

The table below shows the distribution of the resident school aged population in Hammersmith and Fulham based on Office of National Statistics mid-year population estimates (ONS MYE). The National figure opting for the independent sector is estimated to be approximately 7%.

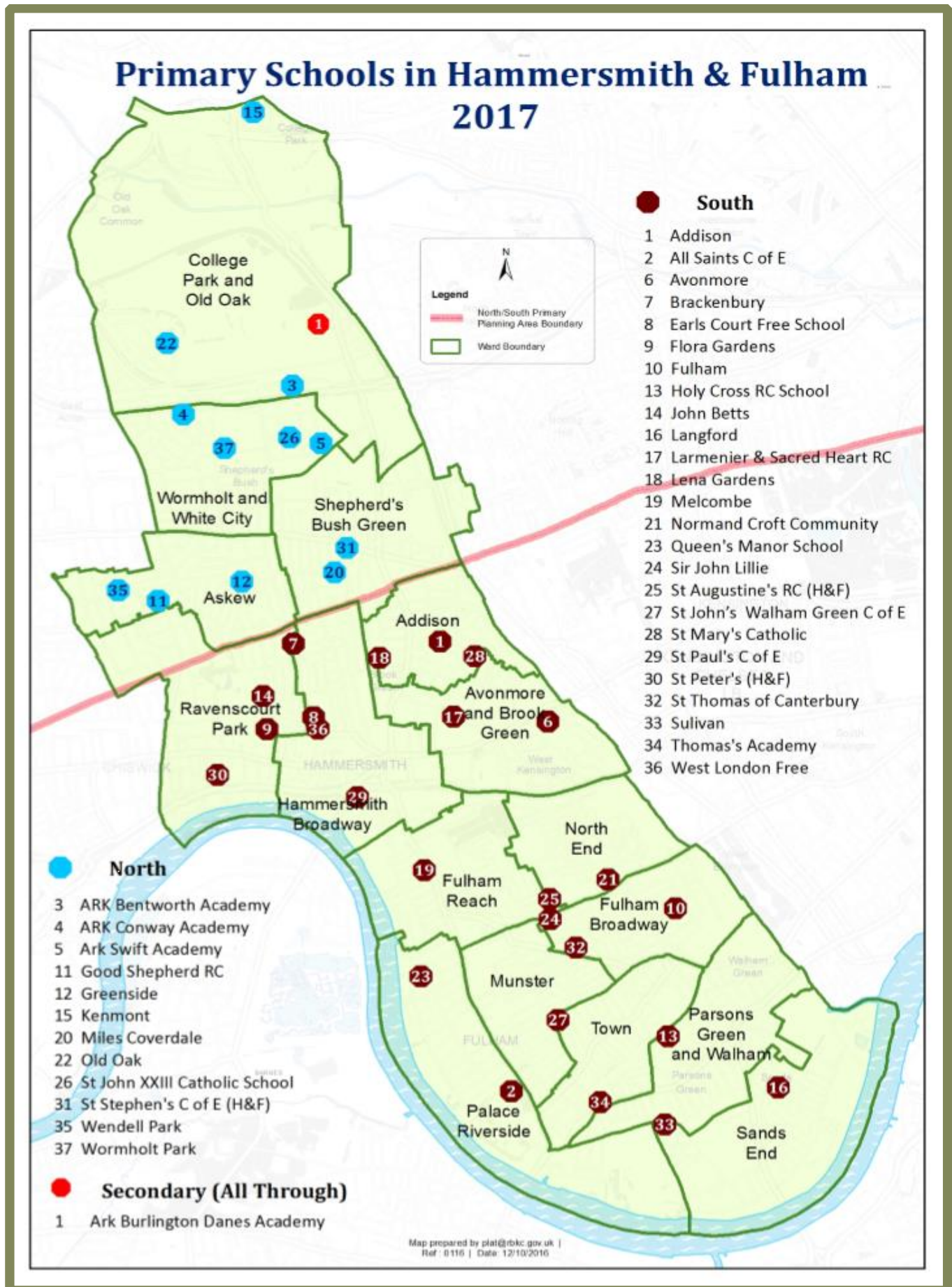
Year	LBHF ONS MYE Primary Population 2016	LBHF residents attending any state funded mainstream school	Estimate of LBHF residents attending Private Voluntary Independent settings (includes state funded Special Schools, Alternative Provision)	
2016	14,270	9,205	5,065	35%
2015	13,739	9,284	4,455	32%
2014	13,739	9,194	4,545	33%
2013	13,255	8,977	4,278	32%
2012	12,722	8,849	3,873	30%

**ONS MYE:** Office of National Statistics Mid-Year Estimates

The remaining two thirds of primary aged LBHF residents attend state maintained schools across London. The analysis shown in the following sections of this report relates only to pupils enrolled at state maintained primary schools in LBHF or state maintained primary schools in other local authorities.

<sup>4</sup> R v Greenwich London Borough Council, ex parte John Ball Primary School (1989) 88 LGR 589 [1991] Fam Law

6.2. Primary Planning Area



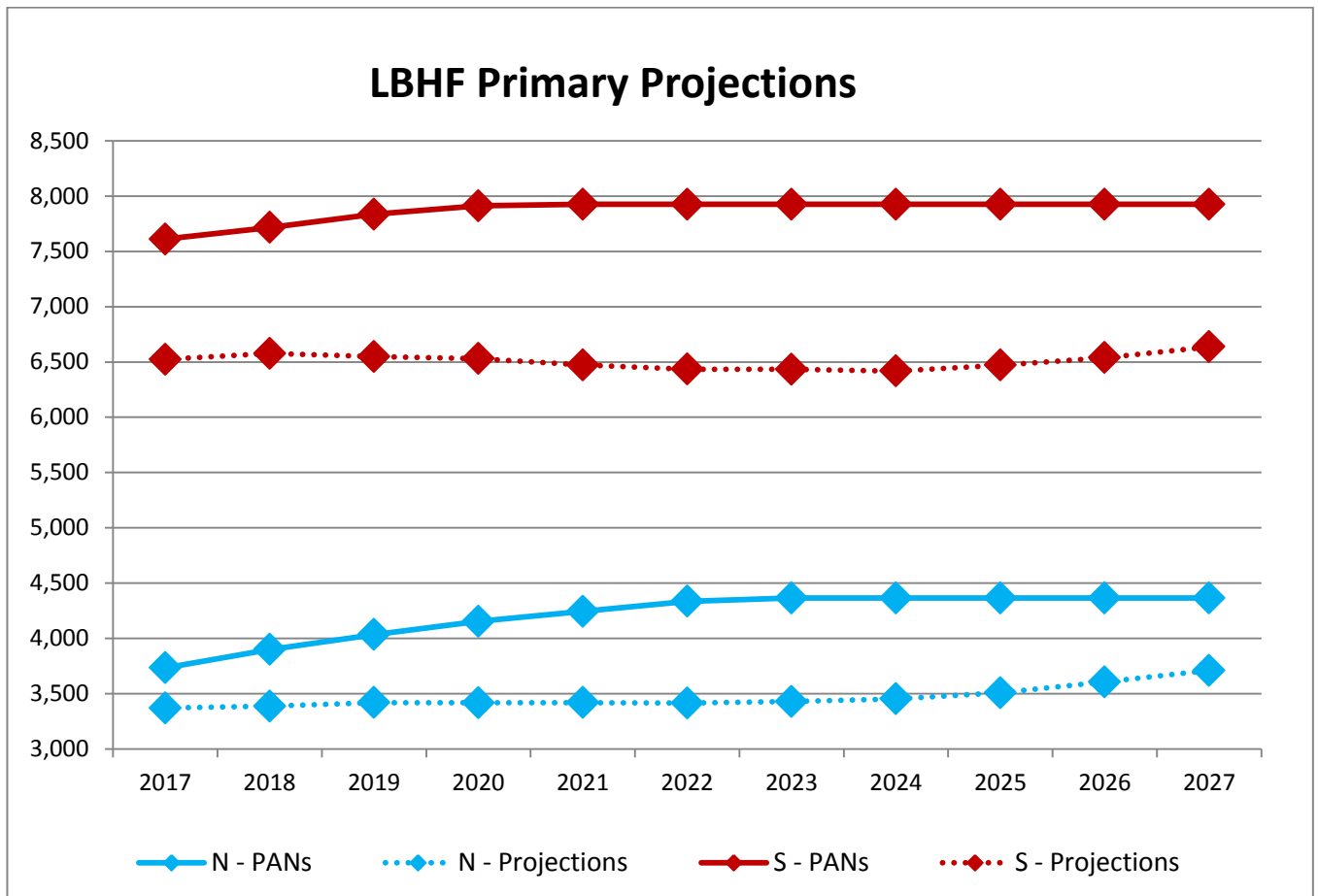
### 6.3. Primary Pupil Projections

The primary sector is split into two Planning Areas (PA), North (N) and South (S), as reported in the annual School Capacity (SCAP) return. The table below shows sufficient capacity in maintained primary schools in both planning areas for the next 10 years.

The Published Admission Number (PAN) denotes the number of primary places available in Reception to Y6 and includes schools with a year-on-year increasing admissions number.

As regeneration and housing developments in White City and Old Oak, Earl's Court and Fulham mature and expand, this surplus capacity will start to diminish.

These statistics exclude nursery provision in primary schools and nurseries.



Year	PAN	GLA Projection	Difference PAN/Projection
2017	11,346	9,893	1,453 (14.7% surplus)
2022	12,261	9,850	2,411 (24.5% surplus)
2027	12,291	10,347	1,944 (18.8% surplus)

**PAN:** Published Admissions Number

## 6.4. Supply and Demand

Each school will have a **Published Admission Number** (PAN) that derives from a school's capacity. However, local factors allow LA maintained schools to increase PANs by agreement with the local authority or by consultation for academies. Reducing PAN as a temporary measure by capping year groups is a commonly agreed approach for schools with declining rolls but a permanent reduction to the number of pupil admissions must be achieved through a formal and public consultation process.

## 6.5. Primary School Applications and Offers

Contrary to a popular misconception, only when an applicant meets the admission criteria for more than one preferred school does the order in which preference was expressed comes into effect, and the school with the higher preference will be offered. If a place cannot be offered at any of the applicant's preferred schools due to oversubscription or other applicants better meeting school admission criteria, an alternative school within a reasonable distance from their home address will be offered.

The following tables in this section, divided into North and South planning areas, show the number of applications per place by planning area at Reception Year of entry 2016/17. Parental applications are also referred to as preferences. Applicants can name up to six schools which are considered equally against each school's admission criteria.

1,525 primary aged LBHF residents made applications to state maintained schools across in the Borough. There were 1,581 Reception places available across the Borough in 2016, of which 1,415 (89.5%) were offered to Borough residents (see Appendix III).

High performing schools judged Outstanding or Good by Ofsted<sup>5</sup> are popular choices amongst applicants and more likely to be oversubscribed than schools Requiring Improvement or Inadequate.

The popularity of high performing schools at Reception entry is most effectively demonstrated by the number of applications per place as seen in the table below.

Reception 2016 PA1 - NORTH	PAN	Applications	Applications per place	Resident Applications All Preferences	
				Resident Applications	% Resident Applications
<b>Total</b>	<b>600</b>	<b>1,650</b>	<b>2.8</b>	<b>1,232</b>	<b>74.7%</b>

**PAN:** Published Admissions Number

At Reception year of entry in 2016 primary schools in the north of the borough offered 85% (428) Reception places to LBHF residents.

<sup>5</sup> Ofsted rating: O – Outstanding, G – Good, RI – Requiring Improvement, I - Inadequate

Reception 2016 PA2 - SOUTH	PAN	Applications	Applications per place	Resident Applications All Preferences	
				Resident Applications	% Resident Applications
<b>Total</b>	<b>1,228</b>	<b>3,883</b>	<b>3.2</b>	<b>3,520</b>	<b>91%</b>

**PAN:** Published Admissions Number

Hammersmith and Fulham schools south of the borough, offered over 90% (987) Reception places in 2016 to LBHF residents.

## 6.6. Surplus Places

Current school expansion programmes at primary level anticipated agreed housing and regeneration schemes generating demand across the Borough. However, even though applications for Reception class in 2017 have increased slightly by 2.5% unforeseen delays in the delivery of housing schemes have created surplus places in schools that would have previously been fully subscribed.

Surplus places across H&F currently amount to 11% in the north and 15% in the south. In order to alleviate short term issues regarding viability, five schools have agreed to trigger a 'cap' or reduction in admission number for year groups where the roll count is below the expected class size of 30 pupils. Capping can provide an immediate but temporary solution until the need for places increases and the PAN can be restored. Current GLA projections indicate this surplus will gradually decline as the housing developments and regeneration programmes in Old Oak and Park Royal, Earl's Court and Fulham begin to populate, but not to the extent that further expansion programmes will be required in the short term.

Ark Conway Primary Academy currently has YR to Y5 on roll and will complete its full complement of pupils in September 2017

The following table shows surplus (+/-) places in the borough (north and south divide follows Goldhawk Road through to Shepherds Bush Roundabout).

Oct 2016 PA1 - NORTH	PAN YR – Y6	Pupil Roll	Surplus Places	% Surplus Places
Ark Bentworth	210	189	-21	-10%
Ark Burlington Danes Primary	120	93	-27	-23%
Ark Conway	180	180	0	0
Ark Swift	420	293	-127	-30%
Good Shepherd	240	224	-16	-7%
Greenside	210	204	-6	-3%
Kenmont	210	203	-7	-3%
Miles Coverdale	210	214	4	2%
Old Oak	390	329	-61	-16%
St. Augustine's	285	278	-7	-2%
St. Stephen's	360	353	-7	-2%
Wendell Park	450	375	-75	-17%
Wormholt Park	450	397	-53	-12%
<b>Total</b>	<b>3,735</b>	<b>3,332</b>	<b>-403</b>	<b>-11%</b>

**PAN:** Published Admissions Number.



<b>October 2016 PA - SOUTH</b>	<b>PAN YR – Y6</b>	<b>Pupil Roll</b>	<b>Surplus Places</b>	<b>% Surplus Places</b>
Addison	420	374	-46	-11%
All Saints	210	202	-8	-4%
Avonmore	210	190	-20	-10%
Brackenbury	450	426	-24	-5%
Earls Court Free School	90	86	-4	-4%
Flora Gardens School	270	178	-92	-34%
Fulham (Brightwells MAT)	420	278	-142	-34%
Holy Cross and Fulham Bilingual	556	515	-41	-7%
John Betts	240	239	-1	0%
Langford	315	157	-158	-50%
Larmenier and Sacred Heart	420	421	1	0%
Lena Gardens	210	153	-57	-27%
Melcombe	420	346	-74	-18%
Normand Croft	210	173	-37	-18%
Queens Manor (Brightwells MAT)	210	200	-10	-5%
Sir John Lillie	420	300	-120	-29%
St Augustine's	210	210	0	0%
St Johns	420	356	-64	-15%
St Mary's	210	199	-11	-5%
St Paul's	210	204	-6	-3%
St Peter's	210	209	-1	0%
St Thomas	420	321	-99	-24%
Sullivan (Brightwells MAT)	315	257	-58	-18%
Thomas's Academy (New King's)	210	184	-26	-12%
WLFS (Primary)	240	240	0	0%
<b>Total</b>	<b>7,516</b>	<b>6,418</b>	<b>-1,098</b>	<b>-15%</b>

**PAN:** Published Admissions Number

## 6.7. Primary Mobility

There are many reasons for pupil mobility from new arrivals of statutory school age requiring a school place, children of armed forces families and those whose parents may have separated to children who change schools through choice.

The percentage of primary aged pupils who enrol in Reception Year but change school before the usual Year 6 transition to secondary phase have remained relatively stable at around ten percent since 2013.

Primary	2015/16	2014/13	2013/14	2012/13
Late Starters	9%	8%	7%	7%
Early Leavers	11%	11%	10%	10%

## 6.8. Primary Population Trends and Cross Border Movement

After a peak in birthrates in LBHF the primary aged population is declining in across London.

The DfE monitors the movement of primary pupils across borough borders. Borough residents enrolled in LA maintained schools in other boroughs are referred to as **Exports**. Non-residents enrolled in LA maintained schools in LBHF are referred to as **Imports**.

Hammersmith and Fulham is currently a net importer of primary pupils as more pupils from other local authorities are enrolled in LBHF schools than Borough residents enrolled in state maintained primary schools in other boroughs. Nine percent of the primary aged population in LBHF are residents attending LA maintained schools in other boroughs. The proximity of primary schools to borough boundaries with RBKC, Brent, Ealing and Hounslow attract non-residents due to these schools being the nearest local school.

The table below shows the number of non-residents (**imports**) enrolled at LBHF schools as a percentage of the borough's primary school population.

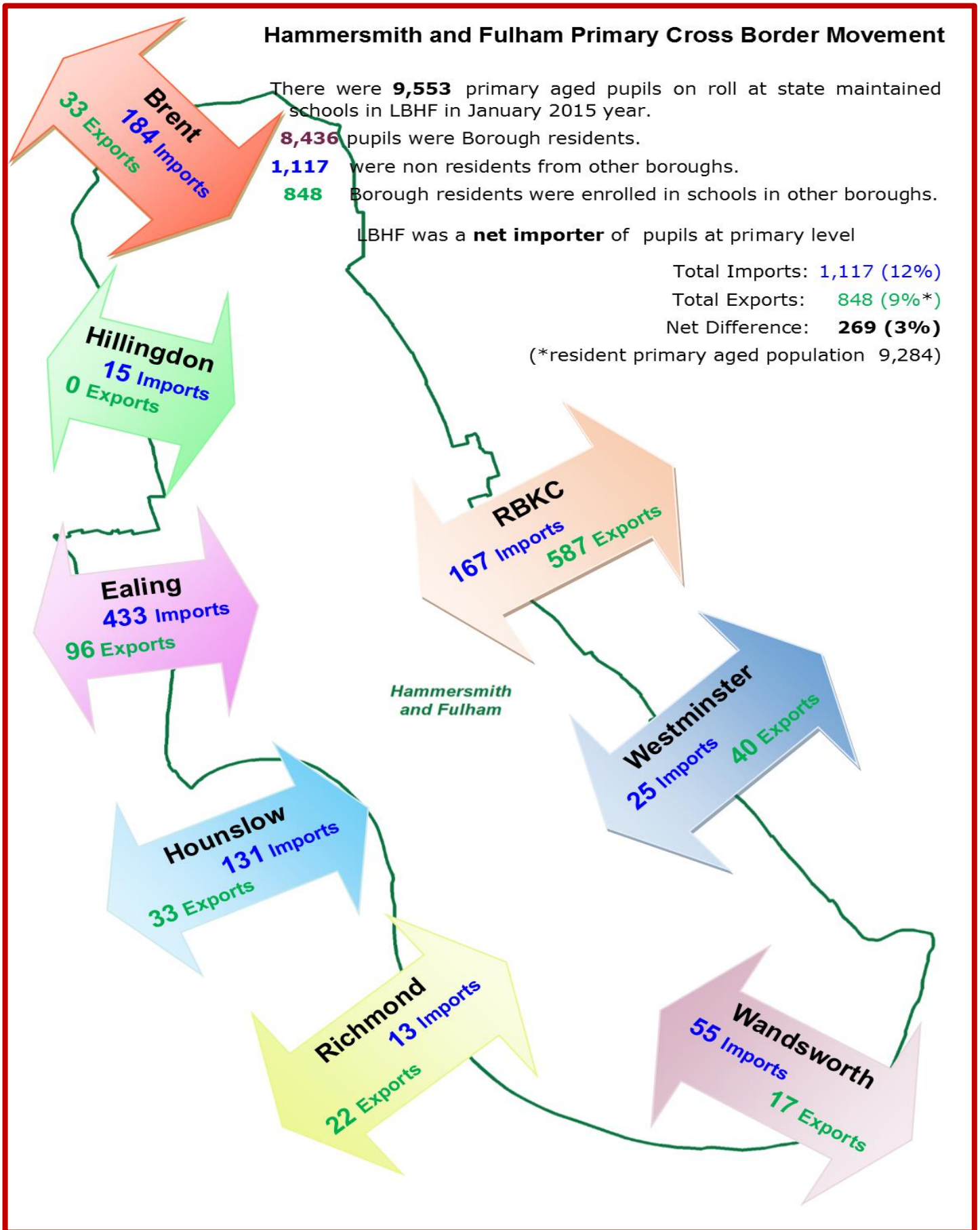
The number of LBHF residents attending maintained primary schools in other LAs (**exports**) is a percentage of all primary aged residents living in Hammersmith and Fulham.

Year	LBHF Primary Roll (residents + imports)	LBHF Residents attending LBHF maintained schools	Non-Residents attending LBHF maintained schools (imports)	LBHF Residents attending other LA maintained schools (exports)	net import/export (imports MINUS exports)
2016	9,560	8,408 88%	1,152 12%	797 9%	355
2015	9,553	8,436 88%	1,117 12%	848 6%	269
2014	9,359	8,329 89%	1,030 11%	865 6%	165
2013	9,154	8,157 89%	997 11%	820 6%	177
2012	9,038	8,067 89%	971 11%	782 6%	189

Although LBHF is a net importer of primary pupils, 90 percent of pupils enrolled in state maintained primary schools in LBHF are residents.

The following map shows the most up to date DfE figures for the highest volume cross border movement of primary aged pupils resident in LBHF across London.

6.9. Cross Border Movement Map: Primary





## 6.10. Primary School Place Planning

The following table outlines the Council's existing primary school expansion programme. Wherever possible, LBHF will endeavor to expand schools with an Outstanding or Good Ofsted rating but this is dependent on each school's capacity and building restrictions.

Primary Planning Area PA 1 - NORTH YR - Y6				
Academic Year	Projected Population	(PAN)	PAN minus Projection	New Provision/Expansions
2016/17	3,370	3,735	365	Ark Conway = + 30 (Y5)
				Old Oak = + 15 (Y4)
				St Stephen's = + 30 (Y3)
				Burlington Danes Academy Primary = + 60 (Y1)
				St John XXIII = + 15 (YR)
				Total = + 150
2017/18	3,387	3,900	513	Ark Conway = + 30 (Y6)
				Old Oak = + 15 (Y5)
				St Stephen's = + 30 (Y4)
				Burlington Danes Academy Primary = + 60 (Y2)
				St John XXIII = + 30 (Y1)
				Total = + 165
2018/19	3,420	4,035	615	Ark Conway COMPLETE
				Old Oak = + 15 (Y6)
				St Stephen's = + 30 (Y5)
				Burlington Danes Academy Primary = + 60 (Y3)
				St John XXIII = + 30 (Y2)
				Total = + 135
2019/20	3,418	4,155	737	Old Oak = COMPLETE
				St Stephen's = + 30 (Y6)
				Burlington Danes Academy Primary = + 60 (Y4)
				St John XXIII = + 30 (Y3)
				Total = + 120
2020/21	3,419	4,245	826	St Stephen's = COMPLETE
				Burlington Danes Academy Primary = + 60 (Y5)
				St John XXIII = + 30 (Y4)
				Total = + 90
2021/22	3,416	4,335	919	Burlington Danes Academy Primary = + 60 (Y6)
				St John XXIII = + 30 (Y5)
				Total = + 90
2022/23	3,430	4,365	935	Burlington Danes Academy Primary = COMPLETE
				St John XXIII = + 30 (Y6)
				Total = + 30
2023/24	3,453	4,365	912	St John XXIII = COMPLETE
				Total = + 0
2024/25	3,508	4,365	857	Total = + 0
2025/26	3,606	4,365	759	Total = + 0
2026/27	3,710	4,365	655	Total = + 0

**PAN:** Published Admissions Number

**Primary Planning Area  
PA 2 - SOUTH  
YR - Y6**

Academic Year	Projected Population	Published Admission Number (PAN)	PAN minus Projected Population	New Provision/Expansions
2016/17	6,523	7,611	1,088	West London Free Primary = + 60 (Y3)
				St John's = COMPLETE
				St Thomas' = COMPLETE
				Holy Cross Bilingual = + 28 (Y6)
				Holy Cross Primary = + 30 (Y4)
				Earls Court Primary 1FE = + 15 (Y2 - 50% LBHF)
				Total = + 133
2017/18	6,576	7,716	1,140	West London Free Primary = + 60 (Y4)
				Holy Cross Bilingual = COMPLETE
				Holy Cross = + 30 (Y5)
				Earls Court FS 1FE = + 15 (Y3 - 50% LBHF)
				Total = + 105
2018/19	6,549	7,836	1,287	West London Free Primary = + 60 (Y5)
				Holy Cross = + 30 (Y6)
				Earls Court Primary 1FE = + 15 (Y4 - 50% LBHF)
				Total = + 120
2019/20	6,530	7,911	1,381	West London FS Primary = + 60 (Y6)
				Holy Cross = COMPLETE
				Earls Court Primary 1FE = + 15 (Y5 - 50% LBHF)
				Total = + 75
2020/21	6,473	7,926	1,453	West London FS Primary = COMPLETE
				Earls Court Primary 1FE = + 15 (Y6 - 50% LBHF)
				Total = + 15
2021/22	6,434	7,926	1,492	Earls Court FS Primary 1FE COMPLETE
				Total = + 0
2022/23	6,433	7,926	1,493	Total = + 0
2023/24	6,418	7,926	1,508	Total = + 0
2024/25	6,471	7,926	1,455	Total = + 0
2025/26	6,538	7,926	1,388	Total = + 0
2026/27	6,637	7,926	1,289	Total = + 0

**PAN:** Published Admissions Number

## 7. Secondary School Place Planning

### 7.1. Secondary Mainstream Sector

Approximately one third of LBHF secondary aged residents are enrolled in schools in the independent sector. This figure has fluctuated over time as parents who may have previously chosen private education have opted to enroll their children in high quality state maintained schools in LBHF. The national figure for the Independent sector is estimated to be approximately 7%.

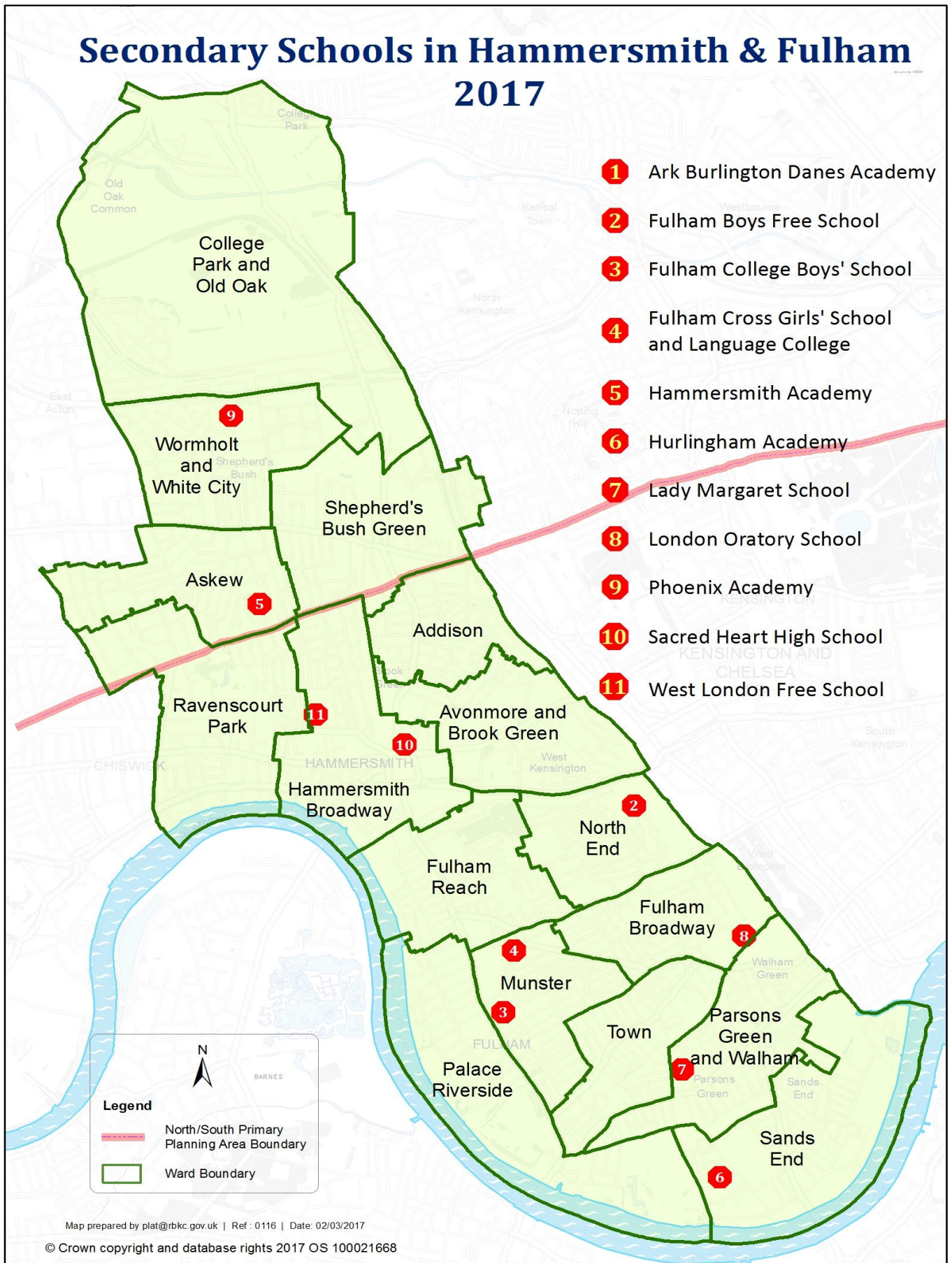
Year	LBHF Secondary Population ONS MYE*	LBHF residents attending any state funded mainstream school	Estimate of LBHF residents attending Private Voluntary Independent settings (includes state funded Special Schools, Alternative Provision)	
2016	7,713	5,200	2,513	33%
2015	7,608	5,157	2,254	32%
2014	7,608	5,069	2,342	34%
2013	7,411	5,115	2,296	30%
2012	7,414	5,234	2,180	29%

\*Office of National Statistics Mid-Year Estimate

The remaining, 65-70 % of secondary aged LBHF residents attend state maintained schools.

The following analysis in this section of the report relates only to students enrolled at state maintained secondary schools in LBHF or state maintained secondary schools in other local authorities across London.

7.2. State Maintained Secondary Schools Map

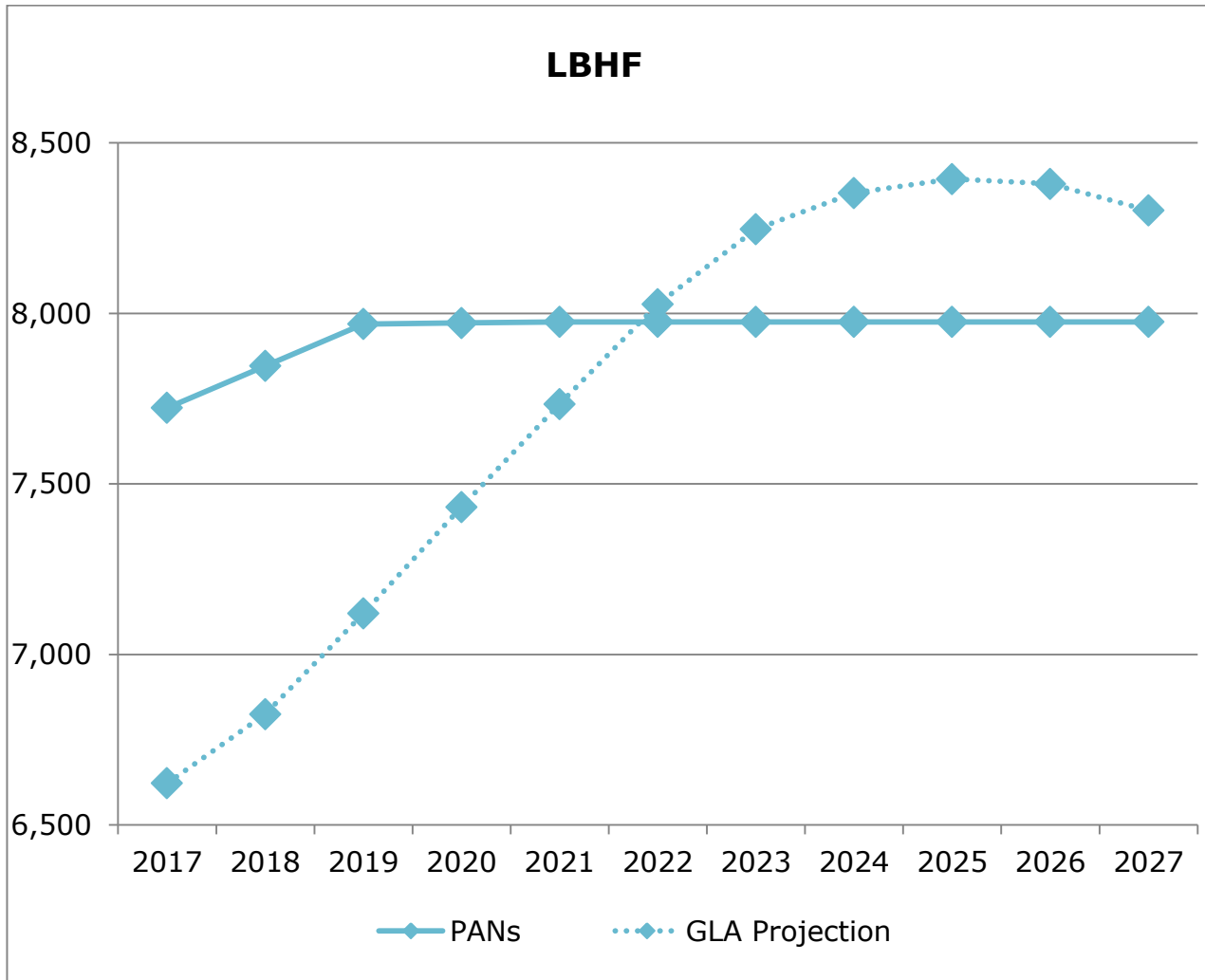


### 7.3. Student Projections and School Place Planning

The Secondary Roll Projection table (Y7 – Y11) shows the capacity of the secondary school portfolio to meet demand is diminishing.

The current 2017 GLA pupil projections compared to projections made in 2016 as seen in the unshaded column in the table below shows that GLA forecasts overestimated the rise of the secondary population. The current secondary expansion programmes will create additional schools as seen in the table below.

These statistics exclude 6<sup>th</sup> form provision.



Year	PAN	GLA Projection	Difference PAN/projection
2017	7,723	6,622	1,101 (16.6% surplus)
2022	7,975	8,027	-52 (0.6% deficit)
2027	7,975	8,302	-327 (3.9% deficit)



Hammersmith and Fulham School Place Planning Secondary - Y7 - Y11							
Year	Projected Population	Published Admissions Number (PAN)	PAN minus Projected Population	New Provision/Expansions			
2016/17	6,622	7,723	907	Hammersmith Academy = Complete			
				West London Free School = Complete			
				Lady Margaret = + 30 (Y9)			
				Sacred Heart High = + 33 (Y7)			
				Fulham Boys School = + 120 (Y9)			
				Phoenix Academy = - 30			
				Total = + 153			
2017/18	6,825	7,846	1,021	Fulham Boys School = + 120 (Y10)			
				Sacred Heart High = +33 (Y8)			
				Phoenix Academy = - 30			
2018/19	7,120	7,969	849	Fulham Boys School = + 120 (Y11)			
				Sacred Heart High = + 33 (Y9)			
				Phoenix Academy = - 30			
2019/20	7,432	7,972	540	Fulham Boys School = COMPLETE			
				Sacred Heart High = + 33 (Y10)			
				Phoenix Academy = - 30			
2020/21	7,734	7,975	241	Sacred Heart High = + 33 (Y10)			
				Phoenix Academy = - 30			
2021/22	8,027	7,975	-52	Sacred Heart High = Complete			
2022/23	8,247	7,975	-272				
2023/24	8,353	7,975	-378				
2024/25	8,394	7,975	-419				
2025/26	8,380	7,975	-405				
2026/27	8,302	7,975	-327				

**PAN** Published Admissions Number

Before converting to academy status Phoenix High School reduced its PAN by 1FE (150 places) over five years starting in September 2016. However, the new Phoenix Academy may reverse this decision if demand increases.

## 7.4. Secondary School Applications and Offers

The following table shows the number of applications (Apps) per place at secondary transfer to Year 7 for the current 2016/17 academic year. Using the Pan London coordinated admissions process, parents are allowed to apply for up to six state maintained schools across London.

Eight secondary schools in Hammersmith and Fulham have been judged Outstanding or Good by Ofsted. The percentage for LBHF secondary schools judged Good/Outstanding by Ofsted is 91% (November 2016 data), well above the national average of 86% in comparison.

High performing secondary schools are popular with Borough residents but also attract a high percentage of applications from non-residents as students are more likely to travel further distances to attend a preferred secondary school. Whilst some schools present low offer outcomes for Borough residents, consideration must be given to the number of LBHF residents applying to individual schools.

1282 LBHF residents applied for Y7 places at secondary transfer in September 2016. Although just under half of LBHF residents submitted an application for a school place in the Borough, more than over 55% of resident applications were allocated a place.

Y7 Cohort Secondary 2016 LBHF	Ofsted <sup>6</sup> Judgment		PAN	Apps per School	Apps per place	Resident Applications All Preferences	
						Apps	% Apps
Ark Burlington Danes	Dec-13	O	180	885	4.9	400	45%
Fulham Boys'	New School		120	335	2.8	195	58%
Fulham College Boys'	Jan-15	G	120	111	0.9	87	78%
Fulham Cross Girls'	Sep-09	O	125	294	2.4	202	69%
Hammersmith Academy	Feb-13	G	120	763	6.4	519	68%
Hurlingham Academy	Feb-14	I	150	147	1.0	125	85%
Lady Margaret	Sep-11	O	120	820	6.8	354	43%
London Oratory	Mar-09	O	160	876	5.5	146	17%
Phoenix Academy	April-16	I	150	162	1.1	111	69%
Sacred Heart	Jan-09	O	198	750	3.8	174	23%
West London Free School	Jul-13	G	120	1151	9.6	613	53%
<b>Total</b>			<b>1,563</b>	<b>6294</b>	<b>4.0</b>	<b>2926</b>	<b>46.5%</b>

**PAN** Published Admissions Number

<sup>6</sup> Ofsted rating: O – Outstanding, G – Good, RI – Requiring Improvement, I – Inadequate

<b>2016 Secondary Offers to Residents</b>	<b>Y7 Cohort</b> <small>Error! bookmark not defined.</small> <b>(Places)</b>	<b>Places Offered to Residents</b>	<b>% Places Offers to Residents</b>
Ark Burlington Danes	175	115	66%
Fulham Boys'	117	71	61%
Fulham College Boys'	117	70	60%
Fulham Cross Girls'	125	108	86%
Hammersmith Academy	118	107	91%
Hurlingham Academy	148	98	66%
Lady Margaret	118	54	46%
London Oratory School	157	22	14%
Phoenix Academy	199	133	67%
Sacred Heart	193	56	29%
West London Free School	115	63	55%
<b>Total</b>	<b>1,582</b>	<b>897</b>	<b>56.7%</b>

### 7.5. Surplus Places

The following tables shows the current surplus of places across the 11 secondary schools. The vast proportion of the surplus is attributed to two schools that are currently rated Inadequate or Requiring Improvement. School ratings inevitably affect popularity and parental preference. Both these schools have converted to Academy status in the last 18 months.

<b>October 2016 Secondary</b>	<b>PAN Y7 – Y11</b>	<b>Pupil Roll</b>	<b>PAN minus Pupil Roll</b>	<b>% Surplus Places</b>
Ark Burlington Danes	900	882	-18	-2%
Fulham Boys'	360	329	-31	- 8%
Fulham College Boys'	630	417	-213	-34%
Fulham Cross Girls'	625	627	2	0%
Hammersmith Academy	600	631	31	5%
Hurlingham Academy	750	363	-387	-52%
Lady Margaret	570	567	-3	-1%
London Oratory	900	904	4	0%
Phoenix Academy	870	588	-282	-32%
Sacred Heart	858	850	-8	-1%
West London Free School	600	599	-1	0%
<b>Total</b>	<b>7,663</b>	<b>6,757</b>	<b>-906</b>	<b>-12%</b>

**PAN** Published Admissions Number

### 7.6. Impact of Oversubscription Criteria

Offers are determined by each school's oversubscription policy. Most parents will carry out research into school performance and attainment before applications are submitted. LBHF schools are very popular and its faith schools attract a high proportion of non-resident applicants, who are offered places based on evidenced religious commitment.



The following two examples demonstrate how school oversubscription criteria influence the outcome of offers made to residents and non-residents alike:

**Low resident offers** - 876 applications were received for 160 places at 'School A'. 146 applications were from LBHF residents which represents 16.7% of all applications to the school. Of the 146 resident applicants considered using the school's faith based oversubscription criteria, 25 were offered one of the 160 places available in Y7, equating to 15.6% of places available. It is impossible to determine whether an increase in residents' applications to 'School A' would have resulted in an increase of offers to Borough residents.

Some parents may be deterred from applying to faith secondary schools even though their child attends a faith primary school due to the conditions of the faith secondary school oversubscription criteria. However, more schools are adopting random allocation (lottery) as a tiebreaker within each category of the criteria which may have historically been based on distance from home address to school.

**High resident offers** - 763 applications for 120 places were submitted to 'School B'. 519 applications were from LBHF residents which represents 68% of all applications to the school. 'School B' operates a Designated Priority Area system which gives preference to applicants whose home address is located within a specified geographical location. Of the 519 resident applicants considered against the Designated Priority Area criteria, 104 were offered one of the 120 places available in Y7, equating to 86.7% of total places available.

Although these examples deliver very different outcomes for Borough residents, the use of both oversubscription criteria are compliant with the Admissions Code<sup>[1]</sup>.

### 7.7. Secondary Mobility

The reasons for pupil mobility at secondary phase are generally the same as primary. However, In-Year applications have risen slightly over time which may be due students accepting a Year 7 place then moving when a place at their preferred school becomes available. The percentage of students changing school before normal transition in Y11 has remained relatively stable.

Secondary	2015/16	2014/15	2013/14	2012/13
Starters	5%	6%	4%	4%
Leavers	6%	6%	6%	5%

### 7.8. Secondary Population Trends and Cross Border Movement

The capacity of the Borough's secondary school portfolio to meet demand is diminishing. The GLA predicts the secondary population across London will increase over the next few years as larger numbers of primary pupils feed the system. Non-residents from neighbouring boroughs unable to secure a Y7 place in their home borough will look to LBHF schools for places at Y7 transition. In addition, travel to learn patterns at secondary level means students are more willing to travel further in order to attend a preferred school.

<sup>[1]</sup> The School Admissions Code ('the Code') is issued under Section 84 of the School Standards and Framework Act 1998 ('SSFA 1998') and imposes mandatory requirements on state schools and LA including academies and free schools. (last issued February 014)

These factors will create additional pressure on capacity. LBHF secondary schools are very popular with non-borough residents who currently make up approximately 47% of the secondary cohort.

The DfE also monitors the movement of secondary aged students across borough borders. Borough residents enrolled in LA maintained schools in other boroughs are referred to as **Exports**. Non-residents enrolled in LA maintained schools in LBHF are referred to as **Imports**.

The table below shows the number of non-residents (**imports**) enrolled at LBHF schools as a percentage of the borough's secondary school population.

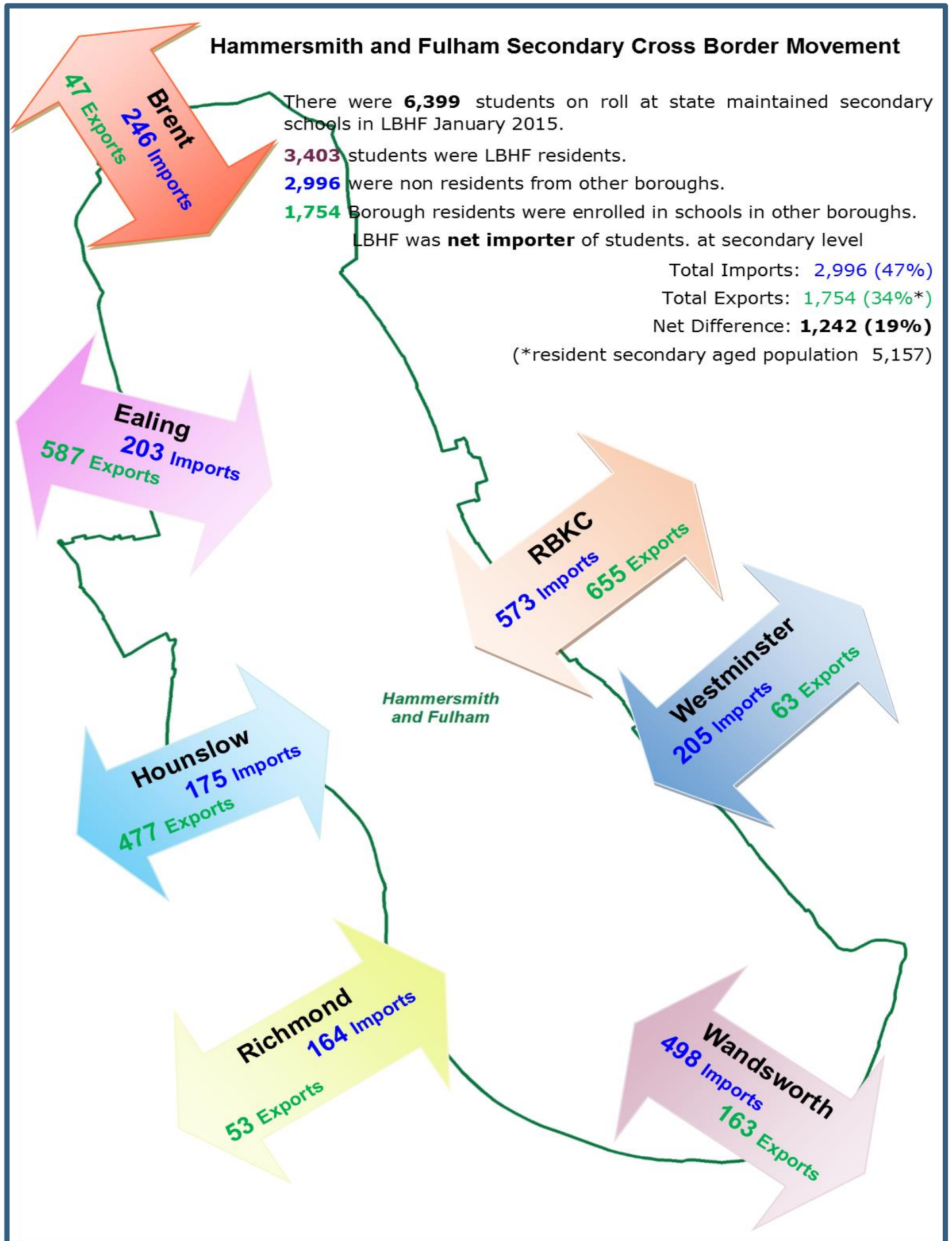
The number of LBHF residents attending maintained secondary schools in other LAs (**exports**) is a percentage of all secondary aged residents living in the Borough.

Year	<b>LBHF</b> Secondary Roll ( <i>residents PLUS imports</i> )	LBHF Residents attending LBHF schools		<b>Non-residents</b> attending LBHF schools ( <b>imports</b> )		LBHF Residents attending non LBHF schools ( <b>exports</b> )		net import/export
<b>2016</b>	6,672	3,524	53%	3,148	47%	1,676	32%	1,472
<b>2015</b>	6,399	3,403	45%	2,996	47%	1,754	23%	1,242
<b>2014</b>	6,189	3,289	43%	2,900	47%	1,780	23%	1,120
<b>2013</b>	6,094	3,225	44%	2,869	47%	1,890	26%	979
<b>2012</b>	5,850	3,138	42%	2,712	46%	2,096	28%	616

The following map shows the most up to date DfE figures for the highest volume cross border movement of secondary aged students resident in LBHF across London.

Secondary aged students are more willing to travel longer distances in order to study at their preferred high school.

7.9. Cross Border Movement Map: Secondary



## 8 Regeneration, Development and Funding

The roll and capacity projections are updated annually to ensure investment is programmed in sufficient time but avoids potential over-provision. This includes analysis of future housing and regeneration schemes that will produce additional housing units and not just replacing existing units. The type and size of housing units will dictate the 'child yield' generated from regeneration schemes.

The following regeneration schemes may result in the need for additional provision once current capacity has been exhausted:

### 8.1 Regeneration Area 1 – North

- **White City**

Demand resulting from additional in this area will be absorbed by existing schools which currently have capacity such as Ark Burlington Danes, ARK Swift and Old Oak primary schools, and Phoenix High School, before giving further consideration to new schools.

Area	2015-2020			2020-2025			2025-2035	Total
	Units	Child Yield	Solution	Units	Child Yield	Solution	Units	
White City	1,000	0.5 FE primary, 0.5 FE secondary	Existing schools will absorb pupil place demand	2,500	2.5 FE primary, 1.0 FE secondary	New provision for both (see comment below)	2,500	6,000
Old Oak	<b>Planning responsibility for Old Oak is now the responsibility of the Mayoral Development Corporation Old Oak Park Royal Development Corporation (OPDC)</b>							

- **Old Oak**

In 2014 the Mayor of London set up the Old Oak Park Royal Development Corporation (OPDC) as planning authority for the regeneration area which includes parts of Brent and Ealing as well as H&F. Population forecasts relating to the OPDC development area in H&F which would have previously been included in the Borough's housing data submitted to the GLA, are now reported by OPDC.

Prior to OPDC becoming planning authority the Borough had initiated several schemes to increase the number of school places in anticipation of development. As a result, the Council has created sufficient places for the early stages of the regeneration (3-5 years). In the longer term, demand for school places will need to be met through the development process.

- **Old Oak Park Royal Regeneration Area**

Old Oak, Ark Conway and Wormholt primary schools and Phoenix Academy will be able to absorb the initial additional demand for places but as the development matures and expands there will be a need for new schools.

OPDC Early Indicative Housing Delivery			
Years	Development Phase	Delivery Phase	Unit Delivery
0-5	2017 - 2021	1	2,100
6-20	2022 - 2037	2	19,600
20+	2037+ (post plan period)	3	4,000

## 8.2 Regeneration Area 2 - South

- **South Fulham Riverside (SFR)**

The LBHF Cabinet decision to provide more affordable rented housing and low cost home ownership opportunities in the borough is likely to increase the number of housing units in this development. Initially assessed as manageable within the strategy a key assumption was that child yields being reasonably low, reflecting the Council's previous approach to commercial viability and a low proportion of affordable rented housing which combined would generate a reasonably low child yield.

Despite a surplus of primary school places in the area at present. To ensure a clear strategy to address the potential increase in demand in the future, the current primary level provision in the SFR area will be retained.

The shift in approach of delivering affordable rented housing in the borough caused the Council to rethink its strategy for the provision of school places in south Fulham, and considered that it may have difficulty in meeting its statutory requirements to provide sufficient school places in future.

Sullivan, and Langford primary schools and Thomas's Academy and Hurlingham Academy at secondary level have capacity to absorb the demand for school places within the regeneration area.

- **Fulham Regeneration Area (including Earl's Court)**

The review of the Earl's Court development proposals will determine a requirement for primary places.

Area	2015-2020			2020-2025			2025-2035	Total
	Units	Child Yield	Solution	Units	Child Yield	Solution	Units	
South Fulham Riverside	1,500	Primary 1 FE	New provision already secured (with FRA above) Expand	1,500	Primary 1 FE	Expand existing primary and secondary	1,000	4,000
		Secondary 0.5FE			Secondary 0.5FE			

### 8.3 Planning and Infrastructure Contributions: CIL and S106

The Borough has introduced its Community Infrastructure Levy (CIL) which replaced Section 106 Agreements in 2015. CIL contributions may take up to 24 months to accrue sufficient revenue before departments can bid for funding. In the meantime, £2m unallocated S106 contributions are still being used for projects in Education. S106 funding will be triggered if a development or regeneration scheme has an impact on the local community however, the majority of developments will be assessed using CIL.

### 8.4 DfE Allocations for Basic Need Provision

The allocation of Basic Need grant since 2013 has been as follows:

Basic Need Allocation 2013 to 2015 (two years)	£8,491,985
Basic Need Allocation 2015-2017 (two years)	NIL
Basic Need Allocation 2017-2018 (one year)	£568,592

The grant reflects the need for new school places and is based on the Council's own statistical returns.

The DfE funding allocations are based on the School Capacity (SCAP) returns which in turn are based on GLA projected pupil numbers.

### 8.5 Investment Programme

The investment programme outlined in this report will deliver 898 new primary places and 405 secondary places by 2027.

H&F's policy continues to expand high-performing schools where justified by need, and to enhance the viability of primary schools by increasing 1.5FE schools to 2FE schools where possible. The Borough will also seek to improve the quality and suitability of buildings where opportunities are presented within the corporate asset management process.

This Strategy will be revised on an annual basis as the impact of proposed development in the Regeneration Areas, and other demand drivers are confirmed

## 9. **Conclusion**

The DfE recommends that local authorities maintain surplus capacity in schools of 5% to allow for fluctuations in demand and population mobility.

In the **primary sector** there is a surplus of 11% in the North and 15% in the South; and rolls have declined by 2% overall. Primary schools currently have sufficient spare capacity across the borough. This surplus will meet much of the growing population that will arise from current regeneration schemes over the next 10 years.

In response to the 15% surplus primary places, the Council will work with governing bodies, both dioceses and academy sponsors (with the Regional Schools Commissioner) to develop a collaborative approach for ensuring future viability, including shared staffing, shared sites, partial letting of sites, and other efficiency initiatives.

Undersubscribed primary schools/academies are encouraged to seek opportunities to generate income, and also to contribute to other community initiatives and services which the Council wishes to commission.

In the **secondary sector** there are currently sufficient places with a surplus of 12%. However, rolls have increased by 5% between 2015 and 2016, and GLA projections indicate that further capacity will be required from 2020/21. As projections are reviewed every year, the Council is able to plan for the provision of any additional places required in sufficient time. GLA projections indicate the need for additional secondary places in 2021 based on population statistics, current rolls and the current number of places; however as there are surplus places in secondary schools the Council is able to take a longer view and take into account other school organisation proposals.

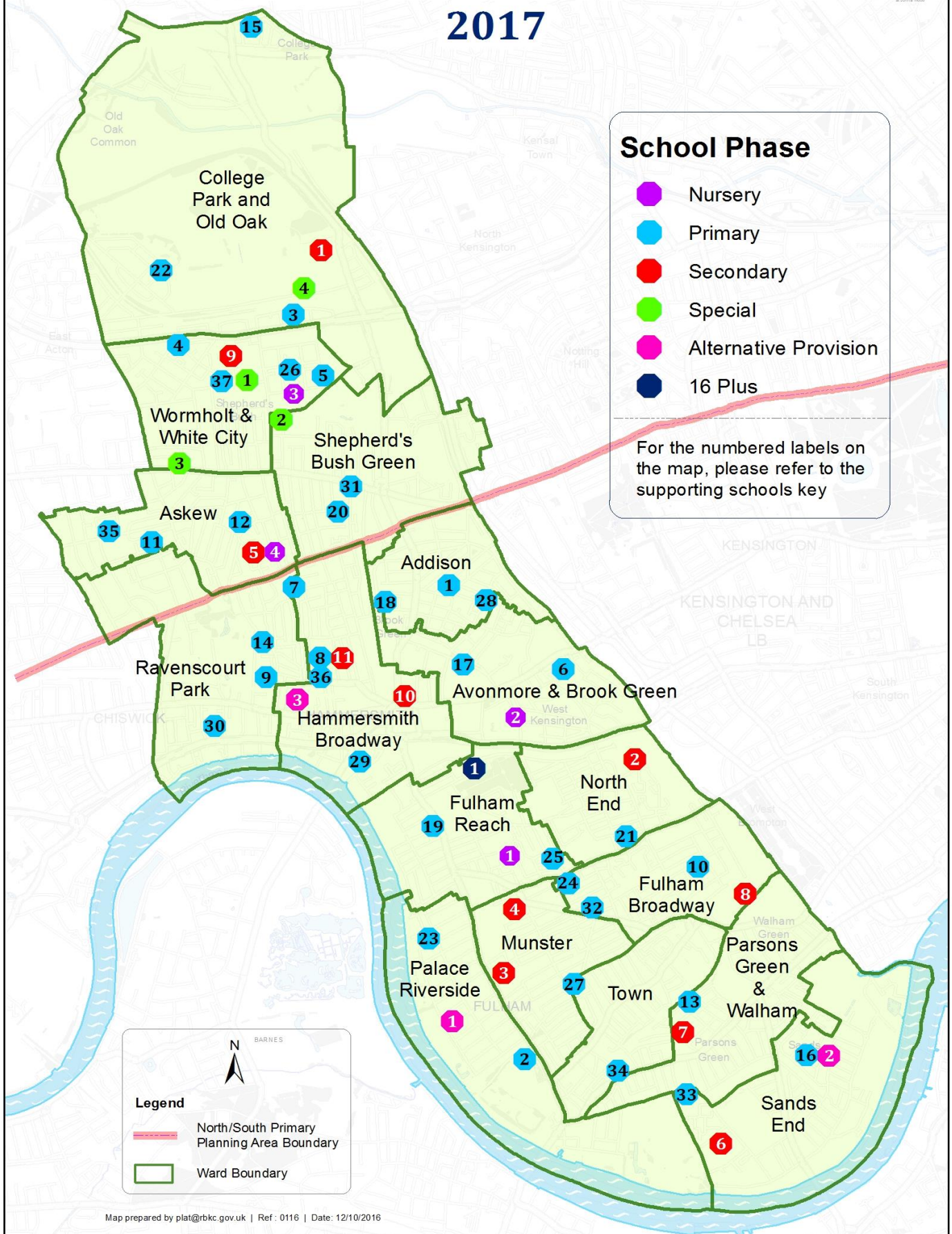
Ian Heggs  
Director of Education

Wendy Anthony  
Head of Admissions and Place Planning

## **Appendix I: LBHF School Map**



# Schools in Hammersmith & Fulham 2017



**Appendix II: Nursery, Primary Secondary, Special and AP Map Reference Key**

	School	Status	DfE Number	Postcode	Map Key	N/S
Primary	Addison		2052002	W14 0DT	1	S
	All Saints C of E		2053300	SW6 6ED	2	S
	Ark Bentworth Academy	Converter	2052045	W12 7AJ	3	N
	Ark Conway Academy	Academy	2052000	W12 0QT	4	N
	Ark Swift Academy	Converter	2052003	W12 7PT	5	N
	Avonmore		2052026	W14 8SH	6	S
	Brackenbury		2052061	W6 0BA	7	S
	Ark Burlington Danes Primary	Academy	2056905	W12 0HR	1	N
	Earls Court Free School	Free School	2052004	W6 0LB	8	S
	Flora Gardens		2052223	W6 0UD	9	S
	Fulham (Brightwells Multi Academy Trust)	MAT Converter	2052286	SW6 1JU	10	S
	Good Shepherd RC		2053602	W12 9BY	11	N
	Greenside	Converter	2052913	W12 9PT	12	N
	Holy Cross RC		2053354	SW6 4BL	13	S
	John Betts		2053368	W6 0UA	14	S
	Kenmont		2052350	NW10 6AL	15	N
	Langford		2052367	SW6 2LG	16	S
	Larmenier & SH RC		2053649	W6 7BL	17	S
	Lena Gardens	Converter	2052383	W6 7PZ	18	S
	Melcombe		2052408	W6 9ER	19	S
	Miles Coverdale		2052134	W12 8JJ	20	N
	Normand Croft Community		2053650	W14 9PA	21	S
	Old Oak		2052444	W12 0AS	22	N
	Queen's Manor (Brightwells MAT)	MAT Converter	2052484	SW6 6ND	23	S
	Sir John Lillie		2052555	SW6 7LN	24	S
	St Augustine's RC		2053378	W6 8QE	25	S
	St John XXIII Catholic School*		2053645	W12 7QR	26	N
	St John's Walham Green C of E		2053463	SW6 6AS	27	S
	St Mary's		2053529	W14 0LT	28	S
	St Paul's C of E		2053566	W6 9BP	29	S
	St Peter's C of E		2053578	W6 9BA	30	S
	St Stephen's C of E		2053600	W12 8LH	31	N
	St Thomas of Canterbury		2053648	SW6 7HB	32	S
	Sullivan (Brightwells MAT)	MAT Converter	2052577	SW6 3BN	33	S
	Thomas's Academy	Converter	2052309	SW6 4LY	34	S
	Wendell Park		2052632	W12 9LB	35	N
	WLFS Primary	Free School	2052001	W6 0DT	36	S
Wormholt Park		2052660	W12 0SR	37	N	

**Appendix II: Nursery, Primary, Secondary, Special and AP Map Reference Key cont.**

	<b>Phase</b>	<b>Status</b>	<b>DfE Number</b>	<b>Postcode</b>	<b>Map Key</b>	<b>N /S</b>
<b>Nursery</b>	Bayonne Nursery		2051059	W6 8PF	1	S
	James Lee Nursery		2051056	W14 9BH	2	S
	Randolph Beresford		2051034	W12 7PH	3	N
	Vanessa Nursery		2051039	W12 9JA	4	N
<b>Secondary</b>	Burlington Danes Academy (3-18)	Converter	2056905	W12 0HR	1	N
	Fulham Boys' Free School	Free School	2054001	W14 9LY	2	S
	Fulham College Boys'	Converter	2054106	SW6 6SN	3	S
	Fulham Cross Girls'	Converter	2054315	SW6 6BP	4	S
	Hammersmith Academy	Academy	2056906	W12 9JD	5	N
	Hurlingham Academy*	Converter	2054319	SW6 3ED	6	S
	Lady Margaret	Converter	2054632	SW6 4UN	7	S
	London Oratory	Converter	2055400	SW6 1RX	8	S
	Phoenix High School	Converter	2054314	W12 0RG	9	N
	Sacred Heart High School	Converter	2054620	W6 7DG	10	N
	West London Free School	Free School	2054000	W6 0LB	11	N
<b>Special Schools</b>	Cambridge		2057204	W12 0SP	1	N
	Jack Tizard		2057203	W12 7PA	2	N
	Queensmill		2057014	W14 9LY	3	N
	Woodlane High School		2057153	W12 0TN	4	N
<b>AP</b>	Bridge AP Academy	Converter	2051101	SW6 6HB	1	S
	Courtyard Primary AP Academy	Converter	2051106	SW6 2LG	2	S
	Westside AP	Free School	2056394	W6 0LT	3	S
<b>16 Plus</b>	William Morris 6th Form		2054320	W6 8RB	1	S

## Appendix III: Year on Year Roll Count: **Primary** and **Secondary**

### Primary

LBHF Primary Schools	Year Groups							Sept-16	Sep-15	Difference*	
	R	Y1	Y2	Y3	Y4	Y5	Y6	Roll	Roll	Pupils	%
Addison	46	56	53	53	56	58	52	374	379	-5	-1%
All Saints	30	30	30	28	29	30	25	202	205	-3	-1%
Ark Bentworth	24	25	30	30	28	25	27	189	180	9	5%
Ark Conway Primary	30	30	30	30	30	30	n/a	180	149	31	21%
Ark Swift	27	29	44	50	57	44	42	293	327	-34	-10%
Avonmore	24	30	28	28	24	27	29	190	198	-8	-4%
Brackenbury	56	56	59	58	81	57	59	426	452	-26	-6%
Burlington Danes	40	53	n/a	n/a	n/a	n/a	n/a	93	46	47	102%
Earls Court Free School	30	29	27	n/a	n/a	n/a	n/a	86	60	26	43%
Flora Gardens	26	23	26	21	13	41	28	178	190	-12	-6%
Fulham (Brightwells MAT)	52	40	30	47	32	47	30	278	296	-18	-6%
Good Shepherd	30	29	29	28	30	50	28	224	229	-5	-2%
Greenside	29	30	29	29	29	28	30	204	209	-5	-2%
Holy Cross	87	83	81	71	85	55	53	515	456	59	13%
John Betts	30	29	30	30	60	30	30	239	238	1	0%
Kenmont	29	30	30	30	30	27	27	203	207	-4	-2%
Langford	16	24	32	20	15	25	25	157	158	-1	-1%
Larmenier & SH	60	60	61	60	60	60	60	421	420	1	0%
Lena Gardens	21	23	24	28	16	22	19	153	156	-3	-2%
London Oratory	0	0	0	20	20	20	21	81	81	0	0%
Melcombe	45	56	53	55	43	54	40	346	354	-8	-2%
Miles Coverdale	25	33	37	30	30	29	30	214	216	-2	-1%
Normand Croft	24	25	28	27	23	21	25	173	164	9	5%
Old Oak	47	43	46	57	53	33	50	329	327	2	1%
Queens Manor (Brightwells MAT)	27	28	32	33	28	32	20	200	199	1	1%
Sir John Lillie	31	30	50	48	46	50	45	300	325	-25	-8%
St Augustine's	29	31	30	30	30	30	30	210	210	0	0%
St John XXIII	52	45	30	30	30	31	60	278	257	21	8%
St John's	57	57	50	51	44	59	38	356	353	3	1%
St Mary's	25	30	28	29	30	30	27	199	201	-2	-1%
St Paul's	28	28	29	30	30	30	29	204	206	-2	-1%
St Peter's	29	30	30	30	31	29	30	209	205	4	2%
St Stephen's	60	60	61	61	29	30	52	353	318	35	11%
St Thomas	44	39	51	55	40	50	42	321	343	-22	-6%
Sullivan (Brightwells MAT)	55	37	37	33	32	33	30	257	257	0	0%
Thomas Academy	29	25	24	27	19	30	30	184	173	11	6%
Wendell Park	56	51	58	56	52	49	53	375	383	-8	-2%
WLFS Primary	60	60	60	60	n/a	n/a	n/a	240	179	61	34%
Wormholt Park	55	51	56	59	55	70	51	397	411	-14	-3%
<b>Primary Total</b>	<b>1,465</b>	<b>1,468</b>	<b>1,463</b>	<b>1,462</b>	<b>1,340</b>	<b>1,366</b>	<b>1,267</b>	<b>9,831</b>	<b>9,717</b>	<b>114</b>	<b>1%</b>



## Secondary

LBHF Secondary Schools	Year Group					Sept-16	Sep-15	Difference*	
	7	8	9	10	11	Roll	Roll	pupils	%
Ark Burlington Danes	185	180	178	172	167	882	889	-7	-1%
Fulham Boys'	107	130	92			329	218	111	51%
Fulham College Boys'	68	79	73	104	93	417	396	21	5%
Fulham Cross Girls'	133	126	125	127	116	627	618	9	1%
Hammersmith Academy	136	131	126	120	118	631	608	23	4%
Hurlingham Academy	81	55	60	88	79	363	349	14	4%
Lady Margaret	120	120	120	90	117	567	569	-2	0%
London Oratory	183	183	185	175	178	904	906	-2	0%
Phoenix Academy	89	112	88	133	166	588	660	-72	-11%
Sacred Heart	199	164	165	164	158	850	820	30	4%
West London Free School	119	120	120	120	120	599	594	5	1%
<b>Secondary Total</b>	<b>1,420</b>	<b>1,400</b>	<b>1,332</b>	<b>1,293</b>	<b>1,312</b>	<b>6,757</b>	<b>6,627</b>	<b>130</b>	<b>2%</b>

\*Minus (-) sign indicates a decrease

## Appendix IV: Reception Class- Applications and Offers

High performing schools judged Outstanding or Good by Ofsted<sup>7</sup> are popular choices amongst applicants and more likely to be oversubscribed than schools Requiring Improvement or Inadequate. The popularity of high performing schools at Reception entry is most effectively demonstrated by the number of applications (Apps) per place as seen in the table below.

Primary PA1 NORTH	Ofsted Judgment		PAN	Apps per School	Apps per place	Resident Applications All Preferences	
						Apps	% Apps
Ark Bentworth	Nov-14	G	30	62	2.1	58	94%
Ark Burlington Danes	New school		60	103	1.7	65	63%
Ark Conway	Jul-13	O	30	138	4.6	108	78%
Ark Swift	May-16	G	60	55	0.9	51	93%
Good Shepherd	Apr-14	O	30	133	4.4	111	83%
Greenside	Oct-14	G	30	172	5.7	160	93%
Kenmont	Sep-12	G	30	98	3.3	16	16%
Miles Coverdale	Feb-13	O	30	139	4.6	132	95%
Old Oak	Nov-13	G	60	71	1.2	56	79%
St John XXIII	May-08	O	60	168	2.8	83	49%
St Stephen's	May-11	O	60	218	3.6	195	89%
Wendell Park	Jan-13	G	60	119	2.0	108	91%
Wormholt Park	May-13	G	60	174	2.9	89	51%
<b>Total</b>			<b>600</b>	<b>1,650</b>	<b>2.8</b>	<b>1,232</b>	<b>74.7%</b>

**PAN** Published Admissions Number

At Reception year of entry in 2016 primary schools in the north of the borough offered 85% (428) Reception places to LBHF residents.

Primary PA1 NORTH	Total Places Offered	Offers to Residents	% Offers to Residents
Ark Bentworth	26	23	88%
Ark Burlington Danes	36	19	53%
Ark Conway	29	27	93%
Ark Swift	30	29	97%
Good Shepherd	30	29	97%
Greenside	30	30	100%
Kenmont	29	12	41%
Miles Coverdale	29	28	97%
Old Oak	42	37	88%
St John XXIII	49	47	96%
St Stephen's	59	57	97%
Wendell Park	60	40	67%
Wormholt Park	55	50	91%
<b>Total</b>	<b>504</b>	<b>428</b>	<b>84.9%</b>

<sup>7</sup> Ofsted rating: O – Outstanding, G – Good, RI – Requiring Improvement, I – Inadequate



Primary PA2 SOUTH	Ofsted Judgment		PAN	Apps per School	Apps per place	Resident Apps All Preferences	
						Apps	% Apps
Addison	Jun-16	G	60	104	1.7	93	89%
All Saints	Mar-16	G	30	155	5.2	148	95%
Avonmore	Oct-16	G	30	82	1.4	59	72%
Brackenbury	Jan-09	O	60	291	4.9	276	95%
Earl's Court Free School	New school		30	163	5.4	136	83%
Flora Gardens	Mar-15	RI	30	87	2.9	77	89%
Fulham (Brightwells MAT)	Sep-12	G	60	111	1.9	96	86%
Fulham Bilingual School	Sept-15	G	28	150	5.4	135	90%
Holy Cross	Sep-15	G	60	181	3.0	172	95%
John Betts	Jun-07	O	30	317	10.6	287	91%
Langford	Jul-14	RI	45	38	0.8	37	97%
Larmenier & Sacred Heart	Feb-15	O	60	227	3.8	206	91%
Lena Gardens	Jul-09	G	30	83	2.8	77	93%
Melcombe	Sep-13	O	60	137	2.3	132	96%
Normand Croft	Dec-16	RI	30	61	2.0	60	98%
Queen's Manor (Brightwells MAT)	May-12	G	30	99	1.7	99	100%
Sir John Lillie	Apr-16	G	60	87	1.5	86	99%
St. Augustine's Catholic	Jan-07	O	30	196	3.3	190	97%
St. John's	Dec-12	G	60	168	5.6	162	96%
St. Mary's Catholic	Nov-14	G	30	120	2.0	114	95%
St. Paul's	Apr-15	O	30	109	3.6	101	93%
St. Peter's	May-12	G	30	124	4.1	82	66%
St. Thomas	Dec-13	G	60	119	2.0	115	97%
Sullivan (Brightwells MAT)	Mar-15	G	45	148	2.5	138	93%
Thomas's Academy	Dec-12	G	30	133	3.0	126	95%
WLFS (Primary)	Jun-15	O	60	393	6.6	316	80%
<b>Total</b>			<b>1,228</b>	<b>3,883</b>	<b>3.2</b>	<b>3,520</b>	<b>91%</b>

**PAN** Published Admissions Number



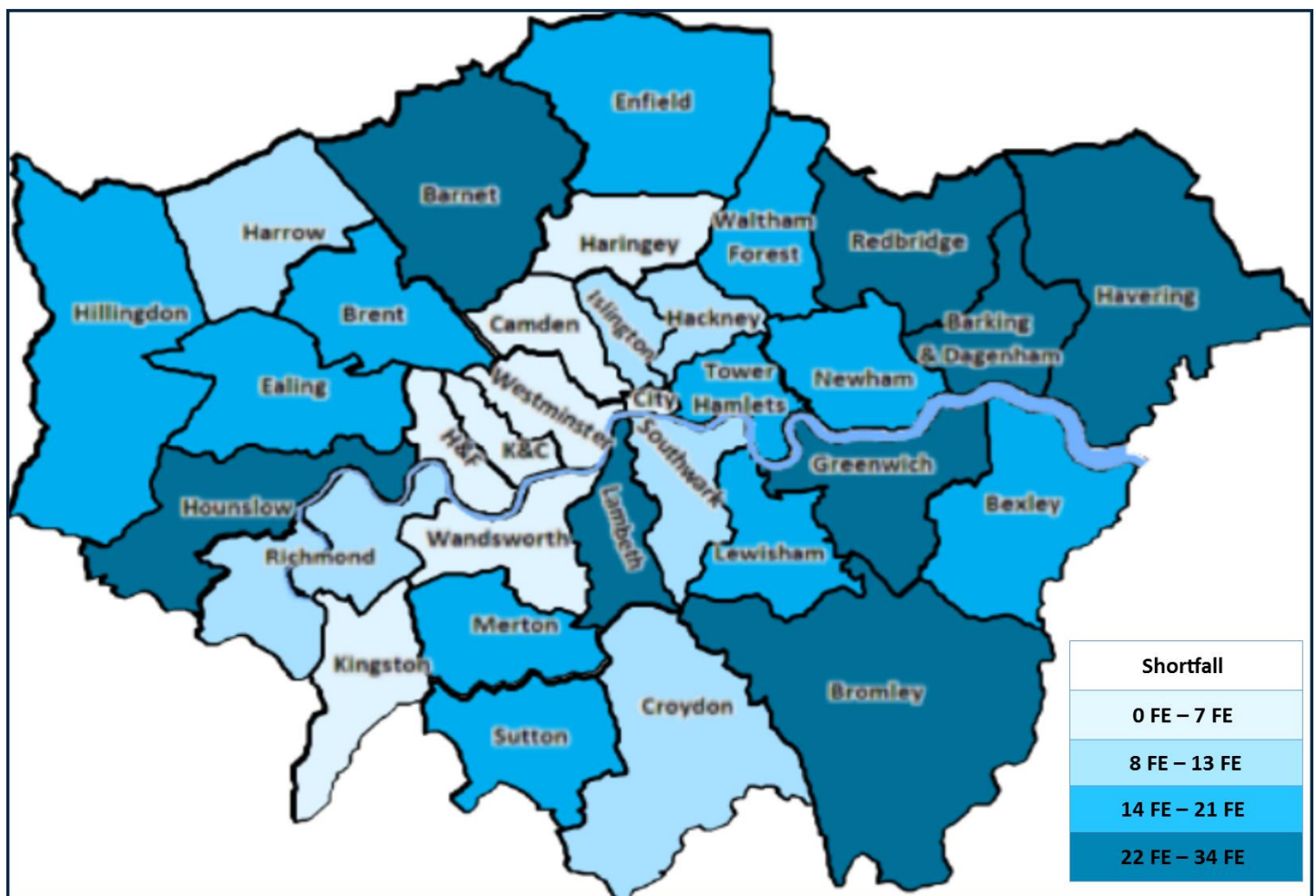
Hammersmith and Fulham schools south of the borough, offered over 90% (987) Reception places in 2016 to LBHF residents.

<b>Primary PA2 SOUTH</b>	<b>YR Cohort (Places)</b>	<b>YR Places Offered to Residents</b>	<b>% YR Places Offered to Residents</b>
Addison	49	43	88%
All Saints	31	31	100%
Avonmore	29	20	69%
Brackenbury	59	59	100%
Earls Court Primary (WLFS)	30	24	80%
Flora Gardens	29	25	86%
Fulham (Brightwells MAT)	28	27	96%
Fulham Bilingual School	60	49	82%
Holy Cross	60	56	93%
John Betts	29	27	93%
Langford	43	34	79%
Larmenier & Sacred Heart	59	59	100%
Lena Gardens	30	27	90%
Melcombe	54	53	98%
Normand Croft	30	25	83%
Queen's Manor (Brightwells MAT)	30	30	100%
Sir John Lillie	36	34	94%
St Augustine's	30	30	100%
St John's Walham Green	61	60	98%
St Mary's	30	28	93%
St Paul's	30	28	93%
St Peter's	30	23	77%
St Thomas of Canterbury	60	58	97%
Sullivan (Brightwells MAT)	60	57	95%
Thomas Academy	30	30	100%
WLFS (Primary)	60	50	83%
<b>Total</b>	<b>1,077</b>	<b>987</b>	<b>91.6%</b>

## Appendix V: Planned School Place Proposals by Neighbouring Boroughs

Using information and data gathered and compiled on behalf of London Councils and the Association of London Directors of Children’s Services (ALDCS), current projections across London estimate an additional 470 forms of entry at Y7 are required between 2017-2023. Shifts in demand across boroughs, acquisition of land and planning permission will affect current school place planning schemes. London as a whole is confident in meeting at least 84% of the anticipated need. The certainty of delivering secondary expansion schemes varies between boroughs as the current Basic Need funding allocations is inadequate when the true cost of acquiring land and construction in London is accounted.

Many local authorities across London prefer the security and control of delivering new places by expanding good quality, high performing secondary schools although all generally agree secondary school expansion schemes alone cannot meet the projected demand and now rely on Free schools to deliver new good quality secondary school places. The timing and location of some early free schools were in conflict with local authority expansion programmes creating surplus places and destabilizing undersubscribed schools which has now been addressed by the DfE. The following map shows the predicted shortfall of secondary places estimated by London boroughs.



Most boroughs across London are expecting a shortfall of secondary places. Eight boroughs anticipate up to 34 FE shortfall at Y7 between 2017 – 2023.

Hammersmith and Fulham, and its neighbours RBKC, Westminster and Wandsworth are expecting the smallest deficit of up to 7FE.

London boroughs are now very heavily reliant on Free schools to deliver new secondary places. In addition, during the same period of secondary school population growth, London Councils and ALDCS estimate 15,000 new teachers need to be recruited, despite declining numbers joining the teaching profession.

## **Brent**

### Primary Places

Brent has traditionally been a net exporter of pupils due to its proximity to other boroughs such as LBHF, RBKC, Westminster and Camden. In its Primary Planning Area 5 located south of the borough almost 50% of parents select an out of borough secondary school at Y7 transition.

### Secondary Places

Three secondary schools in the borough remain undersubscribed but as larger numbers of primary pupils feed through system neighbouring boroughs facing similar school place challenges, local parents will find access to places in out of borough schools increasing more difficult. New free schools are needed as the current expansion programmes at existing secondary schools are unlikely to meet the projected level of secondary need efficiently. Although a new 6FE free school was due to open in 2014 has not opened due to a lack of an available site.

## **Camden**

### Primary Places

At present the existing/planned provision in place from 2016/17 will create sufficient surplus school places in Camden to address a projected shortfall in the southern part of the borough towards the end of the planning period to 2025/26.

### Secondary Places

Borough forecasts anticipate a potential shortage of up to 3.4FE beginning as early as 2019 until 2025 when capacity at Y7 will be sufficient.

## **Ealing**

During 2016 Ealing exported approximately 26% of its secondary age students to state funded high schools.

### Primary Places

In 2008 Ealing began expanding or creating bulge classes in more than half of existing primary schools across the borough. In addition, 7 forms of entry (FE) has been provided in four new schools. At the start of the 2016/17 academic year 33 FE permanent forms of entry

became available at Reception intake. And by September 2017 its primary expansion programme will have provided 34.5 permanent forms of entry to meet demand.

### Secondary Places

There is currently a surplus of secondary places spread across the west of the borough, Greenford, Notholt and Pinner (GNP) and Southall, which is in contrast to a shortage of places in the east of the borough in parts of Ealing and Acton. In September 2016 a total of 8FE permanent expansion will be available at Y7 in Ealing at one new free school and the expansion of two existing secondary settings with an additional 2FE available from 2018. Despite the borough's secondary expansion programmes as higher numbers of pupils' transition at Y7, an overall 6FE shortfall in capacity is expected from September 2018 rising to a shortfall of 13FE by 2021.

### **Lambeth**

The council has sufficient primary school places to meet current demand and comprehensive plans to expand its secondary schools.

### Primary Places

Since 2015 33.5FE bulge classes have been consolidated into over 23 additional permanent primary places as well as an additional 4FE becoming available in September 2016. Planned primary expansion schemes between 2018 and 2020 in Brixton, Streatham and North Lambeth will increase capacity by 5.5FE

### Secondary Places

A comprehensive plan for secondary school expansion will be carried out in forthcoming years. At present, 80% of Y6 pupils are retained, at Y7 transition, by Lambeth secondary schools.

Four new schools opened between 2004 and 2013 and expansion programmes at an existing academy and free school, have created a sufficiency of places at secondary level. However, if a new Free School scheduled to open in 2017, is not ready and other contingencies not in place, there will be a deficit by the 2018/19 academic year.

### **Kensington and Chelsea**

The Council will monitor trends closely and take account of local factors before considering expanding existing schools.

### Primary Places

There is currently a sufficient surplus of primary places across the borough for the next 10 years based on current projections, ranging from 10% in the North to 6% in the South. Rolls have dropped very slightly over the period September 2015 to September 2016.

### Secondary Places

There are currently sufficient places with a 4% surplus. Rolls have increased by 4% over the period September 2015 to September 2016, which reflects the growth of Kensington Academy. GLA projections indicate that demand will outstrip capacity in 2020/21 and then continue to rise strongly.

## **Richmond**

### Primary Places

Richmond uses 10 school place planning areas for its pupil forecasts. Two new two-form entry primary free schools opened in September 2015 will meet the need for school places in the short term but, more places will be required to meet longer-term forecast demand.

### Secondary Places

At present supply of secondary places is sufficient to meet the demand for places from borough residents. However, due to an increase of first preference for RB Richmond schools 'bulge classes' at two schools are in place until Richmond upon Thames College free school opens in 2017.

## **Westminster**

### Primary Places

There is currently, approximately a 15% surplus of primary places across the borough and this is expected to continue for the next 10 years based on current GLA projections. In the short term, two primary schools with surplus places will introduce a cap on admission numbers.

### Secondary Places

Four secondary schools will form a two phase expansion programme starting in 2017 although this will not be sufficient to meet anticipated demand starting in 2018. After taking account of these expansion programmes there is no spare capacity overall. GLA projections indicate further pressure by 202/21 and the Council will monitor trends and take account of local factors before considering expanding additional schools.

## **Appendix VI: Special Educational Needs and Disabilities (SEND)**

The SEN service provides support for approximately 2,300 children and young people in receipt of a SEN statement or Education, Health and Care Plan (EHCP) across the three boroughs.

The percentage of children and young people with a statement or EHCP in LBHF has remained consistent at around 3.2% of the resident population.

The SEND team is establishing preemptive measures and different work practices to provide support for approximately 81 children and young people who are forecast to be issued with an EHCP in the future<sup>8</sup>.

At present 783<sup>9</sup> are LBHF residents are in receipt of an SEN statement or ECHP. Over half of learners with SEND in LBHF present with either Autism Spectrum Disorder (ASD 36%) or Speech, Language and Communication Needs (SLCN 26%) as their primary need.

A high proportion of Hammersmith and Fulham residents with SEND are in receipt of high quality, state funded educational provision within the Borough, RBKC or Westminster. However, 2% of the Borough's SEND cohort are enrolled in non-state maintained provision at an additional annual cost per learner. The London Councils annual publication 'Do the Maths' in 2016, estimated the average cost of a SEND provision at approximately £69,701 but the associated costs for each learner are dependent on the type of school and level of access required.

### SEN Local Offer

The SEN service provides a Local Offer to all residents in LBHF. The SEN Service provides 'shared services' for resident pupils with SEN. The Council will endeavour to place resident pupils with SEN in Borough or other state-maintained school in the area.

### SEND Schools and Resource Bases

LBHF has five SEND dedicated schools in the borough; Jack Tizard and Queensmill schools for children and young people aged 0 – 25 years old. Cambridge and Woodlane schools and Westside Special Academy are special schools for secondary aged pupils. Special schools do not follow the same guidelines for class size, pupil teacher ratio and published admission numbers as mainstream establishments. These factors will be determined by level and type of SEN need of the cohort and the number of appropriately qualified teaching staff.

Several primary and secondary schools in the Borough offer resource bases for SEND learners in a mainstream setting. The Council is looking to increase the number of resource bases in maintained schools across the borough.

### SEND EHCP 16 – 25 Provision

The SEND team is establishing links with Colleges and Higher Education institutions and its partners to support the transition of young people with SEN into suitable needs-met education, training and employment. The DFE data for residents with SEND aged 16-18

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<sup>8</sup> EY SEN Commissioning Strategy 2016

<sup>9</sup> SEN2 Return 2016

indicates that 203 residents declared themselves as being educated within FE or in school sixth forms. In 2016/17 there were 200 funded places including West London College (102), William Morris (50) and local special school provision (20). This includes 15 new places at the new TBAP 16-19 Academic AP Academy.

Queensmill School has piloted a post-19 programme to deliver a curriculum to best prepare young people with autism for adulthood and becoming an active member of their local community. New teaching facilities at William Morris have been provided through Borough investment and the Council has worked with West London College to develop a Supported Internship programme which has provided a structured study programme for eligible young people with SEND.

The Borough's SEND Post16 provision means 96.5% of residents with an EHCP are now just as likely to participate in education or training compared with Hammersmith and Fulham young people in general.

## **Appendix VII: Alternative Provision**

The TBAP MAT comprises of four schools located across three boroughs, providing high quality Alternative Provision for learners at risk of temporary or permanent exclusion at primary, secondary and post-16 level.

TBAP primary provision at Courtyard AP Academy and its secondary equivalent The Bridge AP Academy both located in LBHF. Beachcroft AP Academy is an all through school in Westminster and Latimer AP Academy delivers secondary alternative provision in RBKC. Westside AP based in Hammersmith is not part of the MAT but TBAP provides quality assurance for this provision. From 2016 TBAP Academic AP Academy Post16 Free School also based in Hammersmith will deliver the International Baccalaureate.

TBAP provides education for learners with EHCP's or Statements with Social Emotional and Mental Health Needs (SEMH). Due to the complexity of need presented by the majority TBAP students, many require additional educational support to develop appropriate behaviour for study and learning. Additional learning requirements and special educational needs are delivered by phase or subject teachers to provide support in the following areas; social and emotional aspects of learning (SEAL), anger management, mentoring, resilience, assertiveness, circle time and sex and relationships education (SRE).

Placement of learners will be dependent on need or reason for referral ranging from short-term for students with a fixed term exclusion to longer periods of enrolment for students with Special Educational Needs (SEMH) or (EHCP). Reintegration to mainstream is an option where appropriate and encouraged at Key Stages 2 and 3. Often learners at KS 4 remain at TBAP to complete GCSE or other vocational programmes. All Y11 learners have post-16 pathways to employment, education or training.

At secondary phase, TBAP delivers a broad academic and vocational curriculum including GCSE English, Maths, Science and ICT, non-core GCSE or BTEC subjects; Art & Design, Music, Health & Social Care, Hair & Beauty, Jamie Oliver Cooking, Construction and Preparation for Working Life.

<b>2016 TBAP attainment at GCSE compared to 2015 National average</b>		
<b>Measure</b>	<b>TBAP 2016</b>	<b>National 2015</b>
At least 1 GCSE or equivalent	98 %	58 %
5 or more GCSEs or equivalent	62 %	12 %
At least 1 GCSE A*-C or equivalent	44 %	20 %
5 or more A*-Cs or equivalent	9 %	1.5 %
Accreditation achieved	99 %	58 %



## **Appendix VIII: Early Years**

One of the main barriers preventing disadvantaged families from pursuing or maintaining employment or training is a lack of suitable affordable childcare. Families including a child with a special educational need or disability (SEND) may also experience additional difficulty in finding appropriate childcare provision.

The Department of Work and Pensions (DWP) have identified 637 Borough residents eligible for the 2 year-old, childcare offer. Approximately 67% or 427 children resident in LBHF and eligible for 15 hours' free early education were allocated an early years' place in 2016 and 45 places were allocated to eligible nonresident children.

LBHF have an estimated 415 two year-old places available, however this figure fluctuates due to childcare market forces which results in spot purchasing of childcare places as required.

The Borough is on course to meet its local authority target of 70% and the national target of 80%, which equates to 510 eligible families in receipt of the offer by the end of the autumn term.

There are two nursery school settings taking part in the two year-old offer; Vanessa Nursery allocated 27 place and Bayonne Nursery 17.

### Three and Four Year-Old Offer

The DfE has commissioned *Childcare Works!* to support LA's with strategic implementation and delivery of the 30hrs extended childcare offer through state maintained nursery provision in schools and nursery settings, as well as partners from the Private, Voluntary and Independent (PVI) sector.

The Three and Four Year-Old offer is a universal offer. Families register with their preferred provider, this can be a school, PVI setting or a childminder. There is no national target for this offer, the take-up of places across the Borough is high. It is estimated the take-up across London is over 90%. The following table shows the number of eligible children in receipt of the Three and Four Year-Old offer at 75 Early Years' settings across the Borough.

Universal Offer	
Age	Take Up
3 Year Olds	1,162
4 Year Olds	659

Although there is no national target for this offer, take-up of places across the Borough is high and it is estimated that the take-up across London as a whole is over 90%

## **Appendix IX: Post 16 and NEET (Not in Education Employment or Training)**

### Post 16

There are 12 post-16 providers delivering academic and vocation study programmes in LBHF. In the 2016/17 academic year funding received from the Education Funding Agency will provide 4,369 post-16 places across further education, school or academy sixth form and special schools.

Academic provision in the Borough is predominantly delivered through traditional academic pathways of 2 to 4 A levels. Vocational provision is available at entry level up to level 3 across a wide range of curriculum areas. Post-16 entry requirements and many apprenticeships now require applicants attain minimum C grades including in English and maths to be considered for entry. Borough attainment at the end of Key Stage 4 in 2016 has continued to rise year on year although just under one third or 420 of students did not achieve grade C or above in both English and mathematics. Without the minimum qualifications few are likely to access A level study programmes but instead access vocational education or training.

As part of Raising the Participation Age (RPA) local authorities have a duty to secure sufficient and suitable education and training provision for all young people aged 16 to 19, and SEND students up to age 25 with an ECHP through support and engagement. 2,330<sup>10</sup> Hammersmith and Fulham residents aged 16 and 17 participate in education or training. The majority (95.6%) study in a school sixth form or further education college which is above local participation rates for England 91% and London 93.2%.

### NEET

The impact<sup>11</sup> on young people of becoming and remaining NEET, can be devastating not only on the individual but also on the society around them. As a result, they are likely to earn over 10% a year less in salary compared with their peers and be less healthy. They are more likely to suffer addiction and have a higher probability of imprisonment. By the end of 2015<sup>12</sup> the number of 16 and 17 year old residents recorded as NEET had reduced to 1.3% which is below the national average (2.7%) and ranked Hammersmith and Fulham within the top 20% of local authorities with a low level of young people where are NEET.

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<sup>10</sup> June 2016, <https://www.gov.uk/government/publications/participation-in-education-and-training-by-local-authority>

<sup>11</sup> [http://impetus-pef.org.uk/wp-content/uploads/2013/12/Make-NEETs-History-Report\\_ImpetusPEF\\_January-2014.pdf](http://impetus-pef.org.uk/wp-content/uploads/2013/12/Make-NEETs-History-Report_ImpetusPEF_January-2014.pdf)

<sup>12</sup> Source: DFE NEET Scorecard, <https://www.gov.uk/government/publications/young-people-neet-comparative-data-scorecard>

## Appendix X: Glossary: Definition of schools (GOV.uk)

### Overview

All children in England between the ages of 5 and 18 are entitled to a free place at a state school. Most state schools have to follow the national curriculum. The most common types are:

- **Community Schools**, controlled by the local council and not influenced by business or religious groups.
- **Foundation Schools**, with more freedom to change the way they do things than community schools.
- **Faith Schools**, follow the national curriculum but are free to only teach about their own religion in religious studies.
- **Academies and Free Schools**, run by a governing body are independent from the local council - and can follow a different curriculum.
- **Grammar Schools**, run by the council, a foundation body or a trust - they select all or most of their pupils based on academic ability and there is often an entrance exam.

### Community Schools

A community school in England and Wales is a type of state-funded school in which the local education authority (LEA) employs the school's staff, is responsible for the school's admissions and owns the school's estate.

### Foundation Schools

Foundation schools are run by an elected governing body, which has authority over what happens inside the school. The governing body not only employs the staff and sets admissions criteria it can also own the land on which the school is situated as well as its buildings. In most cases the land is owned by a charity (or charitable foundation).

### Faith Schools

There are many different types of Faith schools, e.g. voluntary aided; free schools or academies. Each will be associated with its particular religion. Faith schools are run like other state schools in that they follow the national curriculum except for religious studies, where they are free to only teach about their own religion. Anyone can apply for a place as long as the school's admissions criteria are met.

### Free Schools

Free schools are run on a not-for-profit basis and can be set up by businesses education bodies, parents and charitable organisations and are funded by the government independently of the local council. They don't have to follow the national curriculum and have more control over how the school is operated. Free schools offer 'all-ability' places, so are not able to use academic selection processes like a grammar school.

### Academies

Academies are publicly funded independent schools. Academies don't have to follow the national curriculum and can set their own term times. They still have to follow the same protocols relating to admissions, special educational needs and exclusions as other state schools.

### Trust Schools

Trust schools have evolved from Foundation schools, in that they have developed a partnership, known as a charitable trust, with an outside body. Although Trust schools

are still funded by the state, the land and buildings used by the school will be owned by either the governing body, or the charitable trust.

### **Special Schools**

Special schools with pupils aged 11 and older can specialise in 1 of 4 areas of special educational needs:

- communication and interaction
- cognition and learning
- social, emotional and mental health
- sensory and physical needs

Schools can further specialise within these categories to reflect the special needs such as Autistic Spectrum Disorders (ASD), Visual Impairment (VI) or Speech, Language and Communication Needs (SLCN).

### **City Technology Colleges**

City Technology Colleges are independent schools in urban areas that are free to attend. CTCs are owned and funded by companies as well as central government and have a particular emphasis on technological and practical skills.

### **University Technical Colleges**


University Technical Colleges (UTC) are regional, non-fee paying, employer and university sponsor led secondary provision for students aged 14-18 years old. UTCs will focus on at least one of the following technical specialism subjects; Science, Technology, Engineering and Maths (STEM).

### **State Boarding Schools**

State boarding schools provide free education but charge fees for boarding. Some state boarding schools are run by local councils, and some are run as academies or free schools.

### **Private Schools**

Private schools (also known as 'independent schools') charge fees to attend instead of being funded by the government. Pupils don't have to follow the national curriculum. All private schools must be registered with the government and are inspected regularly. There are also private schools which specialise in teaching children with special educational needs.

<p style="text-align: center;"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p style="text-align: center;"><b>CABINET</b></p> <p style="text-align: center;"><b>8 MAY 2017</b></p>	
<p style="text-align: center;"><b>APPROVAL OF THE 2017/18 HIGHWAY MAINTENANCE WORK PROGRAMME</b></p>	
<p><b>Report of the Cabinet Member for Environment, Transport &amp; Resident Services - Councillor Wesley Harcourt</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Decision</b> <b>Key Decision: Yes</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Executive Director:</b> Mahmood Siddiqi, Director for Transport and Highways</p>	
<p><b>Report Author:</b> Ian Hawthorn, Head of Highways Maintenance &amp; Projects Transport and Highways</p>	<p><b>Contact Details:</b> Tel: 0208 753 3058 email: <a href="mailto:ian.hawthorn@lbhf.gov.uk">ian.hawthorn@lbhf.gov.uk</a></p>

## 1. EXECUTIVE SUMMARY

- 1.1. This report seeks approval of the annual highway maintenance work programme for 2017-2018.

## 2. RECOMMENDATIONS

- 2.1. That the programme in Appendix B of the report be approved, with provision to make adjustments during the year as necessary.
- 2.2. That authority be delegated to the Director for Transport and Highways, 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.
- 2.3. 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.

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

- 3.3. We have a statutory duty to maintain the highways that are maintainable at the public expense under Section 41 of the Highways Act 1980.
- 3.4. Our records of inspections along with any remedial action we have taken are valuable tools in defending claims made against the Council for accidents and personal injuries. We also use the information from our regular inspections to support the preparation of this work programme.
- 3.5. To avoid the need for repeated authorising reports, the programme needs to be managed as a whole. On this basis, officers are again seeking exception from the normal key decision process of seeking approval on a scheme by scheme basis noting that some schemes will exceed the £100,000 key decision threshold.

### **4. BACKGROUND**

- 4.1 We are the highway authority for all publicly maintained roads in the borough with the exception of the Transport for London Road Network (TLRN).
- 4.2 Our Community Strategy emphasises the contribution of highways towards several of the key components of sustainable communities, including:
  - To protect and enhance the Borough's residential and historic character
  - To seek to continuously improve the Borough's streetscape by undertaking major improvement projects, promoting good design, using high quality materials and workmanship, and removing street clutter
  - Creating and maintaining well-designed, well-managed, clean and safe streets and open spaces
  - Maintaining streets to a high standard, so that walking is easy and safe and cyclists, buses and other vehicles can move safely.

### **5. HIGHWAY MAINTENANCE WORK PROGRAMME**

- 5.1 The principal considerations in preparing the maintenance programme is to ensure that the network is maintained in a safe condition and secondly to ensure that this asset is maintained in a cost effective way.
- 5.2 We achieve this by carrying out both regular safety inspections, as well as surveys of the condition of the highway. The surveys are used to develop the annual planned maintenance programme and the frequencies of the inspections are carried out in accordance with the recommendations of the Code of Practice for Highways Maintenance Management, published by the U.K. Roads Board in 2005.
- 5.3 In the case of the carriageways on our principal road network, we carry out both visual inspections and quantitative surveys to assess the condition of these

roads. On all other roads and all footways where maintenance should be considered, we rely on visual surveys conducted by experienced highway engineers.

- 5.4 The visual surveys produce a condition score for each road based on the severity of defects in footways, such as broken paving slabs, undulations, trips, ponding and in carriageways reflective cracking, loss of chipping and rutting. The resulting list of potential schemes is then prioritised in order of overall score. This establishes a useful benchmark of the percentage of streets below the desired maintenance threshold, the reasoning behind this is given in Appendix C. The streets are further validated taking account of other factors, such as programmed utility road works. The number of sites falling below our acceptable standard always exceeds our maintenance budget, but the expectation is that there will be a degree of carry-over into subsequent years.
- 5.5 Continued improvements are sought through working with the Council's specialist term contractors to search for new technology and new materials to ensure value for money is achieved whilst obtaining long term durability.

## 6. HIGHWAY MAINTENANCE BUDGETS

- 6.1 Footway and carriageway works are funded either from the Capital Programme or the annual revenue budget. Typically, planned maintenance (changes to road design, resurfacing etc.) would qualify as capital expenditure and would be funded by the capital programme. Reactive repairs and general maintenance (e.g. Pot holes) would not meet the definition of capital expenditure and would be funded by the revenue budget. The capital budget is £1,880,000 and the revenue budget is £1,259,000. Capital project funding can be supplemented by revenue funding but revenue projects cannot utilise capital funding.
- 6.2 Our TfL Local Implementation Plan (LIP) funding allocation for principal road maintenance for 2017-2018, is £450,000. This is capital expenditure only and supplements Council's capital budget of £1,880,000, making the total capital budget of £2,330,000.
- 6.3 The condition of our principal road network determines our TfL funding allocation. In contrast, the assessment of our non-principal roads and pavements is based on a qualitative assessment by our highway inspectors. We score each road based on a range of surface defects. For example, with pavements, we consider the proportion of broken paving slabs, surface undulations and water ponding. This method of assessing the condition of roads and pavements is used by most local authorities to plan their annual maintenance programme.
- 6.4 The draft estimates for 2017-2018 for planned and reactive highway maintenance work, including the LIP funding allocation are shown below;

<b>Budget</b>	<b>2016-17</b>	<b>2017-18</b>
Carriageways - Reactive	£295,000	£307,000
Carriageways- Planned	£1,579,000	£1,279,000
<b>Carriageway - Total</b>	<b>£1,874,000</b>	<b>£1,586,000</b>

Footways – Reactive	£934,000	£952,000
Footways - Planned	£751,000	£1,051,000
<b>Footway - Total</b>	<b>£1,685,000</b>	<b>£2,003,000</b>

6.5 Appendix B lists the roads and pavements we propose to include in the programme for the coming year. The maintenance programme takes into account any ongoing and proposed utility and TfL works that we are aware of.

6.6 This report identifies the carriageways and footways in most need of planned repair. Work on all the schemes on the programme in Appendix B is not achievable within the available budgets. However, the list of schemes reflects the extent of work required. The estimated cost and the cumulative figures are also shown to provide some indication of the work that will be attainable within the current budgets. There will inevitably be instances when we will have to defer the maintenance work in some roads. In these circumstances alternate roads will be substituted from the list of roads in Appendix B.

## **7 EQUALITY IMPLICATIONS**

7.1 There are no equality implications in this report.

## **8. LEGAL IMPLICATIONS**

8.1 The Legal Implications are contained within the body of the report.

## **9. FINANCIAL AND RESOURCES IMPLICATIONS**

9.1 The Shared Director for Finance (ELRS and TTS) comments that the expenditure estimates for Planned and Reactive works across Carriageways and Footways set out in 6.4 will be met from the Capital and revenue budgets and LiP funding for 2017/18.

## **10. IMPLICATIONS FOR BUSINESS**

10.1 The contractors are required to notify by letter drop all the frontagers including businesses affected by the work and wherever possible accommodate their needs during the works. Parking Suspension will be returned to use if works are finished early.

10.2 FM Conways have confirmed their commitment in the contract to when selecting suppliers, that their selection process takes into consideration local suppliers, support of the local economy, local needs and contract specific requirements. By doing this they are able to and deliver value to the contract by retaining local knowledge and driving employment opportunities. They have established an apprenticeship scheme that is open to local schools in the area. They have confirmed a commitment to actively seek recruits from the boroughs young people on to their apprenticeships.



**Mahmood Siddiqi**  
**Director for Transport and Highways**

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

**Contact officer(s):** Mr Ian Hawthorn, Head of Highways and Projects  
**Tel:** 020 8753 3058 and **E-mail:** [ian.hawthorn@lbhf.gov.uk](mailto:ian.hawthorn@lbhf.gov.uk)

Cleared by Finance (officer's name)	Giles Batchelor
Cleared by Legal (officer's name)	Lindsey Le Masurier

## Other Implications

1. **Business Plan:** None.
2. **Risk Management:** Risks identified in this report have been considered and mitigation actions addressed.
3. **Health and Wellbeing, including Health and Safety Implications:** The Council requires the contractors to comply with all the relevant Health and Safety legislation, including signing and guarding of works.
4. **Crime and Disorder:** None
5. **Staffing:** None
6. **Human Rights:** None
7. **Impact on the Environment:** The contractors are required by the Council to observe good environmental practice and comply with the relevant statutes, codes of practice and industry guidance.
8. **Energy measure issues:** None.
9. **Sustainability:** The contractors are required to recycle all recyclable waste material arising from the works or reuse materials where possible.
10. **Communications:** The Council sends out notification letters to local residents prior to commencement of work and uses the Council's website to publicise the annual work programme.

## Planned Maintenance Carriageways 2017-2018

## Borough Roads

No.	Road Name	Location	Estimate	Cumulative £
1	WALHAM GROVE	All	£33,600	£33,600
2	ONGAR ROAD	Lillie Road to Seddlescombe Road	£28,800	£62,400
3	PARSONS GRN EAST + WEST	All	£48,000	£110,400
4	WATERFORD ROAD	Fulham Rd -Kings Rd	£35,200	£145,600
5	HAZLITT RD	All	£24,000	£169,600
6	FITZNEAL STREET	All	£51,200	£220,800
7	LUXEMBOURG GARDENS	All	£22,400	£243,200
8	WELTJE ROAD SOUTH	River to A4	£12,800	£256,000
9	RIVERCOURT ROAD SOUTH	A4 to River	£11,520	£267,520
10	VERA ROAD	All	£35,200	£302,720
11	MANBRE ROAD	All	£16,000	£318,720
12	MARGRAVINE GARDENS	Part	£25,600	£344,320
13	CORTAYNE ROAD	All	£24,000	£368,320
14	ALDERVILLE ROAD	All	£24,000	£392,320
15	BUTE GARDENS	All	£44,800	£437,120
16	WULFSTAN STREET	Erconwald St to Old Oak Common	£52,800	£489,920
17	GREYHOUND ROAD	Margravine Rd – Fulham Palace Rd	£17,000	£506,920
18	BLOOM PARK ROAD	All	£20,800	£527,720
19	BROUGHTON ROAD	All	£51,200	£578,920
20	KELVEDON ROAD	All	£32,000	£610,920
21	GIRONDE ROAD	All	£19,200	£630,120
22	BARTON RODD	All	£24,000	£654,120
23	WENDELL ROAD	Emlyn Rd to o/s Wendell Park	£40,000	£694,120
24	PEARSCROFT ROAD	All	£15,000	£709,920
25	RYLSTON ROAD	All	£64,000	£773,120
26	BRYONY ROAD	Outside School	£24,000	£797,920
27	DAVISVILLE ROAD	Askew Rd to Batson St	£24,000	£821,920
28	SINCLAIR ROAD	All	£55,000	£876,920
29	SINCLAIR GARDENS	All	£12,000	£888,920
30	COBBOLD ROAD	Askew Rd to Gayford Rd	£43,200	£932,120
31	BLOEMFONTEIN RD	South Africa Road to A40	£72,000	£1,004,120
32	SOUTH AFRICA ROAD	Bloemfontein to the Bend by the Pub	£48,000	£1,052,120
33	ASHCHURCH PARK VILLAS	Ashchurch Trc - Goldhawk Rd	£32,000	£1,084,120
34	BASSEIN PARK ROAD	All	£40,000	£1,124,120
35	FOLIOT STREET	Old Oak Common Lane to Fitzneal St	£16,000	£1,140,120
36	CONINGHAM ROAD	Scotts to Goldhawk	£43,200	£1,183,320
37	HARTISMERE ROAD	Dawes Road to Shorrellds Rd	£21,120	£1,204,440

## Principal Roads

1	DAWES ROAD	Rylston Road - North End Road	£102,000	£102,000
2	GOLDHAWK ROAD	King Street to Ravenscourt Gardens	£84,000	£186,000
3	KING STREET 1	Goldhawk Road to Black Lion Lane	£75,000	£261,000
4	KING STREET 2	Ravenscourt Park to Dalling Road	£120,000	£381,000
5	LILLIE ROAD	Munster Road to Fulham Palace Rd	£96,000	£477,000
6	FULHAM PALACE ROAD	Ellerby Street to Fulham Road	£180,000	£657,000
7	FULHAM ROAD	Boro Bndary with K & C – Holmead Road	£72,000	£729,000
8	NEW KING'S ROAD	Parsons Green Lane – Perrymead Street	£132,000	£861,000

## Planned Maintenance Footway 2017 - 2018

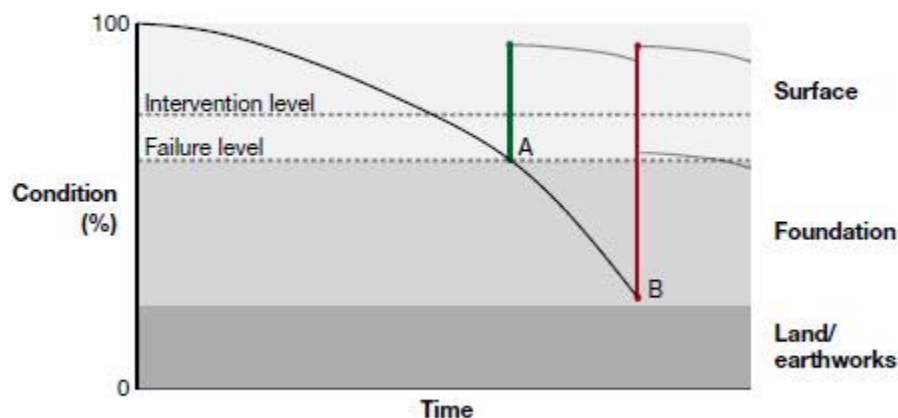
### Borough Roads

No	Road	Location	Estimate	Cumulative £
1	WULFSTAN STREET	Erconwald Street Old Oak Common	£96,900	£96,900
2	PALLISER ROAD	East Side Only	£34,770	£131,670
3	WYFOLD ROAD	All	£62,700	£194,370
4	DONNERAILE STREET	All	£85,500	£279,870
5	ELLERBY STREET	All	£85,500	£365,370
6	BISHOPS PARK ROAD	All	£85,500	£450,870
7	CASTLETOWN ROAD	North End Rd to Vereker Rd	£34,200	£485,070
8	COBBOLD ROAD	Askew Rd to Gayford Rd	£79,800	£564,870
9	BUTE GARDENS	All	£79,800	£644,670
10	BASSEIN PARK ROAD	All	£68,400	£713,070
11	STEVENTON ROAD	All	£125,000	£838,070
12	CHARLEVILLE ROAD	North End Rd to Vereker Rd	£34,200	£872,270
13	CHALLONER STREET	All	£57,000	£929,270
14	PERHAM ROAD	North End Rd To Vereker Rd	£34,200	£963,470
15	SCOTTS ROAD	All	£68,400	£1,031,870
16	ALDBOURNE ROAD	All	£74,100	£1,105,970

## Highway Condition Assessment


1. Our assessment of the condition of the highway may not accord with the public perception of a highway in need of maintenance, (an example of a case is shown below). Visual defects such as potholes and surface cracking can often be addressed by a minor localised repair rather than extensive carriageway resurfacing. However widespread wheel-track deformation or cracking in a road may not appear to be serious, but if left unchecked the road will quickly deteriorate requiring far more extensive remedial work in the future.
2. Getting the balance right between the volumes of work undertaken as planned maintenance and that undertaken as reactive maintenance will deliver the most cost effective service. For example, undertaking too little work through the planned maintenance programme will, over time, lead to an increase in more expensive reactive safety “patchwork” repairs.
3. Our approach to highway maintenance is to carry out the optimum amount of planned maintenance to minimise the need for more expensive reactive repairs. This makes the best use of our resources and our objective is always to maintain our pavements at the minimum “whole life” cost.
4. The chart below is an extract taken from a report produced by the Audit Commission in 2011 entitled “Going the Distance: Achieving better value for money in road maintenance”. It illustrates the benefit of carrying out maintenance at the critical stage of deterioration in the condition of a road. A road can be economically restored by suitable intervention at Point A on the chart. If that point is missed and the condition allowed to deteriorate further, then a more expensive intervention may be required below the failure threshold (shown at Point B on the chart) to bring it back to standard.

Figure 7: Failure to intervene at the right time and with the most appropriate treatment will result in poor roads and represents poor value for money



Source: Professor Martin Snaith, University of Birmingham

# Agenda Item 12

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET</b></p> <p><b>8 MAY 2017</b></p>	
<b>STREET LIGHTING CONTRACT</b>	
<b>Report of the Cabinet Member for Environment, Transport &amp; Resident Services - Councillor Wesley Harcourt</b>	
<b>Open Report</b>	
A separate report on the exempt part of the Cabinet agenda provides exempt information	
<b>Classification - For Decision</b> <b>Key Decision: Yes</b>	
<b>Wards Affected:</b> All	
<b>Accountable Executive Director:</b> Mahmood Siddiqi, Director for Transport and Highways	
<b>Report Author:</b> David Kiteley Street Lighting & Signs Manager	<b>Contact Details:</b> Tel: 0208 753 3156 E-mail: dave.kiteley@lbhf.gov.uk

## 1. EXECUTIVE SUMMARY

- 1.1 The current public lighting maintenance term contract extension expires on 31st March 2017. This submission requires cabinet to make a decision as to how the street lighting service is to be sustained for the financial 2017/18 and beyond.
- 1.2 The framework Contract (as we are doing with highway maintenance) but assessment of the rates for this service showed that the Westminster's framework contract was not cost effective or compatible with LBHF specification. As such officers recommended to extend the Street Lighting contract with the existing contractor by one year (Bouygues Energies and Services), looking to assess the RBKC framework contract being procured to start in April 2017. The RBKC framework has now received cabinet approval, but this has meant delaying our report until this had been approved.

## **2. RECOMMENDATION**

- 2.1. This report seeks the Cabinet's approval to join the RBKC framework contract (5 years +1+1+1 Total 8 years) following a limited 6 months' extension to the current term maintenance contract. The extension requirement is due to the later than anticipated award of the RBKC framework contract. LBHF joining RBKC framework will improve efficiencies for LBHF by align both borough's street lighting service teams. There are no requirements for LBHF works undertaken by the framework contractor needing approval by RBKC.
- 2.2. To note that having undertaken a cost evaluation of the new RBKC framework contract, against the current extended street lighting term contract, further analysis of City of Westminster's framework contract and limited comparison to the Lohac framework contract where comparable prices exist, the new RBKC framework results in marginal savings of £13,000 in comparison with the current contract. Four options and outcomes are outlined in this report.

## **3. REASONS FOR DECISION**

- 3.1 Having previously explored the feasibility of LBHF using the platform of the current City of Westminster framework contract and Lohac framework contract for street lighting. It was concluded that both options were not cost or specification effective solutions for LBHF.
- 3.2 The existing term maintenance contract can be extended into its final year, again this is not a cost effective solution based on the RBKC framework contract schedule of rates. This framework has now been sanctioned by RBKC cabinet.
- 3.3 The New RBKC framework offers the overall best value, having undertaken direct comparisons with
  - 3.3.1 City of Westminster framework contract.
  - 3.3.2 Extending LBHF existing term maintenance contract.
  - 3.3.1 London wide Lohac framework contract (Limited Schedule of Rates exposure).
- 3.4 The maintenance of street lighting is a key highways function of the council and a decision must be made to enable the officers to deliver this service. The officers consider the recommended option to be the best value option available in the current climate.
- 3.5 Should however, LBHF wish to pursue its own contract procurement strategy within the next year, the likelihood is that contract prices will mirror those currently on offer within the RBKC framework contract. With the likelihood of the same incumbent contractor.

## **4. INTRODUCTION & BACKGROUND**

- 4.1 The London Borough of Hammersmith & Fulham awarded its Public lighting contract in 2012 to Bouygues Energies & Services Infrastructure UK Ltd. The contract was advertised in the OJEU and was noted within the contract for a period of 34 months with the provision to grant up to three consecutive extensions of 12 months in total. The contract value is approximately £750k per annum respectively.
- 4.2 The existing street lighting term contract was extended in April 2016 for 1 year, this extension now expires on 31<sup>st</sup> March 2017, the contract can be extended by a further year.
- 4.3 LBHF had originally intended to use the Westminster City Council's framework Contract for the financial year 2016/17 (as we are doing with highway maintenance), but assessment of the rates for this service, showed that the Westminster's framework contract is not cost effective. As such officers recommended to extend the existing term maintenance contract, which was approved in March 2016.
- 4.4 The paper presented in December 2014 set out the future highway works contracts, and recommended that as well as granting an extension to our existing contract, LBHF should consider accessing the framework agreement let by Westminster City Council (WCC).
- 4.5 WCC let a number of Highway related framework agreements in 2014; Lot B of which related to Public Lighting. An analysis of Lot B concluded that it should not be called off at this stage as the contract rates do not adequately reflect the workmanship and material required for LBHF. neither in LBHF or RBKC (with whom a shared highways function exists). This report also recommended for the fiscal year 2016/17, we monitor the performance and costs of using the Westminster's framework contract in order to take a view for 2017/18, whether to continue to call off Westminster's framework contract or let our own contract for highway works, or join the RBKC framework contract.
- 4.6 Having further evaluated the competitiveness and cost effectiveness of the current extended term contract against, cost comparison with existing established frameworks; the new RBKC framework contract where Hammersmith & Fulham are named, offers the best overall position for LBHF to move forward with street lighting as a contracted service. This RBKC framework contract has been approved by cabinet. Additionally, further options are listed for the street lighting service below.

## **5. PROPOSAL AND ISSUES**

- 5.1 The London Borough of Hammersmith & Fulham has traditionally awarded separate term contracts for various types of work on the highway. The contracts are competitively tendered and this arrangement ensures that our contractors are responsive to our work programme and fully familiar with the standard of workmanship expected within our Borough.



- 5.2 We have subsequently continued to explore the WCC framework and Lohac framework as comparison, running parallel with our existing contracts as recommended in the previous paper. We have concluded the following:
- 5.3 As the WCC framework contract route would not be cost effective, the extension of the existing street lighting term maintenance contract for one year was agreed in March 2016. This would allow alignment of the LBHF contract procurement with RBKC.
- 5.4 RBKC's framework contract exercise has now been approved by Cabinet, to be in place as soon after the 1st April 2017 as is practical. LBHF are named as a potential participating authority.
- 5.5 The RBKC framework contract specification is fully inclusive of LBHF requirements, specification and equipment currently used within LBHF. The underlying background and guiding principles of this contract are completely in line with LBHF own competitive contract procurement strategy. The nominal value of this contract is £4.8M over the term of the framework.

## 6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1 **Option 1- Do nothing.** The Highway Lighting Maintenance term contract extension expires on the 31<sup>st</sup> March 2017. In not agreeing to officer's recommendations, this will affect the department's ability to deliver the street lighting service, in particular, the public lighting maintenance programme and capital projects after March 2017.
- 6.2 We have assessed Transport for London's Lohac, and WCC's framework contract, and concluded these would not be cost effective or beneficial for the LBHF street lighting service to pursue.
- 6.3 **Option 2- Extend the existing Public Lighting Maintenance contract that finishes in March 2017 by one more year.** There is an optional provision in the existing contract to award a further one-year extension, using the existing contract rates
- 6.4 **Option 3- Extend the existing Public Lighting Maintenance contract that finishes in March 2017 by one more year and retending.** Continued analysis of existing framework contracts has concluded that these are not cost effective for LBHF. The RBKC framework contract does offer a cost effective comparison when aligned against WCC framework and LoHAC. It is however possible to extend the existing term maintenance street lighting contract and for LBHF to undertake an individual procurement exercise. This will incur costs estimated at £45K, which in officer's opinion will be wasted money, as in understanding our market place, we would expect the same outcome as RBKC strategy.

6.5 **Option 4 - Join RBKC framework contract.** The new RBKC framework contract which includes street lighting, offers the best current value on the open market. In comparison table you will see that there is a £13,000 saving against the current rates offered by the current contractor. However, there are additional benefits in terms of efficiency as the contractor for the New RBKC Framework FM Conways already uses the confirm system and will mean a seamless transition including utilising the new mobile solution incorporated into the Confirm system which will improve fault resolution, night scouting and inventory reporting.

6.6 FM Conways have confirmed their commitment in the contract to when selecting suppliers, that their selection process takes into consideration local suppliers, support of the local economy, local needs and contract specific requirements. By doing this they are able to and deliver value to the contract by retaining local knowledge and driving employment opportunities. They have established an apprenticeship scheme that is open to local schools in the area. They have confirmed a commitment to actively seek recruits from the boroughs young people on to their apprenticeships.

**(Officers Recommend this option)**

## **7. CONSULTATION**

7.1. Not applicable. No consultation is required. This is a contractual matter.

## **8. EQUALITY IMPLICATIONS**

8.1. There are no equality implications in this report

## **9. LEGAL IMPLICATIONS**

9.1. The Director of Legal Services comments that the Council may extend a Contract in accordance with its advertised terms. The Highways Department has advised that the contract was advertised in OJEU and that the advert included an option for an extension of up to twelve months. This is compliant with Regulation 72 (1) (a) of the Public Contracts Regulations 2015 which allows for a contract to be extended where such an extension was provided for in the original procurement documents

9.2. The contract extension may be approved by Cabinet in accordance with CSO 20.3 (c ) (total value of variation is £100,000 or more).

9.3. TUPE arrangements. Should LBHF join the framework arrangement, TUPE requires verification as the originators of the contract provision is RBKC.

9.4. Implications verified/completed by: Margaret O'Connor, Senior Solicitor, Shared Legal Service (tel: 020 7641 2782)

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

- 10.1. This contract is paid for by revenue and capital budgets within TTS which will continue to be the case. Other departments also call on the services provided for in this contract and have their own budgets in place to do this.
- 10.2. An extension of the contract will therefore have no financial implications for the Council
- 10.3. Implications verified/completed by: (Gary Hannaway, Head of Finance Telephone No. 0208 753 6071).

## **11. IMPLICATIONS FOR BUSINESS**

- 11.1. There are no opportunities for local businesses to bid or get involved within this contracts procurement.
- 11.2. However, this new RBKC framework contract, should include provisions for social value, local economic and community benefits.
- 11.3. The new RBKC contract in final draft has broken down the scope of works to 6 smaller lots to enable bids from SMEs and 3rd sector organisations giving opportunities to local businesses to tender for the contract.
- 11.4. One of the criteria to be considered as part of this new RBKC contract would be for tenderers to demonstrate recruitment of local people and local services for delivery of the Service where appropriate.

Implications verified by: Antonia Hollingsworth, Principal Business Investment Officer, Tel.: 020 8753 1698

## **12. RISK MANAGEMENT**

- 12.1. As Highway Authority, the Council have power under the Highways Act 1980 to provide lighting, while also having a duty of care to prevent danger to road users. Management of our Statutory Duty is noted on the Bi-Borough Enterprise Wide Risk Register as risk number 6, including the subsidiary risks, non-compliance with laws and regulations, and breach of duty of care. Our duty to prevent danger to road users is fulfilled by undertaking an annual replacement and maintenance programme to minimise risks to the Council and road users
- 12.2. Details of our asset inventory, including asset history, are stored in the Council's database system
- 12.3. Implications verified/completed by: Dean Wendelborn, Principal Street Lighting Engineer, Tel: 020 8753 1151

### 13. PROCUREMENT IMPLICATIONS

- 13.1. There are no procurement related issues as the existing contract has provision for optional extensions. The Commercial & Procurement Team will be working with the shared services highways department with view to tendering new arrangements to begin in April 2017.
- 13.2. Implications verified/completed by: Alan Parry, Interim Head of Procurement (Job-share) – telephone 020 8753 2581.

### 14. IT STRATEGY IMPLICATIONS

- 14.1. There are no IT Strategy implications in joining the RBKC framework contract.
- 14.2. The new contract being currently drawn up by RBKC which will be called on when existing contract expires should include the ability to deliver new technology attached to street furniture as this technology matures, such as WiFi and Internet access. The direction of travel is that street furniture is likely to be involved in the Internet of Things style data collection in the future.
- 14.3. The scope of the new RBKC contract procurement should review extending the procurement to WCC which would deliver the potential of future convergence on similar street furniture technology across all three councils.
- 14.4. Implications verified/completed by: Veronica Barella, Head of Business Partnering, Shared ICT service. Tel x2927

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

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

#### LIST OF APPENDICES:

**Appendix 1. Attached lighting cost comparison** - Contained in the exempt report on the exempt Cabinet agenda

## NOTICE OF CONSIDERATION OF A KEY DECISION

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

## NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

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

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

## KEY DECISIONS PROPOSED TO BE MADE BY CABINET ON 8 MAY 2017 AND AT FUTURE CABINET MEETINGS UNTIL SEPTEMBER 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 (ie. in excess of £100,000) in relation to the Council's budget for the service function to which the decision relates;
- Anything affecting communities living or working in an area comprising two or more wards in the borough;
- Anything significantly affecting communities within one ward (where practicable);
- Anything affecting the budget and policy framework set by the Council.

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

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

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

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

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

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

## **Decisions**

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

## **Making your Views Heard**

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

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

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

*Key Decisions List No. 54 (published 7 April 2017)*

## KEY DECISIONS LIST - CABINET ON 8 MAY 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 <i>(other relevant documents may be submitted)</i>
<b>8 May 2017</b>				
Cabinet	8 May 2017	<b>Affordable Housing Development at Emlyn Gardens</b>  Approval to dispose land at Emlyn Gardens to Shepherd's Bush to enable development of 14 affordable homes.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Income more than £100,000		Ward(s): Askew	
		Contact officer: David Burns  David.Burns@lbhf.gov.uk		
Cabinet	8 May 2017	<b>Re-Tendering of Passenger Lift Modernisation in Springvale Estate and Stafford Cripps/Ellen Wilkinson</b>  Strategy report for lift modernisation	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
		Contact officer: Henrietta Jacobs Tel: 020 8753 3729 Henrietta.Jacobs@lbhf.gov.uk		
Cabinet	8 May 2017	<b>Planned Highway Maintenance Programme 2017-18</b>  To seek your approval of the annual highway maintenance work programme for 2017-2018.  That authority be delegated to the Director for Transport and Technical Services, in consultation with the Cabinet Member for	Cabinet Member for Environment, Transport & Residents Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
		Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk		

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision <b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
		<p>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>		papers to be considered.
Cabinet	<p>8 May 2017</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p><b>Internal Audit Contract Re-Tender</b></p> <p>To approve the re-tender process for the contract to deliver internal audit services</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>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p>	<p>Cabinet Member for Finance</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Geoff Drake Tel: 020 8753 2529 geoff.drake@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	<p>8 May 2017</p> <hr/> <p>Reason: Affects 2 or more wards</p>	<p><b>LBHF School Organisation and Investment Strategy 2017</b></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>	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> )
			Contact officer: Christine Edwards Tel: 020 7854 5865 christine.edwards@rbkc.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet	8 May 2017  Reason: Expenditure more than £100,000	<b>Direct Award of Street Outreach Contract</b>  Approval to waiver from the Council's Contract of Standing Orders and make a Direct Award for the continuation of the service to St Mungo's until April 2018.	Cabinet Member for Housing  Ward(s): All Wards  Contact officer: Lucy Baker  Lucy.Baker@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	8 May 2017  Reason: Expenditure more than £100,000	<b>Maternity Champions Procurement Strategy Report</b>  To seek approval on Procurement Strategy to commission Borough Wide Maternity Champions Project for Hammersmith and Fulham.  PART OPEN  PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Health and Adult Social Care  Ward(s): All Wards  Contact officer: Michele Roberts, Linda Thomas Tel: 020 8834 4734, Tel: 07860 104223 Michele.Roberts@lbhf.gov.uk, lthomas@westminster.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	8 May 2017  Reason: Expenditure	<b>Street Lighting Contract Renewal</b>  Report with options for the Council to call off and framework contracts available	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

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	more than £100,000		Contact officer: Ian Hawthorn, Dave Kiteley Tel: 020 8753 3058, ian.hawthorn@lbhf.gov.uk, dave.kiteley@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet	8 May 2017  Reason: Expenditure more than £100,000	<b>Section 106 Report</b>  Report seeking authority to draw down S106 funds.	Cabinet Member for Finance  Ward(s): All Wards  Contact officer: Peter Kemp Tel: 020 8753 6970 Peter.Kemp@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
<b>5 June 2017</b>				
Cabinet	5 Jun 2017  Reason: Expenditure more than £100,000	<b>Parking Projects and Policy Programme 2017/18</b>  This report outlines the key parking priorities for the council and presents the parking projects and policy programme that will support these objectives. The report seeks approval for these proposals to be designed, consulted on, and implemented during the 2017/18 financial year.  The key priorities set out in the proposals for the 2017/18 financial year relate to maintaining and improving existing parking provision, improving local air quality, helping to reduce CO2 and NOx emissions, and reducing congestion. These priorities are in line with the commitments outlined in the councils manifesto regarding parking and moving traffic, and the recommendations of the Air Quality commission.	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.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
Cabinet	5 Jun 2017	<p><b>Contract Award Decision to appoint the construction contractor for the redevelopment of the Bridge Academy site for the provision of a range of young people services</b></p> <p>Following a procurement exercise over the summer 2016 this decision will be to award the contract to the successful contractor</p> <p>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 Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): Palace Riverside	
Cabinet	5 Jun 2017	<p><b>E services Inter Authority Agreement</b></p> <p>Requesting entering into an Inter Authority Agreement for participating in the pan London sexual health E services provision</p>	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	5 Jun 2017	<p><b>Award report from Genito-Urinary Medicine</b></p> <p>The report recommends award to the winning tenderer following procurement process.</p>	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and
	Reason: Expenditure more than		Ward(s): All Wards	

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	£100,000	<p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Contact officer: Gaynor Driscoll, Nicola Lockwood, Helen Byrne Tel: 0207 361 2418, Tel: 020 8753 5359, gaynor.driscoll@rbkc.gov.uk , Nicola.Lockwood@lbhf.gov.uk, Helen.Byrne@lbhf.gov.uk</p>	<p>will include details of any supporting documentation and / or background papers to be considered.</p>
Cabinet	<p>5 Jun 2017</p> <hr/> <p>Reason: Affects 2 or more wards</p>	<p><b>Procurement Of Contract Framework For The Planned Upgrade Of Existing Controlled Access Systems Serving Housing Properties And The Provision Of New Systems</b></p> <p>This report establishes the rationale for going out to procurement for a contract framework to carry out the council's planned programme of replacement and upgrade of controlled access systems serving housing properties and the provision of new systems.</p>	<p>Cabinet Member for Housing</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Henrietta Jacobs Tel: 020 8753 3729 Henrietta.Jacobs@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>5 Jun 2017</p> <hr/> <p>Reason: Affects 2 or more wards</p>	<p><b>Procurement Of Contract Framework For The Planned Refurbishment And Upgrade Of Communal Or District Heating Plant Rooms, Boilers, Controls, Pipework And Associated Plant</b></p> <p>This report establishes the rationale for going out to procurement for a contractual framework to carry out the councils planned programme of replacement and upgrade of communal or district heating plant rooms serving housing properties.</p>	<p>Cabinet Member for Housing</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Henrietta Jacobs Tel: 020 8753 3729 Henrietta.Jacobs@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>

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Cabinet	5 Jun 2017  Reason: Income more than £100,000	<p><b>Lilla Huset</b></p> <p>Lilla Huset is currently occupied by Libraries and Children’s Services. The existing lease expires in June 2016. This report will consider and recommend whether the Council should renew its lease.</p> <p>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 Finance</p> <p>Ward(s): Hammersmith Broadway</p> <p>Contact officer: Nigel Brown, Lzhar Haq Tel: 020 8753 2835, Tel: 020 8753 2692 Nigel.Brown@lbhf.gov.uk, lzhar.haq@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Jun 2017  Reason: Income more than £100,000	<p><b>Database Management &amp; Tracking NEET</b></p> <p>Report to outline and seek agreement to extend Hammersmith &amp; 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 maintaining the exemption outweighs the public interest in disclosing the information.</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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		Information relating to the financial or business affairs of any particular person (including the authority holding that information)		
Cabinet	5 Jun 2017  Reason: Expenditure more than £100,000	<p><b>ICT Transition phase 4 assuring service continuity – adoption of a desktop strategy</b></p> <p>ICT Transition phase 4 assuring service continuity – adoption of a desktop strategy and the supporting business case</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 Finance</p> <p>Ward(s): All Wards</p> <p>Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Jun 2017  Reason: Income more than £100,000	<p><b>Sand's End Community Centre - Grant Agreement</b></p> <p>1.1. Tideway has agreed to provide a grant to the Council of £2 million towards the development of a replacement Sand's End community centre following the demolition of the old one. This grant is part of Tideway Community Investment Legacy Plan which aims to make a positive impact in local communities where they are working on the super sewer project.</p> <p>1.2. A Grant Agreement with Tideway has been drawn up to specify how the grant can be used to delivery milestones required to draw-down the funds and timescales for delivery of the</p>	<p>Cabinet Member for Housing</p> <p>Ward(s): Sands End</p> <p>Contact officer: Matthew Rumble matt.rumble@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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		project.		
Cabinet	5 Jun 2017	<b>Advocacy Services (Professional and Self-Advocacy) - Direct Award of Reports</b>	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000	The report seeks approval to direct award three professional advocacy contracts and one self-advocacy contract to two incumbent providers. This will ensure that the Council meets its statutory requirements under the Care Act 2014 and the Mental Health Act 2007.	Ward(s): All Wards  Contact officer: Steven Falvey Tel: 020 8753 5032 Steven.Falvey@lbhf.gov.uk	
Cabinet	5 Jun 2017	<b>PROCUREMENT STRATEGY FOR EMERGENCY ALARMS AND REPLACEMENT DOOR ENTRY SYSTEMS IN SHELTERED SCHEMES</b>	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000	The report sets out the reasons for replacing the emergency alarm and door entry systems in our 22 sheltered schemes and seeks approval to procure a contract to supply and fit the infrastructure and equipment for a digital, broadband based emergency alarm system and a replacement door entry system.	Ward(s): All Wards  Contact officer: Henrietta Jacobs Tel: 020 8753 3729 Henrietta.Jacobs@lbhf.gov.uk	
Cabinet	5 Jun 2017	<b>Parking Projects Policy Programme - 2017/18</b>	Cabinet Member for Environment, Transport & Residents Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards	Outlines the key parking priorities for the parking projects and policy programme that will support council objectives. The report seeks approval for the programme to be designed, consulted and implemented during the 2017/18 financial year.	Ward(s): All Wards  Contact officer: Richard Hearle  Richard.Hearle@lbhf.gov.uk	

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<b>10 July 2017</b>				
Cabinet	10 Jul 2017	<b>The Establishment Of A Contractual Joint Venture Partnership With Lbhf And Imperial College London</b>	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	10 Jul 2017	<b>Industrial Growth Strategy</b>	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: Affects 2 or more wards	A strategy to promote growth in Hammersmith and Fulham	Ward(s): All Wards	
Contact officer: David Burns  David.Burns@lbhf.gov.uk				
<b>4 September</b>				
Cabinet	4 Sep 2017	<b>Section 75 Partnership Agreement between LBHF and the West London Mental Health Trust</b>	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000	The current S75 agreement between LBHF and WLMHT is due for renewal. This agreement enables the Borough to delegate management responsibility for social care MH services to the Trust. The new agreement sets out the legal framework regarding management responsibilities to ensure that Trust safely discharges the Council's statutory duties.	Ward(s): All Wards	
Contact officer: Mike Boyle  mike.boyle@lbhf.gov.uk				