

# **Cabinet Members' Decisions**


made between November and December 2015

Date Issued: 04 January 2016

# Cabinet Members' Decisions

made between November and December 2015

<u>Item</u>		<u>Pages</u>
	<b>OPEN</b>	
1.	<b>APPROVAL TO WAIVE CONTRACTS STANDING ORDERS AND SEEK A SOLE TENDER FROM THE CORNERSTONE PARTNERSHIP TO IMPROVE FOSTER CARER RECRUITMENT</b>	1 - 12
2.	<b>NOMINATION OF LA GOVERNOR - ARK CONWAY ACADEMY</b>	13 - 14
3.	<b>APPROVAL OF LANGFORD PRIMARY SCHOOL ACADEMY CONVERSION</b>	15 - 20
4.	<b>DCLG BID - COMMUNITY ORGANISATION RECYCLING/REDUCE/RE-USE ENGAGEMENT (CORE)</b>	21 - 24
5.	<b>BUSINESS INTELIGENCE</b>	25 - 34
6.	<b>'BETTER JUNCTIONS' - HAMMERSMITH GYRATORY CONSULTATION</b>	35 - 42
	<b>EXEMPT</b>	
7.	<b>INFORMATION, ADVICE AND GUIDANCE SERVICES FOR YOUNG PEOPLE - AWARD OF CONTRACT</b>	
8.	<b>TRAVEL CARE AND SUPPORT SERVICES - SERVICE CONTINUITY - ROUTE 1</b>	
9.	<b>TRAVEL CARE AND SUPPORT SERVICES - SERVICE CONTINUITY - ROUTE 2</b>	
10.	<b>TRAVEL CARE AND SUPPORT SERVICES - SERVICE CONTINUITY - ROUTE 3</b>	
11.	<b>TRAVEL CARE AND SUPPORT SERVICES - SERVICE CONTINUITY - ROUTE 4</b>	
12.	<b>TRAVEL CARE AND SUPPORT SERVICES - SERVICE CONTINUITY - ROUTE 6</b>	
13.	<b>APPROVAL TO AWARD A CONTRACT FOR REFURBISHMENT WORK AT GWENDWR GARDENS</b>	
14.	<b>PROCUREMENT OF WORK SETTING SENSORS</b>	
15.	<b>APPROVAL TO AWARD AN EXTENSION AND MODIFICATION TO THE LOOK AHEAD CONINGHAM ROAD CONTRACT</b>	
16.	<b>APPROVAL TO AWARD A 12-MONTH CONTRACT EXTENSION TO HESTIA HOUSING &amp; SUPPORT LEARNING. PHYSICAL &amp; SENSORY DISABILITY FLOATING SUPPORT SERVICE</b>	

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET MEMBER DECISION</b></p> <p><b>NOVEMBER 2015</b></p>	
<p><b>APPROVAL TO WAIVE CONTRACTS STANDING ORDERS AND SEEK A SOLE TENDER FROM THE CORNERSTONE PARTNERSHIP TO IMPROVE FOSTER CARER RECRUITMENT</b></p>	
<p><b>Report of the CABINET MEMBER FOR CHILDREN AND EDUCATION – Councillor Sue Macmillan</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Decision</b>  <b>Key Decision: No</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Executive Director:</b> Andrew Christie, Executive Director of Children’s Services</p>	
<p><b>Report Authors:</b> Ros Morris, Head of Commissioning for Specialist Intervention &amp; Steve Bywater, Policy Manager, Children’s Services</p>	<p><b>Contact Details:</b>  Ros Morris: 020 7938 8337  E-mail: <a href="mailto:ros.morris@rbkc.gov.uk">ros.morris@rbkc.gov.uk</a>  Steve Bywater: 020 8753 5809  E-mail: <a href="mailto:steve.bywater@lbhf.gov.uk">steve.bywater@lbhf.gov.uk</a></p>

AUTHORISED BY: .....

The Cabinet Member has signed this report....

DATE: 20 November 2015.....

**1. EXECUTIVE SUMMARY**

1.1. This report seeks approval to waive Contracts Standing Orders and invite a sole tender from the Cornerstone Partnership on how they would lead on an innovative approach to the recruitment of foster carers to provide placements for the more ‘hard to place’ looked after children. This is a project which has particular significance because of the impact that successfully recruiting high quality foster carers will have upon achieving challenging Medium and Long Term Financial Strategy targets and improving outcomes for children.

- 1.2. Following the return of a satisfactory tender from Cornerstone, the intention is to enter into a 12 month partnership with them to deliver 25 new foster carers who will be able to meet the placement needs of looked after children for whom the in-house service has struggled to identify carers for, eg sibling groups and adolescents. This is to avoid the need to place them with significantly more expensive external placements and often away from their home borough. The planned approach is that the organisation will deliver the new carers in a phased approach by September 30 2016, leading on a tailored and targeted marketing approach while also developing the capacity of the in-house fostering team to support the process of recruitment, assessment and approval processes more effectively.

## **2. RECOMMENDATIONS**

- 2.1. That approval be given to waive Contracts Standing Orders and seek a sole tender from The Cornerstone Partnership to deliver 25 new foster carers and other related key deliverables.
- 2.2. Following a positive evaluation of the above tender, it is also recommended that, The Cornerstone Partnership be awarded a contract for the performance of these services up to 30 September 2016 and for a sum of no more than £90,000. The contracting authority will be Hammersmith & Fulham.
- 2.3. The primary outcome from the contract is to recruit 25 new foster carers who can meet the placement needs of local looked after children as reflected in a profile of children requiring placements. All in-house recruitment and assessment social workers will be trained and coached in new techniques to recruit, assess and support prospective carers to improve the rate at which those who enquire about becoming a foster carer, progress to becoming approved carers working for the in-house service.
- 2.4. To note that the Children's Commissioning and Contracts Board will be asked to review the success and progress of the proposed contract in March 2016, along with recommendations for a longer term strategy to maximise the effectiveness of fostering recruitment and assessment.

## **3. REASONS FOR DECISION**

- 3.1. Awarding the contract to Cornerstone for a period of 12 months, will provide active intervention, direction, learning and support to the fostering service to achieve 25 additional foster carers. The evaluation and outcomes from this partnership will enable a more efficient long term solution to be planned before the expiry date of the contract award period.

3.2. Experience to date suggests that there is an underdeveloped market in respect of organisations that are developing successful strategies to achieve the recruitment of foster carers. Another option could be to develop a partnership with an Independent Fostering Agency which may have a different approach regarding recruitment of foster carers. However, benchmarking suggests that such agencies are no more successful than local authorities in this activity. Organisations which focus on the general recruitment of staff would be unlikely to have the levels of understanding of the complex needs of looked after children that Cornerstone have demonstrated, both through their recent work and life experience as well as through dialogue with service managers and commissioners.

3.3. In addition there is an urgency to progress these initial plans in order to provide some innovation and success to recruitment and reach long term decisions regarding the service. Therefore, this award is being recommended for the following reasons:

- Cornerstone are a key partner of the DfE.
- The time required to seek and engage an alternative provider would significantly jeopardise the likelihood of being able to deliver the desired outcome within the timeframe required.
- The contract is based upon payment by results, paid quarterly with no upfront payments, therefore mitigating financial risks.
- This is an alternative approach to effectively addressing the shortage of carers who can provide placements for the children who need them which is a high priority in ensuring that Medium Term Financial Strategy targets are met.

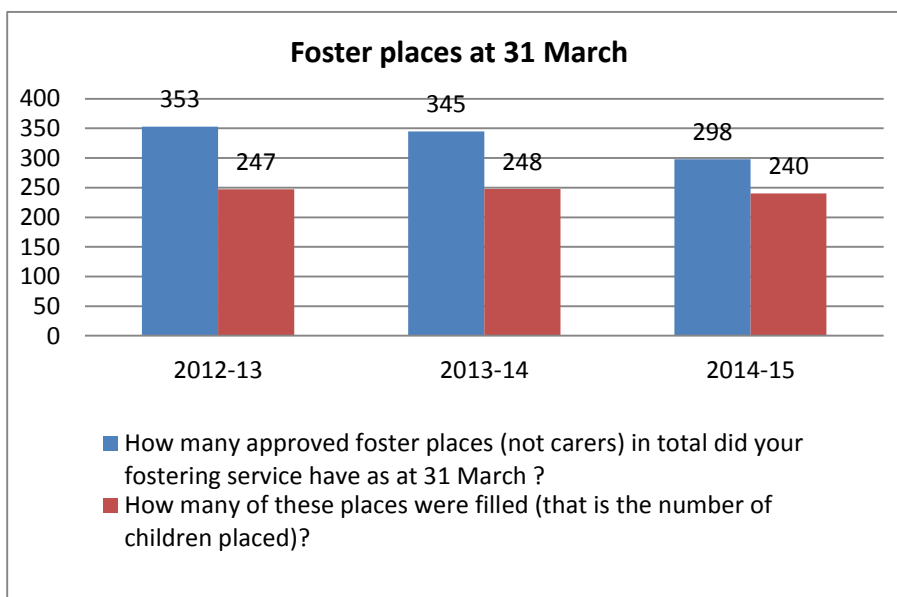
#### **4. INTRODUCTION AND BACKGROUND**

4.1. In 2012, a shared Fostering and Adoption service was formed through the merging of three existing services in LBHF, RBKC and WCC. Staff from all three boroughs were co-located in Hammersmith & Fulham in a redesigned service which had a number of responsibilities including the recruitment, assessment and support of foster carers. Existing foster carers and those newly recruited could now be available and expected to provide placements for children looked after by any of the three boroughs based on the matching of needs.

4.2. The recruitment of foster carers who can meet the needs of our looked after children remains a challenge. This reflects similar challenges experienced in London and nationally. While there are more than 50,000 foster families nationally, the Fostering Network estimates that a further 9,000 carers are needed. In London, there are additional challenges including the need to recruit local carers wherever possible. Local carers facilitate better contact with birth families and consistent access to important services such as schools and health facilities. Local placements also reduce the additional expenses of professional support staff who otherwise need to travel long distances to attend meetings or

monitoring visits with children and carers. In many London boroughs, the nature of local housing stock and demographics of the resident population appear to mitigate against many local people being likely to become carers. Additionally, the market to recruit foster carers is particularly competitive with most of the London boroughs actively seeking to increase their fostering resource along with a significant number of private and voluntary agencies.

- 4.3. An additional challenge is the recruitment of carers who can meet the needs of children with complex needs and challenging behaviour which have become more acute as overall numbers of children in care have decreased. This includes carers who can look after children with disabilities, teenagers who may have challenging behaviour and sibling groups. Where it is not possible to recruit such carers, this necessitates placement of such children with independent fostering agencies (IFAs), often at a higher cost and significant distance from the children's home boroughs.
- 4.4. The newly formed service had a challenging first year with a significant turnover of staff and managers. In 2013, the service developed a fostering recruitment and retention strategy. The strategy identified and guided such activity over the course 2013/14. This included the development of a brand identity, a programme of information events for prospective carers and a marketing opportunities plan. This led to a high number of enquiries in 2013/14 although the volume then decreased in 2014/15.
- 4.5. Targets were set to recruit 25 new carers each year. In 2013/14 the service made good progress with meeting these targets. However, this was not sustained in 2014/15 with recruitment rates then plateauing.
- 4.6. The following diagram shows trends since the formation of the shared Fostering and Adoption Services in relation to overall numbers of approved in-house foster places each year (including Connected Persons carers), as well as the number of foster care placements which were used for children's placements. The data presented in the diagram is in relation to foster carers provided for children looked after by Hammersmith & Fulham, Kensington and Chelsea and Westminster:



Despite new carers being recruited, the impact of this on overall service growth was negligible. The overall number of places has reduced year on year, particularly in 2014/15 and the number of places has remained constant with a slight decrease in the past year. This reflects significant numbers of carers leaving the service, often through retirement, and this trend has not been compensated for by the numbers recruited. 45 fostering households were de-registered from 2013-2015, 30 of these during 2014-15. While it would not usually be good practice to move children from stable external placements to vacant in-house provision, the overall number of children who are placed in-house has not increased despite new children entering the care population. This is partly due to not finding carers able to care for cohorts of children which tend to be harder to place in families.

The following table shows some performance indicators relating to recruitment over the past two years:

<b>Information about recruitment/retention of fostering households</b>	<b>2013-14</b>	<b>2014-15</b>
Initial enquiries from new prospective fostering households.	443	331
Applications from new prospective fostering households	16	17

- 4.7. Although the cohorts who made enquiries each year may not be exactly the same as the enquirers who then went on to apply to be foster carers, the “conversion rates” from enquiring to applying to become a carer are low (4-5% per year). While there are variations in definitions of what constitutes “an enquiry”, the *Local Authority Fostering Benchmark Report 2012/13* reported an average 11% per cent of enquiries to fostering services progressing through the entire recruitment process to be

approved as foster carers. The report also stated that local authorities' performance on conversion rates ranged from 1% to 37%.

- 4.8. The organisation iMPower was engaged with the service in 2014 to carry out a review and provide advice on systems and practice. While iMPower provided information and advice in relation to the recruitment process and how it might be improved, a decision was made not to pursue Phase 2 of the proposed programme. This was because it was felt that significant change was required within the practice of the relevant teams and a more active approach was required to manage this change. It was also felt that new skills and techniques which tended to be found in other sectors needed to be developed, including sales, marketing and high-level customer care approaches which tend not to be part of traditional social work skill-sets.

## **5. PROPOSALS AND ISSUES**

- 5.1. Placing a greater proportion of looked after children with in-house foster carers is a key element of the medium term financial strategy for children's services as well as being able to keep children local in their communities whenever possible. While recruiting more carers is a major priority, there is also a need to ensure that a wider range of carers is available and able to meet the needs of children who require a family setting. Newly recruited foster carers need to be supported to be as flexible as possible in order to meet a range of different needs or to have the potential to care for harder to place children as they become more experienced. Recruiting foster carers who cannot meet these needs leads to additional costs for the local authorities.
- 5.2. For the proposed project to be successful, it will need to include more than the implementation of alternative methods of recruiting more carers who can potentially meet the needs of our children. Parallel work is planned in order to ensure the in-house service can complement this activity with efficient management of in-house processes through which prospective foster carers are to be assessed, approved and supported as well as how appropriate placements of children are matched with them.

### **THE PROPOSED PROVIDER**

- 5.3. *Cornerstone Training and Support* is a social enterprise and limited company whose original mission was to help adoption agencies recruit and support parents for children waiting to be adopted. It was founded by two experienced business women who have adopted children of their own and so have direct experience of the adoption process and the work of local authorities in this area. As well as recruitment, the company coordinates training for adoptive carers and a mentoring scheme. The organisation also has many years of policy development and delivery of major programmes in the public sector including for children, young people and looked after children.
- 5.4. Cornerstone have an evolving relationship with the local Fostering and Adoption Services following the involvement of the three boroughs in the Department for Education contracted work on adoption. The DfE have funded Cornerstone through its Innovation Programme.



- 5.5. Cornerstone now wish to build on the success of its adoption work and support with Local Authorities and apply a similar approach and principles to the recruitment and support of foster carers. Since initial contact regarding this, Cornerstone, Commissioning and relevant Fostering and Adoption managers have had a dialogue which has led to the working up of a proposal which identifies Cornerstone as a potential key delivery partner.

### **SUMMARY OF OVERALL APPROACH AND DELIVERABLES**

- 5.6. Cornerstone will deliver 25 new foster carers between October 1 2015 and September 30 2016. They will lead all aspects of new marketing approaches but involve the in-house Recruitment and Assessment team in the process from taking calls at initial enquiry stage and then managing the process thereafter. In the first quarter they will develop an integrated sales and marketing strategy detailing what, how, and when recruitment activity will take place. They will also train and coach all relevant front line staff in customer service techniques and work with local managers to ensure the development and effective use of new skills are incorporated into staff development and appraisal plans.
- 5.7. The Cornerstone approach emphasises targeted marketing to specific audiences with a higher propensity to foster the particular types of children who need placements. This is combined with a “salesforce” led approach including the use of experienced foster carers to promote the role to others through direct information events held at targeted venues and audiences. Rather than seeking high volumes of calls from people who do not understand the role of a foster carer, the aim is to encourage fewer contacts but of higher quality, therefore increasing the current conversion rate of calls to approved carers.
- 5.8. Cornerstone also want to develop other strategies with existing carers such as a “refer a friend” campaign with existing in house foster carers and internal staff reward schemes to incentivise fostering social workers to make use of their own networks to drive interest from the right calibre of candidate. In light of the reducing numbers of children requiring adopters but increasing numbers of approved adopters, Cornerstone will also work with the service to support the possible conversion of some carers from potential adopters to foster carers where appropriate.
- 5.9. Deliverables will be agreed for each quarter of the year’s contact with Cornerstone being paid on a quarterly “payment by results” basis related to these deliverables. In Quarter 1, payment will be made following successful training of staff and other preparatory work including their marketing strategy, with payment in Quarters 2 to 4 made on the basis of numbers of carers recruited and approved by the service, (5 by the end of Quarter 2, 15 by the end of Quarter 3 and 25 by the end of Quarter 4).

### **PROCUREMENT PLAN AND GOVERNANCE**

- 5.10. It is planned that the contract and project with Cornerstone should start by October 1 2015. The contract length will be 1 year, subject to performance and deliverables, with no extensions.
- 5.11. A project plan has been developed which specifies deliverables and milestones expected of Cornerstone as well as the Fostering and Adoption Service and Family Services. This is because the successful recruitment of new, active foster carers is strongly dependent upon the efficiency of in-house services' approach to assessment and matching with appropriate placements once approved.
- 5.12. As Cornerstone will be rewarded on a "payment by results" basis for recruitment, the contract will clarify what constitutes a successful recruitment and what will be expected of the relevant in-house services to ensure that the identified prospective carers are efficiently assessed, approved and matched with children to care for.
- 5.13. Cornerstone staff will be in regular face-to-face contact with fostering staff and this will be formalised through a working group including social workers, the Recruitment and Assessment team manager, the Principal Social Worker with responsibility for recruitment, foster care representatives and representatives from Commissioning..
- 5.14. A monthly strategic project group is now in place including senior officers from commissioning, the external placements service, fostering service, business analysis, Cornerstone, the Fostering Panel adviser, a Communications lead, senior managers from family services and the project manager. The purpose of this group will be to oversee progress with the Project Plan, ensure that milestones and targets are being reached, respond to exceptions and requests to changes of approach.
- 5.15. Given the strategic importance of this project, in addition to the above, there will be a small executive group including the Director with responsibility for the Fostering and Adoption service, Director of Commissioning, Head of Fostering and Adoption Service, Head of Commissioning and Project Manager who will provide additional oversight of the project and with specific reference to consideration of future arrangements and service models beyond this project.
- 5.16. Additional activity will be initiated by Commissioners to explore and warm the wider market for potential providers of a similar service in the longer term.
- 5.17. A decision will be made by the Strategic group during Quarter 3 with a recommendation to the Executive group regarding a future operating model for the recruitment function. It is highly unlikely that a return to the current status quo will be recommended. If the project with Cornerstone is successful it is possible that a similar relationship with a long-term delivery partner could be recommended. This would be pursued through an appropriate tendering process.

## **6. OPTIONS AND ANALYSIS OF OPTIONS**

- 6.1. Awarding the contract to Cornerstone for a period of 12 months will provide the active intervention and support required by the fostering team. This will allow for a more efficient long term solution to be planned before the expiry date of the contract.
- 6.2. Experience to date suggests that there is an underdeveloped market in respect of organisations that are developing strategies to target the recruitment of foster carers. Another option would be to develop a partnership with an Independent Fostering Agency which may have a different approach to the local authorities regarding recruitment of foster carers. However, benchmarking suggests that they are no more successful than local authorities in this activity. Organisations which focus on the general recruitment of staff would be unlikely to have the levels of understanding of the complex needs of looked after children that Cornerstone have demonstrated, both through their recent work and life experience and through dialogue with service managers and commissioners.
- 6.3. In addition there is an urgency for the three boroughs to progress these initial plans in order to provide some innovation to recruitment and reach long term decisions regarding the service. Therefore, seeking a sole tender from The Cornerstone Partnership is being recommended.

## **7. CONSULTATION**

- 7.1. The plan was considered by officers at the Commissioning and Contracts Board on 15 September 2015 where it was agreed to proceed with the plan to develop a contract with Cornerstone, subject to a Cabinet Member Decision. Consultation has also taken place with relevant service managers within the Fostering and Adoption Service as well as wider consultation with other Family Services managers at their monthly meeting on 16 September 2015 where there was support for taking this proposal forward.

## **8. EQUALITY IMPLICATIONS**

- 8.1. The ultimate aim of the proposed contract is to improve the range of family placement choices available to children who are looked after by the three boroughs. Children with protected characteristics, particularly with reference to race and disability are over-represented in the care system and it is often challenging to find appropriate placements for them which meet their full range of needs. The expectation is that if appropriate carers are recruited in greater numbers, then this will lead to more placement stability and better outcomes for children with such protected characteristics.

## **9. LEGAL IMPLICATIONS**

9.1. The proposed services contract is subject to the Council's constitution and standing orders for procurement of contracts. This award will require a waiver of the procurement requirements. It should also be noted that Westminster City Council and the Royal Borough of Kensington should also waive their procurement obligations as appropriate.

9.2. The London Borough of Hammersmith and Fulham's processes as stated in the standing orders require that:

9.2.1. Procurements for contracts between £20,000 and £100,000 can be waived by Appropriate Persons, being The appropriate Cabinet Member(s) acting on advice from the Client Director.

9.2.2. There must be a justification for the waiver as stated in 3.1 of the contract standing orders, of which the following seem relevant:

- the nature of the market for the works to be carried out, or the goods to be purchased, or the services to be provided has been investigated and is demonstrated to be such that a departure from these CSOs is justifiable; or
- it is in the Council's overall interest; or
- there are other circumstances which are genuinely exceptional.

9.3. No extension of the agreement should be offered without steps (such as a fully compliant procurement process) to mitigate any further and future non-compliance with the authorities' procurement obligations.

9.4. The Council should consider its position to determine the relationship between and liability for relevant taxes for the provision of services through the chosen contracting model.

9.5. Legal Services will be able to assist with the review and preparation of documentation.

9.6. Implications verified/completed by: Jonathan Miller, Contracts and Employment Team. Telephone: 07779333041

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

10.1. The funding source for the contract is from the reallocation of budget for a vacant post which previously had responsibility for recruitment and publicity. The budget for this post including on-costs is £45k per annum which will cover the maximum cost of the contract if all payment by results targets are achieved by Cornerstone (£90k). The cost to LBHF will therefore be a total of £30k, with the same level of costs to WCC and RBKC.

10.2. Whilst it is proposed that Cornerstone's contract costs would come from reduced expenditure of the current service by keeping a post vacant, this contract also gives the opportunity to significantly reduce both the overall number and total cost of young people placed with Independent Fostering Agencies. On average, this placement type costs

£45k per annum, whilst an in house carer would cost £25k per annum (excluding staff costs), thus for every additional carer recruited, we could potentially save £20k per placement per annum.

10.3. Other less directly incurred costs, such as home to school transport, staff travel, contact and education costs could also be reduced if we are able to place more young people locally, rather than out of borough.

10.4. Implications verified/completed by: Alex Ward, Finance Manager, Children's Services, 020 8753 5040.

## **11. RISK MANAGEMENT**

11.1. Management of procurement and service delivery risk remains the responsibility of the Childrens Services Department. The Department monitors risks in accordance with the Shared Services risk management approach and risks are reviewed periodically by the Senior Leadership Team. Market Testing, achieving best value for the local taxpayer is a strategic risk, risk number 4 of the Shared Services Risk Register. The contract will be managed through a project management approach with a monthly project board and executive group. This will include a risk register which will be reviewed and updated accordingly.

11.1. Implications verified/completed by: Michael Sloniowski, Shared Services Risk Manager telephone 020 8753 2587.

## **12. PROCUREMENT IMPLICATIONS**

12.1 The case for the service and the significant benefits that should follow is well made in the report and supported by the Interim Head of Procurement.

12.2 Given the estimated financial value of the payments to the service provider could be up to £90,000, the Council's Contracts Standing Orders (CSOs) would normally require the running of a competition and the invitation of at least three written quotes to determine which organisation offers best value and should be awarded the contract;- unless the appropriate person (in this case the Cabinet Member for Children and Education) believes a waiver to CSOs is justified.

12.3 The experience and benchmarking reported by the service department is that:

- the supply market for strategic organisations specialising in the challenging field of foster parent recruitment for hard to place looked after children is currently underdeveloped;
- independent fostering agencies fare no better than local authorities in this challenging field;
- Cornerstone have a proven track record in this specialist area.


12.4 In these circumstances, the Interim Head supports the recommendation to waive CSOs and seek a sole tender from Cornerstone. The sole tender should aid transparency and an informed Cabinet Member decision on

contract award. It should detail Cornerstone's contractor's proposals for delivering the service, their methodology, the resources they will commit, the level and competence of these, and the payment levels they will seek. If the tender is satisfactory, the subsequent contract should be signed and executed by Legal services.

Comments provided by John Francis, Interim Head of H&F Procurement, Chief Executive's Department. 020-8753-2582.

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

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

<b>London Borough of Hammersmith &amp; Fulham</b>  <b>CABINET MEMBER DECISION</b>  <b>DECEMBER 2015</b>		 hammersmith & fulham
<b>NOMINATION OF LA GOVERNOR – ARK CONWAY ACADEMY</b>		
<b>Report of the CABINET MEMBER FOR CHILDREN AND EDUCATION – Councillor Sue Macmillan</b>		
<b>Open Report</b>		
<b>Classification - For Decision</b>  <b>Key Decision: No</b>		
<b>Wards Affected: ALL</b>		
<b>Accountable Executive Director:</b> Andrew Christie, Executive Director of Children Services		
<b>Report Author</b> Jackie Saddington Head of Tri-Borough School Governor Services	<b>Contact Details:</b> Tel: 0207 5984782 E-mail: Jackie.saddington@rbkc.gov.uk	

AUTHORISED BY:

The Cabinet Member has signed this report....

DATE: 4 December 2015.....

**1. EXECUTIVE SUMMARY**

1.1 This report records the Cabinet Member’s decision to nominate or appoint LA Governors which falls within the scope of her executive portfolio.

**2. RECOMMENDATIONS**

2.1. That the following LA Governor nomination be made:

That Cllr Max Schmid is nominated for appointment as LA Governor for ARK Conway Academy for a four year term.

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

3.1 The Cabinet Member gives the following reasons for the nomination:

Cllr Schmid has requested to take on the role of Local Authority Governor at ARK Conway Academy and has met the Chair of Governors to discuss the role. The governing body would like to appoint him.

The Chair of Governors supports his appointment as he fits the skillset required by the Academy.

### **4. INTRODUCTION AND BACKGROUND**

4.1 The Council is entitled to nominate or appoint governors to school governing bodies. This power is delegated to the Cabinet Member.

### **5. PROPOSAL AND ISSUES**

5.1 As above

### **6. OPTIONS AND ANALYSIS OF OPTIONS**

6.1. Not applicable

### **7. LEGAL IMPLICATIONS**

7.1 The Council Constitution gives the Cabinet Member for Children and Education the power to appoint LA governors. Item 3.9 ('Educations functions') states the following: "Appointments to school governing bodies".

7.2 Implications completed by: Tasnim Shawkat, Director of Law  
Tel 020 8753 2088.

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

8.1. Not applicable.

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

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



**London Borough of Hammersmith & Fulham**

**CABINET MEMBER DECISION**

**December 2016**



**APPROVAL OF LANGFORD PRIMARY SCHOOL ACADEMY CONVERSION**

**Report of the Cabinet Member for Children and Education**

**Open Report**

**Classification - For Decision**

**Key Decision: No**

**Wards Affected:** Sands End

**Accountable Executive Director:** Andrew Christie, Executive Director of Children's Services

**Report Author:**

Alan Wharton, Head of Asset Strategy  
(Schools and Children's Services)

**Contact Details:**

Tel: 020 7 641 2911  
E-mail: [awharton@westminster.gov.uk](mailto:awharton@westminster.gov.uk)

AUTHORISED BY: .....

The Cabinet Member has signed this report.

DATE: 24 December 2015

**1. EXECUTIVE SUMMARY**

- 1.1 In line with the delegated power from Cabinet from the 5<sup>th</sup> March 2012 the Cabinet Member for Children's Services in consultation with the Executive Director of Children's Services is requested to approve the following recommendations to enable the conversion of Langford Primary School to become a sponsored academy.

**2. RECOMMENDATIONS**

- 2.1 To approve the Council granting a 125 years lease of Langford School to United Learning Trust in accordance with the Academies Act 2010.

2.2 To approve the Council entering into a Commercial Transfer Agreement transferring the schools assets, contracts and staff from Langford Primary School to United Learning Trust.

2.3 To approve the arrangements for the site manager's house.

These recommendations are dependent on the formal funding agreement between United Learning Trust and the Secretary of State.

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

3.1. The decision is required to comply with the procedures necessary to give effect to conversion of Langford Primary School to academy status.

### **4. INTRODUCTION AND BACKGROUND**

4.1 As part of the Government drive to raise school standards and further empower schools to be more in control of their delivery, further encouragement has been given to schools to convert to academy status. This has also included a simplification of the process and a generic standardisation of the required documentation to enable both existing trustees (usually local authorities or dioceses) and local authorities as the current funding bodies to effect the necessary change from maintained schools to academies.

4.2 This standard documentation is the end of a process that commenced when the schools individually registered their interest in considering academy status with the Secretary of State and then underwent a series of steps including broad stakeholder consultation and consideration of this by the governing body before making their final applications to the Secretary of State.

4.3 Once the Secretary of State has considered their requests and approved their conversion to academy status, then the following aspects are required before the school can formally convert:

- a funding agreement is approved between the Secretary of State and the academy
- to enable the Secretary of State to enter into a funding agreement, the academy must have entered into a long term (125 years) lease with academy
- to enable the converting academy to deliver continuous education the existing staff are TUPE'd to the new academy and relevant contracts and assets are novated across under the terms of a Commercial Transfer Agreement.

4.4 The latter action involves the local authority as a co-signatory.

## 5. PROPOSAL AND ISSUES

5.1. The standard length of lease for an academy is 125 years. The Council has negotiated terms which broadly follow the DfE form of lease, in accordance with the Academies Act 2010 (but with the Council insuring the property and the school paying the premium), with a commencement date of 1 January 2016.

5.2. The School site includes a separate building comprising kitchens on the ground floor and residential accommodation on the upper floors.

- The Academy will continue to operate within the Council's school meals contract using the kitchen for this purpose and to provide meals for other schools. In the event that the Academy decides in future to discontinue the kitchen, the building may be used for purposes ancillary to the Academy and not for commercial gain.

In typical cases, the Schools Contracts Team is responsible for maintenance and repair of kitchen equipment. In the case of Langford School, the equipment has been purchased by the school and is therefore school property. The Council has agreed a condition that appropriate arrangements are in place for maintenance and repair.

- The upper floors are occupied by the former caretaker who retired several years ago and continues to live in the accommodation with his wife. United Learning Trust require vacant possession of the house but will proceed with the conversion subject to a clear undertaking that the caretaker will be re-located. The Council has found suitable accommodation and caretaker has agreed to move. The Council has undertaken to:
  - I. carry out refurbishment works to the alternative accommodation by 1 May 2016,
  - II. require the re-location of the caretaker when the works have been completed,
  - III. cover the costs of removal,
  - IV. indemnify United Learning Trust against any losses that ULT suffers if the caretaker resides at the premises past 1 May 2016, including any child protection measures that ULT put in place as a result of the continued occupation of the former caretaker and any other occupants.
- The Council will carry out works to provide independent street access from the Langford School residential accommodation to Marinefield Road, by reinstating the former street gate and ensuring access at ground floor without entering onto the school playground.
- The 125 year lease to United Learning Trust will be subject to a covenant restricting use of the residential accommodation for non-

secure key worker housing which may or may not be associated with the Academy itself.

- 5.3 The original school site also included an annexe which is now leased to The Tri- Borough Multi-Academy Trust for The Courtyard Alternative Provision Academy for primary aged pupils. It has been agreed with TBAP and United Learning Trust to increase the external space available to The Courtyard, which will be regularised through a Deed of Variation at the same time as granting the 125 year lease to United Learning Trust. The Council will install fencing along the new boundary. All necessary consents have been obtained and this work will be completed before conversion on 1st January. Future maintenance will be the responsibility of TBAP. The current car park will be discontinued in order to provide additional external space for the Academy.
- 5.5 The Courtyard and the provider of community services for Sands End (currently SEAPIA) will be granted new Service Level Agreements by United Learning Trust for using one of the Multi Use Games Areas (MUGA) at the north end of the site. The Council will also seek to encourage collaboration between the community provider and the Academy, in order to maximise the use of the SEAPIA site for the benefit of the community and the Academy in future.
- 5.6. The transfer of the staff, assets and contracts is dealt with by way of a Commercial Transfer Agreement which sets out the staff, contracts and assets to be transferred as well as the respective rights, obligations and liabilities of the parties. There is a model form of contract provided by the DfE upon which the commercial transfer agreement between the Council and United Learning Trust has been based.
- 5.7 United Learning Trust has requested the Council to commit to the replacement of windows, which are in poor condition.

It has been agreed:

- I. to support ULT in an application to the EFA for funding to replace the windows,
- II. if any funding received is insufficient to complete the works, then the Council will pay the difference (subject to verification),
- III. if funding is not secured by the end of 2016, the Council will include Langford School in the Council's own window replacement programme in 2017.

## **6. OPTIONS AND ANALYSIS OF OPTIONS**

- 6.1 There are no alternative options to consider in this case.

## **7. CONSULTATION**

- 7.1 There is no consultation required in this case.

## **8. EQUALITY IMPLICATIONS**

- 8.1. There are no equality implications to consider in this case.

## **9. LEGAL IMPLICATIONS**

- 9.1 Under the Academies Act 2010 (the “Academies Act”) the Secretary of State for Education may enter into Academy funding agreement with an Academy Trust for establishment of an independent school/academy. Local authorities are required to comply with such Secretary of State decision to transfer land and assets to the Academy Trust. Further, the Academies Act gives the Secretary of State powers to make transfer schemes relating to land, property, rights or liabilities to the Academy where agreement cannot be reached between the Local Authority and the Academy Trust.

- 9.2 The Secretary of State for Education pursuant to his powers conferred under the Academies Act has exercised powers to convert Langford Primary School to Academy status. The Academies Act provides that on the conversion date (1 January 2016) the school closes and opens as a sponsored academy under the academy arrangements under section 1 of the Academies Act.

- 9.3 Under the statutory provisions of the Academies Act, as the Council holds the school land and buildings as freeholder, it is required to negotiate and grant a lease of the land and buildings where it is used wholly or mainly for the purposes of the school. The Council has therefore, granted a lease of the land and buildings occupied by the school to the Academy Trust for a term of 125 years at a peppercorn rent.

The principal terms of the academy lease, which is recommended by the Department for Education together with other terms or variations of the principal terms as deemed appropriate by the Council and the Academy Trust have been agreed and incorporated into the lease.

- 9.4 Non-compliance would prompt the issue of a Direction and the required decisions would be taken by the Secretary of State for Education.
- 9.5 The DfE has drawn up a model form of commercial transfer agreement which sets out the terms under which the assets, contracts and staff are transferred from the school or local authority to the new academy.
- 9.6 Legal Services have consulted with officers to finalise and agree the lease and commercial transfer agreement.

*Implications verified/completed by: Rachel Silverstone, Solicitor (Property) 0208 753 2210 and Kar-Yee Chan, Solicitor (Contracts), 0208 753 2772*


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

- 10.1. The Director of Finance has been consulted during the preparation of the final documentation for both the lease and commercial transfer agreement, and notes that these decisions are required to enable the conversion of academies, and are based on model national documentation.
- 10.2. In accordance with guidance for maintained community schools transferring to Academy status, the land must be leased to the academy sponsor on a 125 year (operating) lease for a peppercorn rent. As an operating lease, the Council will continue to be the freeholder and the asset will continue to be recognised on the Council's balance sheet.

*Implications verified/completed by: Dave McNamara (Director of Finance and Resources, Children's Services), tel: 020 8753 3404*

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

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
1.	Cabinet Report 5 <sup>th</sup> March 2012 (School Organisation Report - published)	Alan Wharton, Head of Asset Strategy (Schools and Children's Services)	Children's Services, Kensington Town Hall

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET MEMBER DECISION</b></p> <p><b>NOVEMBER 2015</b></p>	
<p><b>DCLG BID - COMMUNITY ORGANISATION RECYCLING/REDUCE/RE-USE ENGAGEMENT (CORE)</b></p>	
<p><b>Report of the Cabinet Member for Environment, Transport and Residents' Services</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification: For Decision</b> <b>Key Decision: No</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director:</b> Sue Harris, Director for Cleaner, Greener and Cultural Services</p>	
<p><b>Report Author:</b> Sue Harris, Director, Cleaner Greener and Cultural Services</p>	<p><b>Contact Details:</b> Tel: 020 8753 4235 E-mail: sue.harris@lbhf.gov.uk</p>

AUTHORISED BY: .....

The Cabinet Member has signed this report.

DATE: 29 November 2015.....

**1. EXECUTIVE SUMMARY**

- 1.1. On the 28<sup>th</sup> October 2014, Cllr Harcourt agreed a Cabinet Member Decision to submit two funding bids to the Department for Communities and Local Government's (DCLG's) recycling reward scheme to support the provision of incentives for residents to recycle their waste. The purpose of the £5m scheme is to enable local authorities to drive behavioural change within their communities, rewarding residents for doing the right thing by reducing and recycling their waste.
- 1.2. LBHF was successful in a £74k bid for a communications and incentive scheme aimed at engaging communities on a large scale with the messages of reduction, reuse and recycling of waste. The scheme will

support community organisations in setting up reduction, reuse or recycling schemes and incentivise them for doing so.

## **2. RECOMMENDATIONS**

- 2.1. That authorisation to spend the £74,000 DCLG grant on a recycling incentive scheme in LBHF be agreed.

## **3. REASONS FOR DECISION**

- 3.1. The scheme provides a low cost, low risk opportunity to address reducing recycling rates and high levels of recycling contamination. All costs will be met by the DCLG funding awarded, with the exception of existing officer time.

## **4. INTRODUCTION AND BACKGROUND**

- 4.1. In late 2014, DCLG announced a Recycling Reward Scheme to support the provision of incentives for residents to recycle their waste. The purpose of the £5m scheme is to enable local authorities to drive behavioural change within their communities, rewarding residents for doing the right thing and reducing and recycling their waste.
- 4.2. Only local authorities with a weekly waste collection in one form or another were eligible to apply.
- 4.3. A report submitted to the Cabinet Member in October 2014 recommended applications for the following:
  - an area based food waste trial collection scheme in the north of the borough, costing £273k in year one and providing the opportunity to gauge success and consider whether it could be rolled out borough wide;
  - a recycling communications and incentive scheme to encourage greater participation in existing recycling schemes alongside the provision of some new community recycling facilities – costing £74k.
- 4.4. Cllr Harcourt subsequently agreed a Cabinet Member Decision to submit these bids to the recycling reward scheme on 28 October 2014.
- 4.5. Whilst unsuccessful with the bid for a food waste collection scheme, LBHF was successful in a £74k bid for a communications and incentive scheme aimed at engaging communities on a large scale with the messages of reduction, reuse and recycling of waste. The scheme ('CORE') will support community organisations in setting up reduction, reuse or recycling schemes and incentivise them for doing so. This will be through 100 community events covering 21,500 households. The Council will provide staff expertise, time and initial promotional communications. Community groups will be expected to organise, promote and run events; the incentive will be £100 per event. It is anticipated that when funding has



finished the community will be engaged with the message and run the events themselves in the future.

## **5. PROPOSAL AND ISSUES**

- 5.1 Along with a number of other London Boroughs, the Council has been experiencing a decline in recycling performance, with the recycling rate dipping to 21.67% in 2013/14 compared with 29.23% in 2009/10.
- 5.2 The £74k of funding awarded will enable the Council to engage communities as described above, with the aim of reducing waste disposal costs in the longer term.

## **6. OPTIONS AND ANALYSIS**

- 6.1. The funding has been awarded as follows:

2 interns to run the scheme	£30k
Equipment (tables, chairs, etc. for events)	£ 5k
Communications	£10k
Waste collection from events	£ 2k
Waste disposal from collections at events	£ 8k
Incentive fund	£10k
Bring Banks	£ 9k
<b>TOTAL BID</b>	<b>£74k</b>

- 6.2. A condition of the grant is that it must be used on delivering the recycling reward scheme as set out in the bid. It is also conditional on the Council retaining a weekly collection of residual waste and/or a free weekly collection of food/organic waste for those residents able to participate in the recycling reward scheme throughout 2015/16.
- 6.3. If the DCLG is not satisfied that these conditions have been achieved there is a possibility that funding may be withheld. DCLG reserves the right to request additional information year on year on the progress of the scheme.

## **7. CONSULTATION**

- 7.1. This report has been drafted in consultation with the Cabinet Member for Environment, Transport & Residents' Services.

## **8. EQUALITY IMPLICATIONS**

- 8.1 Not applicable.

## **9. LEGAL IMPLICATIONS**

- 9.1. The Council is empowered under Sec 2(1) of the Local Government Act 2000 to use its well being power to undertake the proposed Recycling Reward Scheme.

- 9.2. Failure to adhere to the DCLG grant conditions may make the Council liable for clawback of such grant.
- 9.3. *Implications verified/completed by: Babul Mukherjee, Senior Solicitor. Telephone 020 7361 3410.*

**10. FINANCIAL AND RESOURCES IMPLICATIONS**

- 10.1. The scheme outlined in this report will be fully funded from the DCLG grant, with the exception of existing officer time, which is funded from existing budgets.
- 10.2. Officers should maintain performance monitoring records to be made available to DCLG upon request, as set out in the grant conditions. Performance of the scheme should also be tracked and reported in order to analyse any positive impact on waste disposal costs, with the aim of identifying potential budgetary savings in the longer term.
- 10.3. *Implications completed by Kellie Gooch, Head of Finance. Telephone 020 8753 2203.*

*Sue Harris*  
**Director for Cleaner, Greener and Cultural Services**


**Contact officer: Jay Amies, Bi Borough Waste Action Development Manager - [Jay.Amies@rbkc.gov.uk](mailto:Jay.Amies@rbkc.gov.uk) / 020 7341 5199.**

**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:**

None

<p align="center"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p align="center"><b>CABINET MEMBER DECISION</b></p> <p align="center"><b>NOVEMBER 2015</b></p>	
<p><b>BUSINESS INTELLIGENCE</b></p>	
<p><b>Report of the Cabinet Member for Finance: Councillor Max Schmid</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Decision</b></p> <p><b>Key Decision: No</b></p>	
<p><b>Wards Affected: None</b></p>	
<p><b>Accountable Director: Martin Nottage, Director of Innovation and Change Management</b></p>	
<p><b>Report Author:</b> Martin Nottage, Director of Innovation and Change Management</p>	<p><b>Contact Details:</b>  Tel: 020 87533542  E-mail: <a href="mailto:martin.nottage@lbhf.gov.uk">martin.nottage@lbhf.gov.uk</a></p>

AUTHORISED BY: .....

The Cabinet Member has signed this report.....

DATE: 11 December 2015

**1. EXECUTIVE SUMMARY**

- 1.1. The shared Business Intelligence (BI) pilot programme ended, as planned, on 30 September 2015. Most of the success criteria were met, and LBHF exceeded its business case target of enabling £706,000 of cashable savings/income.
- 1.2. The 3 councils have different perspectives on their preferred models for BI services. Therefore, in the foreseeable future, there will be no further investment in the development or implementation of a shared BI service.
- 1.3. There is a large potential for BI to enable the delivery of further benefits, both cashable and non-cashable. Furthermore, a modest start has been made in generating commercial income from BI and there is market

interest in the LBHF service.

- 1.4. The LBHF pilot budget has underspent by £438,000 from an original budget of £784,000.
- 1.5. It is recommended that up to £74,000, of the pilot's £438,000 underspend, is invested to develop a business case for the establishment of a BI service, bridge the shortfall in funding arising from loss of income from the shared BI pilot and increase the capacity of the existing service.

## **2. RECOMMENDATIONS**

- 2.1. To fund a consultant for 3 months, at a cost of around £35,000, to develop a business case that sets out options and costings for a BI operating model for LBHF.
- 2.2. To meet the shortfall in funding for the Head of BI post for 2015/16, at a cost of £15,000, created by the loss of income (£30,000 year) from the pilot..
- 2.3. To fund four graduate attachments for a year, at a cost of around £24,000, to provide additional capacity and free up existing capacity to focus on higher value work, service development and commercial activities.
- 2.4. That the remaining underspend (£36,000) is held, pending the development of the business case, for any potential investment in LBHF's BI service.. The target is to present the business case to Cabinet in January 2016.

## **3. REASONS FOR DECISION**

- 3.1. LBHF has a demonstrable, successful track record of achieving an attractive return on investment enabled by its BI service. Given; the end of the shared BI pilot, the council's projected funding gap, the experience and existing capability of the BI service, a business case is required to inform an investment decision in the council's BI service where there is a potentially attractive return on investment, through for example:
  - reducing waste
  - reducing fraud
  - enabling evidence-based policy development and decision making
  - generating additional commercial income
  - enabling service transformation.
- 3.2. Funding is required to provide additional knowhow and capacity to support the development of the business case as well as to exploit existing opportunities, further enabling the achievement of the MTFs and other

council priorities (effective achievement of the Council's plan and becoming the best council).

#### **4. INTRODUCTION AND BACKGROUND**

- 4.1. The BI programme was an 18 month pilot to prove the benefits of a shared Business Intelligence (BI) service that centralised the existing fragmented BI activity across the 3 councils.
- 4.2. The pilot programme's business case described the benefit of a BI capability as improved, reduced-risk decision making and planning as a result of underpinning the process with facts based on operational data. Insight into customers, products and services is gained by analysis of operational data (and more recently publicly available data). As a result better-informed business changes can be implemented.
- 4.3. BI does not deliver direct tangible benefits. These are achieved through the business actions and transformation that are undertaken as a result of improved insight into services and customers.
- 4.4. The BI business case identified the opportunity to use BI to enable:
  - Improved quality of life for residents
  - Cost savings
  - Increased revenue
  - More joined-up service delivery
- 4.5. It also described three projects to be delivered during the pilot to ensure that an acceptable return on investment would be achieved. These were:

Freedom Passes - Deactivating freedom passes that the boroughs shouldn't be paying for where, for example, the holder has moved out of the borough or has died.

Single Person Discount - Cancelling single person discounts where there is evidence of multiple residents eligible for council tax.

Tenancy Fraud – Using data to identify instances of tenancy fraud such as illegal subletting.
- 4.6. The pilot finished at the end of September 2015, as planned. Since the start of the pilot the operating context has changed including a change of administration in LBHF, restructures in both LBHF and WCC, the beginning of the implementation of the ICT shared service and changes to key roles and stakeholders.
- 4.7. Given the changed environment, sovereign priorities, existing capability and learnings from the pilot, the 3 councils decided to take different approaches to the exploitation of BI going forward.

- 4.8. The purpose of this paper is to request funding for the continuation of the BI capability in LBHF and the creation of a business case to develop a more comprehensive and commercially viable (and profitable) service.

## 5. PROPOSAL AND ISSUES

### Current situation

- 5.1. WCC's stated intention is to establish a BI Competency Centre (BICC) using infrastructure supported by the ICT shared service. A BICC is a centralised service hub that works collaboratively with decentralised analysis teams delivering a range of BI services depending on the skill level and capacity of its customers. The BICC will be resourced from WCC's Policy, Performance and Communications department with staff who were transferred from the shared ICT service earlier this year as part of the WCC reorganisation. WCC intend to sell this service across the 3 Councils as well as externally (through their trading company Westco).
- 5.2. RBKC has stated that it will not invest in a centralised service but it may source BI projects and services from a centralised facility. These will be funded on a case-by-case basis subject to an agreed business case.
- 5.3. LBHF has its own BI capability. This is not a BICC in a formal sense but is a small team of expert analysts using a variety of software tools to analyse and match data, produce data visualisations, dashboards and predictive models. LBHF does not intend to buy BI services from the WCC BICC – further discussion and agreement is needed as to how this will work with the existing shared services.
- 5.4. The LBHF benefits, as set out below, were enabled by the LBHF BI team using legacy tools rather than through the data warehouse that was set up during the pilot. This is for a number of reasons including technical issues relating to installing software and achieving connectivity, lack of role clarity, as well as capacity across the programme team to undertake training.

### LBHF benefits enabled by BI

- 5.5. The table below shows LBHF's share of the pilot's costs, the cashable benefits enabled during the pilot and a forecast of additional benefits not included in the original business case.

<b>Costs 18 month pilot</b>	
Spend To Date	
FTE Staff	153
Technology	18
Consultancy	103
<b>Total</b>	<b>274</b>
Forecast Outturn	346
Budget	784

Forecast Underspend	<b>438</b>				
<b>Benefits – general fund</b>	Realised	Forecast			
		15/16	16/17	17/18	18/19
Freedom Passes	450	170	100	100	100
Single Person Discount	150	340	205	205	205
New Homes Bonus		500	250	250	250
Additional properties to council tax list				220	220
<b>Totals</b>	<b>600</b>	<b>1010</b>	<b>555</b>	<b>775</b>	<b>775</b>

5.6. In addition to the financial benefits attributed to BI projects above, there are significant non-cashable benefits realised or due. These are shown in the following table. The benefits from these projects may be immediate or may be derived (some potentially financial) from future projects that build on the insight that they provide.

<b>Project</b>	<b>Benefits</b>
On Track	<ul style="list-style-type: none"> <li>• Early identification of children at risk of going into care – enabling prevention</li> <li>• Reduced cost of care estimated at £73k p.a. per child</li> <li>• Improved outcomes for vulnerable children</li> </ul>
HMO licenses	<ul style="list-style-type: none"> <li>• Informs identification and potentially licensing of HMOs in the borough that are currently unlicensed.</li> <li>• Improve housing conditions in the private rented sector.</li> </ul>
PRS Landlords & Antisocial behaviour (ASB)	<ul style="list-style-type: none"> <li>• Informs ability to potentially license PRS landlords in areas of high ASB.</li> </ul>
Rent payments	<ul style="list-style-type: none"> <li>• Identify tenants most at risk of falling in to severe rent arrears and identify interventions.</li> <li>• Generated £100k extra payments last year.</li> <li>• Will run again this year with a wider risk profile.</li> </ul>
Tenancy Fraud	<ul style="list-style-type: none"> <li>• Identify further homes that are illegally sublet and ensure the best use of our scarce resources.</li> </ul>
Customer programme	<ul style="list-style-type: none"> <li>• In the first instance provide a dashboard for parking permits.</li> <li>• The work will then move on to providing wider customer insight.</li> </ul>

## 6. OPTIONS AND ANALYSIS OF OPTIONS

### Opportunities enabled by BI

- 6.1. Working in collaboration across the organisation, the LBHF BI team already have a pipeline of projects, with significant benefits, as set out in the following table. As the use and exploitation of BI becomes more widely understood across the organisation, the demand on the BI service is expected to increase, as will the benefits it enables.

<b>Project</b>	<b>Business Problem</b>	<b>Benefits</b>
Homelessness Prevention	How can the borough identify those most at risk of becoming homeless, what interventions are the most effective.	Reduced spend on temporary accommodation, better outcomes for vulnerable families and individuals.
Prevention of youth offending and reoffending	Currently LBHF has the second highest youth reoffending rate in London. Predictive analytics would enable a new approach to offending and reoffending in LBHF.	Identifying those most at risk of offending and reoffending will help to target preventative interventions and potentially reduce both.
Adult offending	Currently LBHF has the worst adult reoffending rate in London. Predictive analytics would enable a new approach to offending and reoffending in LBHF.	Using predictive technology to identify those most at risk of offending and reoffending will help to target preventative interventions and potentially reduce both.
Crime including motor vehicle and violent crime	LBHF has experienced an increase in crime particularly in violence crime and motor vehicle crime.	Target tasking and preventative measures to reduce incidents.
Fly tipping	Fly tipping has increased by 36% since 2013-14	Target tasking and preventative measures to reduce fly tipping in the Borough
Anti-Social Behaviour and Noise Nuisance	High volume and priority for residents	Target tasking and preventative measures to reduce incidents in the Borough.



Victimisation and Vulnerability	A LBHF corporate priority and MOPAC priority. Impact of crime can have long lasting effects on victims. Becoming a victim of crime increases the risk of becoming a victim of crime again	Using analytics to identify the populations most of risk becoming a victim of certain crimes so that preventative measures can be directed preventing an individual becoming a victim in the first place. Re-victimisation can be prevented.
Problem Locations	A high percentage of LBHF crimes are committed in the three town centres and there is a high level of correlation of crime, ASB etc. in certain streets and properties.	By identifying problem locations effective interventions can be targeted and potentially make a high impact on incident volume.

6.2. In addition to the projects outlined above, the service will need to play a key role in the delivery of a number of the projects, strategies and services in the Corporate Delivery Plan. The BI service will also provide support to the LBHF 'Futures Board' – this collaboration could also provide opportunities for income from partners and other mutual benefits through, for example, the provision of a Borough-wide digital hub and a fraud hub.

6.3. Early indications are that there are opportunities to derive further, significant additional benefit from using the BI capability outside the borough. Exploitation of this is in-line with the council's emerging commercial strategy. The service is considered to be ahead of the market and thought-leading. This is evidenced by a number of opportunities that are currently being progressed:

- A west London borough bought LBHF services in order to run the Freedom Pass exercise on their behalf (identifying savings of c£800k). A follow-up meeting with the Finance Director to discuss further opportunities is planned for late October 2015
- Delivery of analytical consultancy (and potentially solutions) to other local authorities. A south London Borough stated its intention to buy some initial support from LBHF whilst considering its investment options in BI
- An LBHF legacy solution provider is very keen to partner with the council in bidding, delivering projects and enabling their customers to exploit the potential of the software solutions. The company have their products already installed in 60 public sector organisations in the UK. LBHF is a customer and seen as a thought leading user by the supplier

#### **6.4. Options**

- 6.5. Given the known priorities and workload, potential opportunities, together with the Council's funding gap, and the service's shortfall in funding for the Head of BI post a 'do nothing' option will significantly hamper the Council's ability to achieve the vision of 'Best Council'.
- 6.6. Funding for the loss of income from the pilot for the Head of BI post for the remainder of this financial year will enable the service to continue without loss of capacity or capability, therefore enabling further benefits in addition to those already delivered.
- 6.7. Funding for Graduate Attachments will create additional capacity, allowing the existing capacity and capability to focus on higher value work, enabling the Council to achieve a greater level/earlier delivery of benefits, faster achievement of the Corporate Delivery plan and exploitation of some commercial opportunities without impacting on LBHF work.
- 6.8. The investment in the consultant enables faster development of a business case for the development of the LBHF BI service. Given workloads, the business case would take a considerable time to develop without the additional capacity (and industry knowledge) that the consultant provides.

#### **7. CONSULTATION**

- 7.1. This proposal for the use of some of the BI pilot underspend has been agreed with HFBB.

#### **8. EQUALITY IMPLICATIONS**

- 8.1. There are no equality implications.

#### **9. LEGAL IMPLICATIONS**

- 9.1. There are no Legal Implications arising out of this funding proposal report. The Council can undertake such recommended proposals exercising its wellbeing powers under Section 2 of the Local Government Act 2000.
- 9.2. The Council's Contract Standing Orders, Order 23 specifically, provide for appointment of consultants and the proposed appointments are sub-threshold appointment for the purposes of the Public Contracts Regulations 2015
- 9.3. Implications verified/completed by: (Babul Mukherjee, Senior Solicitor(Contracts), 02073613410)

## 10. FINANCIAL AND RESOURCES IMPLICATION

- 10.1 Cabinet<sup>1</sup> previously approved funding of £784,000, from the Efficiency Projects Reserve, for an 18 month Business Intelligence (BI) Service Pilot. This was based on developing shared service working.
- 10.2 The pilot is now complete and shared service working will not be taken forward. Alternative options are to be explored for taking forward BI work at Hammersmith and Fulham. The updated financial position, and proposed use of the funding, is set out below:

Approved Budget (Cabinet April 2014)	£784,000
Less Forecast Expenditure on the Pilot	(£346,000)
<b>Budget Remaining</b>	<b>£438,000</b>
Proposed Use:	
Consultant costs to develop options and costings for an LBHF BI model	(£35,000)
Shortfall in 2015/16 funding for the LBHF Head of BI post	(£15,000)
Four graduate attachments	(£24,000)
<b>Funding Unapplied</b>	<b>£364,000</b>

Should the proposals in this report be taken forward then £364,000 of funding will remain uncommitted. This this will be held pending a report back on the options and costings for an LBHF model.

- 10.3 Implications verified/completed by: (Andrew Lord, Head of Strategic Planning & Monitoring, 02087532531).

## 11. IMPLICATIONS FOR BUSINESS

- 11.1. There are no implications for business from this proposal

## 12. RISK MANAGEMENT

- 12.1. Business Intelligence can be used to support a wide range of business decisions ranging from operational to strategic. Basic operating decisions and risks associated with them may be improved significantly for example in procuring services by extracting, analysing and getting commissioning data right from multiple sources first time. Strategic business decisions including delivering the Council's priorities, goals and directions at the broadest level may all be improved by effective use of Councils information. Business Intelligence is most effective when it combines data derived from the existing sources of information with data from sources internal to the business such as financial and operations data (internal data). When combined, external and internal Business Intelligence data can improve risk management and provide a more complete picture for

---

<sup>1</sup> 7<sup>th</sup> April 2014

Council decision making which, in effect, creates an "intelligence" that cannot be derived by any singular set of data. An effective Business intelligence function would therefore improve the Councils overall risk profile.

- 12.2. Implications verified/ completed by: (Michael Sloniowski, Shared Services Risk Manager, telephone 020 8753 2587)

### **13. PROCUREMENT IMPLICATIONS**

- 13.1. There are no current procurement related matters identified in the report. In circumstances whereby commercial support may be required at a later date the Corporate Procurement Team will provide advice.
- 13.2. Implications verified/completed by: (Alan Parry, Interim Head of Procurement, 02087532581).

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

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

**London Borough of Hammersmith & Fulham**

**CABINET MEMBER DECISION**

**21<sup>st</sup> December 2015**



**'BETTER JUNCTIONS' – HAMMERSMITH GYRATORY CONSULTATION**

**Report of the Cabinet Member for Environment, Transport and Resident Services**

**Open Report**

**Classification : For Decision**

**Key Decision : No**

**Wards Affected: Hammersmith Broadway**

**Accountable Executive Director:** Mahmood Siddiqi –Director of Transport and Highways

**Report Author:** Richard Duffill –Borough Cycling officer

**Contact Details:**  
Tel: 020 753 1749  
E-mail: Richard.Duffill@lbhf.gov.uk

**AUTHORISED BY:**

The Cabinet Member has signed this report.

DATE: 21 December 2015

**1. EXECUTIVE SUMMARY**

- 1.1. Transport for London ("TfL") intend to consult on the Hammersmith Gyratory Better Junction scheme in early 2016.
- 1.2. The Better Junctions schemes are part of TfL's investment of £1bn in the road network.
- 1.3. The Hammersmith Gyratory has been identified as being one of the busiest road gyratories in London, and for cyclists presents numerous challenges.
- 1.4. The Hammersmith Gyratory is the only junction on the Better Junctions programme identified by TfL not on the TfL Road Network ("TLRN").

- 1.5 TfL have included the junction in their Better Junctions project to not only provide better and safer crossing for cyclists, but also improve the public realm while limiting the effects on existing traffic flows.
- 1.6 The proposed junction improvements will not only provide cyclists with a more direct route across the northern section of the Gyratory, but will enable them to travel in a safer and more direct way.
- 1.7 The Better Junction project is closely linked with the desire to create a longer east-west cycle corridor. This Cycle Superhighway (“CS9”), is expected to have a high level of cycle service, including where possible, segregated cycle lanes and a bi-directional track similar to those newly installed on CS2 in east London.

## **2. RECOMMENDATIONS**

- 2.1 To endorse the partnership and the work officers have been undertaking with TfL in the design and consultation stages of the project, and to endorse the continued work with TfL on the project.
- 2.2. For officers to prepare a detailed response on the TfL consultation for the PAC committee to approve if appropriate.
- 2.3 That approval is given to co-brand the Hammersmith Gyratory ‘Better Junction’ consultation with TfL, in line with the Council’s corporate identity branding guidelines.

## **3. REASONS FOR DECISION**

- 3.1 Physical improvements to the public highway and programme work designed to reduce congestion, manage traffic and promote road safety fall under the Council’s statutory duties under a variety of acts including the Traffic Management Act 2004.
- 3.2 Where changes to the highway are proposed, these are in line with Section 122 of the Road Traffic Regulation Act 1984 (“The 1984 Act”); securing the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities.

## **4. INTRODUCTION AND BACKGROUND**

- 4.1 In 2011 the Mayor of London requested a review of all junctions for cyclist safety. TfL has since committed to the Better Junctions Programme which consists of 33 junctions to deliver safety benefits for cyclists and vulnerable users. The Hammersmith Gyratory is the only junction not on the TLRN.
- 4.2 The Mayor’s Cycling Vision was released in early 2012 and contains commitments to a number of ambitious outcomes which will transform cycling in London. The Better Junctions Programme contributes to the “Safer Streets for the Bike” Outcome and commits to “...widening to allow more space for

cyclists, creating more segregated cycle lanes...”. “...introduce[ing] more cycle-only paths or phases through junctions and gyratories...” These statements point towards the minimum standard for cycling facilities that this project aims to deliver.

- 4.3 The new Labour administrations manifesto entitled *The Change We Need*, outlines 11 key actions for the borough relevant to cycling, including *creating a greener borough, being more fair to drivers, and improving the borough for cyclists*.  
The manifesto also outlined the need to *encourage more and safer cycling*.
- 4.4 The new Cycling Strategy 2015 was adopted by Cabinet on 12 October 2015
- 4.5 We are determined to ensure our roads are as safe as they can be for cyclists, and that our infrastructure is suitable for our predicted growth in population, and our aspiration of getting 8% of our residents travelling by cycle each day.
- 4.6 One of the most intimidating junctions that was identified by the public in the Strategy consultation, was the Hammersmith Gyratory.
- 4.7 Improvements to Hammersmith Gyratory are required in order to reduce the number of cycle collisions and to contribute to the Mayor’s cycling growth strategy as set out in the Mayor’s Transport Strategy (“MTS”) and his casualty reduction target.
- 4.8 The aim is not only to provide improved facilities for existing cyclists but also to attract new cyclists by breaking down negative perceptions associated with the dangers.

## **5. Proposed layout changes**

- 5.1 To improve conditions and safety for cyclists the scheme will;
- Provide cyclists with dedicated road space on Hammersmith Gyratory to travel east and westbound, cyclists would be separated from traffic by new islands.
  - Separate cyclists and motor vehicle movements at junctions; cyclists will have their own traffic signals which will operate at different times to those for motor traffic.
  - Extend the eastbound contraflow cycle lane on King Street, to allow cyclists to reach the gyratory from Hammersmith Town Hall without having to follow Studland Street, Glenthorne Road and Beadon Road
  - Make the north end of Bridge Avenue (where it meets King Street) cyclists only with a signal controlled access into Bridge avenue, to link to the existing cycling route south to Hammersmith Bridge
  - Provide a short two-way section of cycle lane on Queen Caroline Street to allow access to Blacks Road and Hammersmith Bridge Road

- Enable cyclists to pass through the island at the junction of Hammersmith Road and Butterwick, and increase the size of the island to accommodate cyclists and pedestrians

5.2 The project has a number of key objectives that support the Hammersmith and Fulham Cycling Strategy 2015 and the Mayor of London’s vision. These are:

- Increase the number of cyclists using the Gyratory.
- Improve cyclist safety and the perception of safety on the gyratory.
- Improve pedestrian safety.
- Improvement in the quality of the Public realm
- Minimise the impact on bus journey times and journey time reliability
- Minimise the impact on general traffic capacity.

5.3 The table below details the high-level outcomes of the Better Junction project and the associated benefits for cyclists.

Outcome	Benefits
A road layout which provides separation between cyclists and general traffic on desirable cycling routes.	Reduction in cyclist collisions. Increased cycling volumes with associated health, public transport and trade benefits.
A road layout which provides pedestrian facilities which can accommodate pedestrian demand and desire lines.	Reduction in pedestrian collisions. Reduction in pedestrian severance across the gyratory.
Any reduction in traffic capacity mitigated as far as possible.	Noise and air pollution minimised. Cycling not impacted by stationary traffic on and around the gyratory.
Any increase in bus journey time or decrease in journey time reliability mitigated as far as possible.	Public transport accessibility to and from Hammersmith Town maintained.
A highway design which fits with emerging requirements of the Hammersmith Gyratory area	Minimised re-work and disruption when the future developments are progressed

## 6. CONSULTATION

6.1 Council officers have been working with TfL on proposed changes to the Gyratory for the last 18 months.

6.2 Initial feasibility designs were created by the borough in 2008 and in association with HFCyclists and passed to TfL, which formed the initial outline designs for the project.



- 6.3 These outline proposals were discussed with various groups such as the Hammersmith BID and indirectly with the Hammersmith and Fulham cycle action group, HFCyclists. TfL have also conducted a number of pre-consultation discussions with stakeholders such as the London Cycling Campaign, and the TfL modes; buses, LV etc.
- 6.4 TfL have proposed to start the public consultation on the 25 January 2016 until the 6 March 2016.
- 6.5 The Consultation Process will consist of a number of different stages, all of which are designed to allow the maximum interaction with the public and businesses. Public consultation is one stage of the delivery programme.
- 6.6 There are a number of stages that the scheme has gone through and will go through before any permanent changes are made;
- Design – Initial designs go through a series of review stages to ensure that the proposed changes are feasible and meet the needs of the project and the residents.
  - Engagement – While plans are being designed Council staff will contact residents, businesses and commuters who will be impacted by the changes to find out how they perceive the area as it currently stand.
  - Public consultation – The plans will be drawn up and sent to residents and businesses in the area to offer the opportunity to ask questions and raise any concerns they may have.
  - Statutory consultation – The final proposed designs incorporating any agreed changes based on the previous stages will then be made available to the borough for residents to provide final feedback.
  - Implementation – The proposed and agreed plans will then be implemented over an agreed timescale.
- 6.7 TfL have prepared three consultation documents which have been reviewed and commented upon by officers. These documents will be used for the main consultation leaflet, the text for the web site in the form of Frequently Asked Questions, and the questionnaire that will be used on-line and as a document.
- 6.9 The results from the full public consultation will be gathered and evaluated by TfL, and a results document produced that will be issued to the Council. This document will be used to prepare the Cabinet decision report for implementation of the scheme, subject to public support.

## **7. Other Hammersmith Projects.**

- 7.1 There are a number of other TfL and Council lead projects underway in Hammersmith town centre. The most public project is the Hammersmith Flyunder which has been taken forward by TfL following the Council feasibility study published in 2014. TfL have submitted a number of projects to the Treasury for consideration including five road tunnels. The next stage is that these projects will be considered by the new National Infrastructure Commission chaired by Lord Adonis.

- 7.2 The Council has set up a Hammersmith Residents Working Group to advise the development of a Supplementary Planning Document (“SPD”). This group of 30 residents met for the first time in December 2015 and it is anticipated that formal consultation on an SPD will be in the Summer of 2016. The SPD will set planning guidance and policy for the town centre and may contain site specific planning briefs for certain sites. Hammersmith town centre is the only regeneration area in the borough that does not have its own planning guidance.
- 7.3 These projects alongside Better Junctions and CS9 are being coordinated by a joint delivery group of senior officers and a political joint programme board chaired by the Leader of the council.

## **8. EQUALITY IMPLICATIONS.**

- 8.1 The Council must in the exercise of its functions (in this case as Highway and Traffic Authorities) have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity and foster good relations, between those who share a relevant protected characteristic and those who do not share it in accordance with section 149 of the Equality Act 2010. The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons disabilities, and encourage people to participate in public life.
- 8.2 The Council must have due regard to the need to tackle prejudice and promote understanding and in the context of the improvement works proposed to the Gyratory (the benefits of which are identified at paragraph 5 above) as groups with the following protected characteristics will benefit from improvements to the Council’s and TfL’s highway network and urban environment through accessibility improvements such as dropped kerbs, de-cluttered and widened footways, as well as improved street lighting; Age, Disability, Pregnancy and Maternity.

## **9. LEGAL IMPLICATIONS**

- 9.1 The Legal implications are broadly set out in the body of this report.
- 9.2 Where further consultation is to be carried out (as indicated in various parts of the report) either on an informal or statutory basis, the Council must follow public law principles in that it must be carried out at a formative stage of the decision making process, last for a reasonable period of time, provide sufficient information to consultees to make an informed representation. All representations received, arising out of this process must be taken into account and be given sufficient weight before any final decision is made.
- 9.2 The Council in it’s capacity as “Traffic Authority” must exercise its functions as far as practicable to secure the expeditious, convenient and safe movement of vehicular traffic (including cyclists and pedestrians) and the provision of suitable and adequate parking facilities.

- 9.3 The Council in its capacity as “Highway Authority” under the Highways Act 1980 (“The 1980 Act”) may, in or by the side of a highway maintainable at public expense, construct a cycle track as part of the highway; and it may light any cycle track constructed by them under this Act. Similarly, section 75 of the 1980 Act allows the Council to undertake works to the Gyratory where a highway maintainable at public expense comprises both a footway or footways and a carriageway, the highway authority may vary the relative widths of the carriageway and of any footway.
- 9.4 The proposed cycle lane which is to operate at any time will require a Traffic Order to be made under section 6 of the 1984 Act to deal with mitigation measures. TfL intends to administer and fund the Traffic Order making for such measures. Any objections the Council receives during the Traffic Order making process should be delegated to the Director of Transport and Highways (or such other authorised officer) in line with the current Traffic Order Making process.
- 9.5 The Council has a General Power of Competence under Part 1 of the Localism Act 2011 to improve the well-being of its area the former power being under section 2 of the Local Government Act 2000.
- 9.6 The Council will have regard to its rights and responsibilities under the Human Rights Act 1998 (incorporating the European Convention on Human Rights) when considering the proposed junction works under TfL’s better junction scheme.
- 9.3 Implications completed by Horatio Chance, Licensing and Highways Solicitor, Telephone: 020 8753 1863;

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

- 10.1 This report seeks approval to continue with the work that Council officers are doing in collaboration with TFL to assist TFL in their plans for a public consultation.
- 10.2 TFL have agreed to reimburse the Council for officer time carried out on this project to be funded from the TFL Better Junctions and Cycling Quietways programmes. There are therefore no financial implications for the Council.
- 10.3 It is anticipated that the Council will be involved in any capital project that TFL carry out following the consultation but that will be the subject of a future report and the financial implications of that do not need to be considered in this report except to say that it would be fully funded by TFL.
- 10.4 Implications completed/verified by: Gary Hannaway, Head of Finance, Ex. 6071

## **11. IMPLICATIONS FOR BUSINESS**

- 11.1 Businesses will benefit from the borough meeting its transport objectives and targets which include providing an efficient transport network.
- 11.2 We will work with the BID to understand the implications of any mitigated factors in the construction process.
- 11.3 A safer and efficient transport network will allow both staff and customers to access businesses on the gyratory and adjoining roads and streets.
- 11.4 Improvements to the urban realm around the northern gyratory will increase the desirability of the area for new customers and businesses.
- 11.5 Implications completed by; Richard Duffill. Borough Cycling officer. Tel. 0207 531749.

## **12. RISK MANAGEMENT**

- 12.1 The Better Junction project contributes positively to the management of customer/citizen risk, benefits are addressed within the main body of the report. The service maintains a register of risks that are reviewed periodically by the management team. Where risks are or may become significant then they may be escalated onto the Council's Shared Services risk register. Improvements from the project may result in a safer environment for road users. There are no other strategically significant risks associated with the co-branding proposal.

Risk Management implications verified by Michael Sloniowski, Shared Services Risk Manager telephone 020 8753 2587

## **13. PROCUREMENT IMPLICATIONS**

- 13.1 There are no procurement related issues associated with the recommendations contained in the report.
- 13.2. Implications completed/verified by: Alan Parry, Interim Head of Procurement (Job-share). Telephone – 020 8753 2581

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

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