

Cabinet

Agenda

MONDAY
4 DECEMBER 2017
7.00 pm

COURTYARD ROOM
HAMMERSMITH
TOWN HALL
KING STREET
LONDON W6 9JU

Membership

Councillor Stephen Cowan, Leader of the Council
Councillor Sue Fennimore, Deputy Leader
Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care
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 Sue Macmillan, Cabinet Member for Children and Education
Councillor Max Schmid, Cabinet Member for Finance

Amended version
published on
27 November 2017

If you require further information relating to this agenda please contact: Katia Richardson, Committee Coordinator, tel: 020 8753 2368 or email: katia.richardson@lbhf.gov.uk

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

PUBLIC NOTICE

The Cabinet hereby gives notice of its intention to hold part of this meeting in private to consider items (16 to 17) 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 **5-12** 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 29 November 2017.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 6 November 2017**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 11 December 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 11 December**.

Cabinet Agenda

4 December 2017

<u>Item</u>	<u>Pages</u>
1. MINUTES OF THE CABINET MEETING HELD ON 6 NOVEMBER 2017	1 - 3
2. APOLOGIES FOR ABSENCE	
3. DECLARATION OF INTERESTS	
<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.</p>	
4. "NOTHING ABOUT DISABLED PEOPLE WITHOUT DISABLED PEOPLE": REPORT OF THE DISABLED PEOPLE'S COMMISSION Amended version published on 27 November 2017.	4 - 45
5. TREASURY MID-YEAR REVIEW REPORT 2017/18	46 - 55
6. CORPORATE REVENUE MONITOR 2017/18 MONTH 5 - 31ST AUGUST 2017	56 - 94

7.	SUBSCRIPTIONS/AFFILIATIONS FOR EXTERNAL ORGANISATIONS 2018/19	95 - 100
8.	IT TRANSITION PHASE 4 ASSURING SERVICE CONTINUITY – DESKTOP SUPPORT PROCUREMENT OPTIONS	101 - 107
9.	SANDS END COMMUNITY TRUST	108 - 115
10.	ACQUISITION OF FREEHOLD AND LEASEHOLD PROPERTIES IN THE WEST KENSINGTON AND GIBBS GREEN ESTATES	116 - 123
11.	PROTECTING THE BOROUGH'S PARKS AND OPEN SPACES	124 - 143
12.	PROPOSAL FOR THE FINANCIAL LEVEL OF NEW RUBBISH DUMPING FIXED PENALTY NOTICES	144 - 148
13.	IMPROVING TRANSITIONS - TASK GROUP REPORT	149 - 174
14.	FORWARD PLAN OF KEY DECISIONS	175 - 195
15.	EXCLUSION OF PRESS AND PUBLIC	

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

16.	IT TRANSITION PHASE 4 ASSURING SERVICE CONTINUITY – DESKTOP SUPPORT PROCUREMENT OPTIONS: EXEMPT ASPECTS (E)	
17.	SANDS END COMMUNITY TRUST: EXEMPT ASPECTS (E)	

London Borough of Hammersmith & Fulham

Cabinet Minutes



Monday 6 November 2017

PRESENT

Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care
Councillor Stephen Cowan, Leader of the Council
Councillor Sue Fennimore, Deputy Leader
Councillor Wesley Harcourt, Cabinet Member for Environment, Transport & Residents Services
Councillor Lisa Homan, Cabinet Member for Housing
Councillor Sue Macmillan, Cabinet Member for Children and Education
Councillor Max Schmid, Cabinet Member for Finance

ALSO PRESENT

Councillor Andrew Brown
Councillor Joe Carlebach
Councillor Lucy Ivimy
Councillor Harry Phibbs

56. MINUTES OF THE CABINET MEETING HELD ON 9 OCTOBER 2017

That the minutes of the meeting of the Cabinet held on 9 October 2017 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

57. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Andrew Jones.

58. DECLARATION OF INTERESTS

There were no declarations of interest.

59. PROPOSED LOCAL DISCRETIONARY BUSINESS RATE RELIEF SCHEME 2017/18

RESOLVED:

In reply to a question from Councillor Ivimy, Councillor Schmid stated that larger businesses (such as franchises and chains) would be excluded from discretionary relief. Only smaller local businesses would benefit from this scheme and this would enable them to continue to contribute to the local economy.

Councillor Phibbs stated that RBKC was already operating this scheme and asked the reason for the delay in implementing it at H&F. Councillor Schmid replied that the decision-making process in H&F required all decisions above £100,000 to be approved by Cabinet. At RBKC the threshold for delegated decisions was higher so the decision could be implemented quicker.

RESOLVED:

To approve the draft Local Discretionary Business Rate Relief Scheme to provide support, by way of the Government Grant, to certain ratepayers who face an increase in their Business Rates bills for the financial year 2017/18 for consultation with the GLA.

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.

60. COMMERCIAL MANAGEMENT INITIATIVE

RESOLVED:

Councillor Phibbs asked how could the Council negotiate with its own company, LBHF Ventures Limited, if it failed to achieve the savings projected. Councillor Schmid replied that the Council had confidence that the savings could be delivered as they had already identified the large contracts where the savings would be made.

RESOLVED:

1. To agree to invest up to £1m in order to achieve the savings identified, with £0.45m funded from the Invest to Save Fund and £0.55m from the Housing Revenue Account.
2. That the work to achieve the savings be awarded to the Council's own company, LBHF Ventures Limited.

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.

61. FORWARD PLAN OF KEY DECISIONS


The Key Decision List was noted.

Meeting started: 7.00 pm

Meeting ended: 7.20 pm

Chair

Agenda Item 4

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>4 DECEMBER 2017</p>	
<p>“NOTHING ABOUT DISABLED PEOPLE WITHOUT DISABLED PEOPLE”: REPORT OF THE DISABLED PEOPLE’S COMMISSION</p>	
<p>Report of the Deputy Leader, Councillor Sue Fennimore, and the Cabinet Member for Health and Adult Social Care, Councillor Ben Coleman</p>	
<p>Open Report</p>	
<p>Classification: For decision Key Decision: No</p>	
<p>Consultation: The Disabled People’s Commission has consulted with Directors and other officers from across service departments and with other Disabled people resident in Hammersmith & Fulham throughout the process of developing and drafting this report. The report has also been discussed at the Health, Adult Social Care and Social Inclusion PAC</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Sarah Thomas, Director of Delivery and Value</p>	
<p>Report Author: Peter Smith, Head of Policy & Strategy</p>	<p>Contact Details: Tel: 020 8753 2206 peter.smith@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The Disabled People’s Commission was launched in September 2016. It brought together ten Disabled residents, with a wide range of experiences and expertise, and was chaired by Tara Flood. The work of the Commission has focussed on the development of a co-production strategy to deliver local support and services together with local Disabled people.
- 1.2. Over the course of the past year, the Commission has conducted a survey of local Disabled residents and hosted public engagement events to listen to the experiences of other Disabled people across the borough. It has also begun to pilot co-production exercises, such as the development of a Housing Strategy for Disabled People.

- 1.3. This final report of the Commission (attached as Appendix 1) sets out the key findings and recommendations arising from its work over the past year. On 13 November, the report was presented to the Health, Adult Social Care and Social Inclusion PAC, which endorsed it and referred it to Cabinet.
- 1.4. The key findings from the Commission's work in Hammersmith & Fulham are that:
 - Local Disabled residents face numerous barriers on a day-to-day basis which are not faced by non-Disabled people, and they often experience more than one form of discrimination
 - Disabled people are virtually invisible in positions in society where key decisions are made that have an impact on their lives
 - Local Disabled residents say there are low levels of shared decision-making across the borough
 - Disabled residents would like to change their current ability to make decisions
 - Council staff would like to work better with Disabled residents
 - In a survey, over half of Councillor respondents said there was "room for improvement" in the way the Council develops policy in a way everyone understands.

2. RECOMMENDATIONS

- 2.1. The DPC has engaged with council officers from across service areas to help inform and shape its recommendations and its meetings have been attended by the Deputy Leader and Cabinet Member for Health and Adult Social Care.
- 2.2. Cabinet is asked to consider and discuss the DPC's recommendations as below and agree these in advance of the development of an implementation plan.
- 2.3. The DPC's recommendations are as below.
 - (a) The Council implements a human rights approach to its policy and service development, using the UN Convention on the Rights of Persons with Disabilities as the framework for change.
 - (b) The Council adopts and implements a policy which commits it to working in co-production with Disabled residents.
 - (c) The Council develops and implements an accessible communication strategy that promotes the development of co-production across the borough.
 - (d) The Council, with a Co-production Hub, develops a co-production support strategy and resources the implementation of this to skill up and build the capacity of Disabled residents, local Disabled people's

organisations, staff and councillors to participate in the co-production of policy and service development.

- (e) The Council co-produces a quality assurance and social and economic value framework which defines the values, behaviours and characteristics of all service providers and organisations funded or commissioned by the Council.
- (f) The Council analyses existing financial expenditure and resources for all co-production, engagement and consultation activities with Disabled residents with a view to reconfiguring this to develop a co-production budget.
- (g) Recognising their unique role, values, and authentic voice, the Council works with Hammersmith & Fulham's Disabled people's organisations and their networks to identify and agree a long-term funding strategy which will ensure that local Disabled residents' rights are upheld, inclusion and equality advanced, and Disabled residents can lead on co-production.
- (h) The Council monitors and evaluates the implementation of the recommendations and associated co-production work to evidence the impact and share learning within and beyond Hammersmith and Fulham.
- (i) The Council gives early consideration to co-production of specific policy areas, notably independent living, Disabled people's housing, transition to adulthood and the town hall redevelopment

3. REASONS FOR DECISION

3.1. The Commission's recommendations are in line with the administration's commitment to social inclusion and its determination to do things together with residents. They support the following specific commitments in the administration's election manifesto:

- (a) Work with the third sector and users' groups to make sure that the council improves all aspects of how it works to tackle social exclusion, with a more focused and joined-up approach.
- (b) Open up council decision-making and policy-making and involve residents more in decisions that affect them.
- (c) Ensure staff are trained to listen and understand residents and are focussed on delivering customer satisfaction to all residents no matter what their circumstances or disability.
- (d) Consult with users and other stakeholders to put in place the most modern, appropriate supported housing for disabled people.

- (e) Ensure that services are designed to meet the additional needs of disabled children and their families.
- (f) Require adult and children's services to work together on transition planning for disabled children.

3.2. The recommendations are put forward by the Disabled People's Commission (DPC), not by council officers. However, officers have been involved in the Commission's discussions and support the proposals to develop a co-production strategy.

4. CONSULTATION

4.1. The DPC has been engaged in consultation with other Disabled people, Disabled people's organisations, councillors and council staff throughout the year as it has gathered evidence to inform this final report.

4.2. The DPC is the sixth resident-led commission to report to Cabinet on its findings and recommendations. Since 2015, the Council has received reports from commissions on Airport Expansion, Council Housing, Air Quality Commission, Business and Poverty and Worklessness. Two further commissions on Biodiversity and Rough Sleeping are at the final report stage of their work, and an Older People's Commission has just begun its work.

These commissions demonstrate the Council's commitment to working with residents to get things done. They are an example of how the Council is engaged with residents in the co-production of council policies.

5. EQUALITY IMPLICATIONS

5.1. The DPC's report presents recommendations with the aim of improving support and services for Disabled people and giving Disabled people greater involvement in the production of services and policies. The implementation of these recommendations will have positive implications for the equality of Disabled people in the borough.

6. LEGAL IMPLICATIONS

6.1. The report makes recommendations about the Council's approach to agreeing policies and strategies with local Disabled people in relation to the delivery of local support and services to this group. New arrangements will have to take account of any relevant legislation and statutory guidance.

6.2. *Implications verified/completed by: Hazel Best, Principal Solicitor, tel. 020 7641 2955*

7. FINANCIAL IMPLICATIONS

- 7.1. If the Council decides to adopt the Commission's recommendations, then any financial implications will need to be evaluated and considered as part of the Council's financial planning process.
- 7.2. *Implications completed by: Andrew Lord, Head of Strategic Planning and Monitoring, tel. 020 8753 2531.*

8. IMPLICATIONS FOR BUSINESS

- 8.1. Skills development, employability and employment opportunities for Disabled people are clear barriers and consideration should be given to developing sustainable solutions. The Economic Development Team, especially Adult and Community Learning and Work Matters, should be engaged in this process.
- 8.2. Key employers in the borough (including the Council) should take a leading role in identifying, developing and promoting good practice in making workplaces and careers accessible to Disabled people in a consistent and positive way.
- 8.3. *Implications completed by: Albena Karameros, Economic Development Team, tel. 020 7938 8583.*

9. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

None.

LIST OF APPENDICES

Appendix 1: Report of the Disabled People's Commission – *Nothing About Disabled People Without Disabled People: Working Together to Transform Public Services in Hammersmith & Fulham.*

Nothing About Disabled People Without Disabled People

Working Together To Transform Public
Services In Hammersmith & Fulham.

Key Findings

Many say
quality of life
has
gone
down



Some feel they
can't influence
local decisions



Councillors &
staff want to
work
better
with
disabled
residents



Recommendations

Take a
human rights
approach



Commit to
coproduction
(working together)



Skill up
to
work
better
together



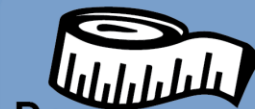
Develop a
communication
strategy for
Co-production

Strengthen
Disabled
Peoples
Organisations (DPOs)



Make
services
deliver
what disabled
residents want

Develop a
budget



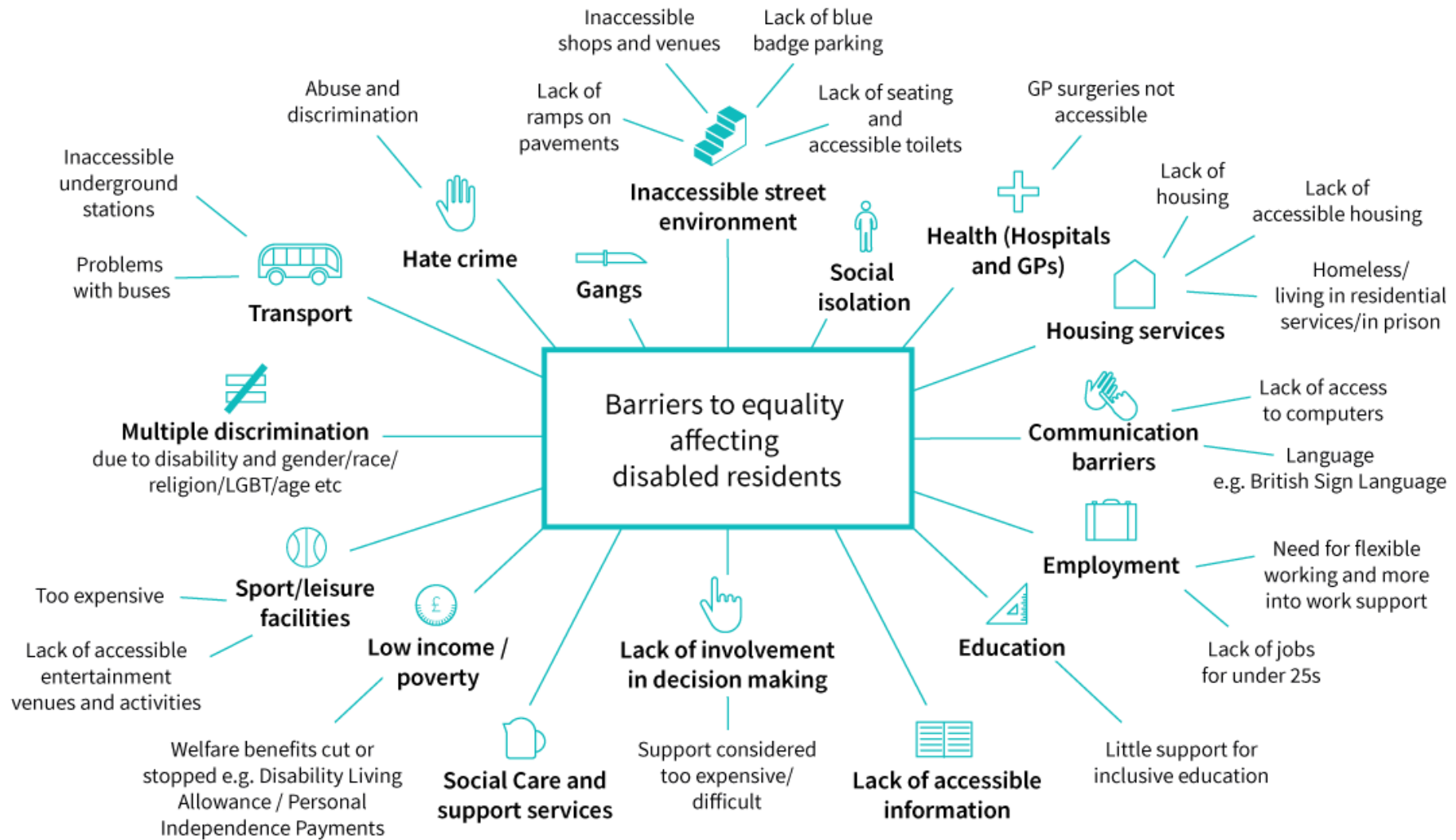
Do
independent
monitoring

Report by the Disabled People's Commission
Hammersmith and Fulham, November 2017.

Contents

1. Barriers to equality for Disabled residents.....	3
2. Chair’s Summary.....	4
3. What needs to happen – Recommendations.....	6
4. Message from Councillor Stephen Cowan, Leader of the London Borough of Hammersmith and Fulham Council.....	8
5. Disabled People’s Commission – who we are and how we got started	
a. Who are the Commissioners.....	9
b. Our approach to the work.....	12
6. Key findings.....	14
7. Disabled people’s lives now, Disabled people’s participation in decision making.....	16
8. Disabled people’s organisations (DPOs) as a response to the invisibility of Disabled people in decision making.....	17
9. Co-production	
9.1 Why is co-production (working together) the solution?.....	18
9.2 What co-production is not.....	18
9.3 What do other organisations say co-production is?.....	19
9.4 Barriers to Disabled people taking part in co-production.....	22
9.5 Co-production – recognising residents for their time and experience	22
9.6 Making the economic case for co-production.....	23
9.7 Co-production (working together) in Hammersmith and Fulham.....	24
9.8 Working together – real examples of change for Disabled residents in Hammersmith and Fulham.....	25
9.9 Co-production (working together) – first steps.....	26
10 Conclusion.....	27
11. Appendices	
• Recommendations and measures of success.....	29
• What does success look like? Nothing About Disabled People Without Disabled People.....	34
• Thank you / acknowledgements.....	37

A snapshot of the barriers reported by disabled residents in Hammersmith & Fulham to the Commission. Barriers were reported through a disabled residents survey and public events in 2017.



2. Chair's summary

Tara Flood, Chair of the Disabled People's Commission

Discrimination and exclusion of Disabled people is not an inevitable fact. The barriers we experience are created by society.

We use the term Disabled people in this report to include ALL Disabled people with physical, cognitive, and sensory barriers, people with learning difficulties; Deaf people, deafened, hard of hearing people, mental health system users, and survivors, neuro-diverse people such as those with Dyspraxia, Attention Deficit Disorder (ADHD), Asperger Syndrome and Dyslexia, people with long term health conditions and people who self-identify. We mean Disabled people of all ages that experience barriers including Disabled children & young people with Special Educational Needs labels.

It is now unacceptable for other minority groups to be represented by others, for example a women's organisation run by men. However, we continue to be routinely represented by non-Disabled people and by organisations not led by disabled people.

We are also aware that as Disabled people we might be discriminated against for more than one reason. So, as a Disabled person, a black Disabled person might also be discriminated against because of the colour of their skin. Our approach to bringing about change recognises our common but also our different experiences of discrimination.

In many respects, this has been an easy report to write because it recommends what Disabled people have been calling for over many years – that we must be partners in the re-organisation of society and particularly decision making in everything that affects our lives. In the words of the international Disabled People's Movement – Nothing About Disabled People Without Disabled People!

For many Disabled people life remains, or is increasingly becoming, a complex experience of segregation from our non-Disabled peers. We experience limited life choices and opportunities, unmet personal and social care needs, isolation, unemployment, unsuitable housing, persistent poverty, abuse, and violence.

I agreed to chair the Disabled People's Commission on the understanding that removing our barriers locally was the priority. In the long term, we would hope to influence wider policy makers both regionally and nationally.

The Commission is made up of 10 Disabled residents of Hammersmith and Fulham. Disabled residents told us about the many different types of barriers that we still face. As a Commission, we decided the best approach would be to change the way we are involved in decision making.

We have taken a Social Model of Disabilityⁱ approach to our work. We have also referred to the UN Convention on the Rights of Persons with Disabilities (UNCRPD)ⁱⁱ and the Public Sector Equality Dutyⁱⁱⁱ (PSED) (Equality Act 2010).

The Commission's recommendations are all about change to improve Disabled people's lives. We recognise that neither we, nor Hammersmith & Fulham Council can change everything that we would like, in particular, the central government policy decisions which currently affect us so drastically.

Therefore, our recommendations have focused on embedding 'co-production' (working together) as the vital ingredient required to deliver all the changes we suggest. Our intention is that all Disabled people are involved in decision making, including those furthest away from decision making, such as Disabled children, young people, and adults in institutions or those living in out of borough placements.

We recognise that Co-production can be a difficult word so this report sets out what we mean by co-production, how it will be designed by local Disabled people and the change that can be achieved when organisations, such as the Council, Health (Clinical Commissioning Group) co-produce ideas, policies, and services with Disabled people.

We have created a working definition of co-production:

“Co-production (working together) means local Disabled residents are working together with decision makers to actively identify, design, and evaluate policy decisions and service delivery that affect our lives and remove the barriers we face”.

The recommendations will all need to be implemented across all Council departments, as well as, community and other public-sector partners, to include all Disabled residents of all ages if we are to secure real and lasting change.

3. What needs to happen now - Recommendations

The Commission welcomes the clear commitment by the Leader of the Council to tackling inequality and discrimination. The Commission's recommendations build on the Council's good start in delivering on that commitment.

The Commission is aware that these recommendations focus on Disabled residents and Hammersmith & Fulham Council. However, if the recommendations are co-produced as we hope, they will affect how Disabled residents and many other organisations in the borough work together.

Creating a co-production culture

Recommendation 1: The Council to implement a human rights approach to its policy and service development, using the UN Convention on the Rights of Persons with Disabilities (UNCRPD) as the framework for change.

Recommendation 2: The Council adopts and implements a policy which commits the Council to working in co-production with Disabled residents.

Recommendation 3: The Council develops and implements an accessible communication strategy that promotes the development of Co-production across the Borough.

Training and development

Recommendation 4: The Council with the Co-production Hub develop a co-production support strategy and resource its implementation to skill up and build the capacity of Disabled residents, local Disabled people's organisations (DPOs), staff and Councillors to participate in the co-production of policy and service development.

Service design and commissioning

Recommendation 5: The Council to co-produce a quality assurance and social and economic value framework, which will define the values, behaviours and characteristics of all service providers and organisations funded or commissioned by the Council.

Resourcing Co-production

Recommendation 6: The Council analyses existing financial expenditure and resources on all co-production, engagement, and consultation activities with Disabled residents to identify current expenditure and then reconfigure to develop a co-production budget.

Review support and funding of Disabled People's Organisations (DPOs)

Recommendation 7: Recognising the unique role, values, and authentic voice of Hammersmith & Fulham's Disabled peoples organisations (DPOs) and their network, the Council works with them to identify and agree a long-term funding strategy, which will ensure that local Disabled residents' rights are upheld, inclusion and equality advanced and that Disabled residents can lead on co-production.

Independent Monitoring and evaluation

Recommendation 8: Carry out monitoring and evaluation of the implementation of the recommendations and associated co-production work to evidence the impact and share learning within and beyond Hammersmith and Fulham.

4. Message from Councillor Stephen Cowan

Leader of the Council for the London borough of Hammersmith and Fulham

Some years ago, when I was the borough's leader of the opposition, a resident kindly set out to educate me about the challenges she faces as a Disabled person and the difficulties Disabled people have in affecting change to national and local policies that have huge impacts on their lives.

I had understood disability to be an issue of discrimination and rights but those insights, and those of other Disabled people, gave me a more profound understanding of the need for Disabled people to take the lead in developing services and making us an inclusive society.

In 2014, after I became the Leader of Hammersmith & Fulham Council, we abolished home care charges, and were the only borough in the country to do so. We guaranteed funding for Independent Living Fund when it looked like the government might remove it and enjoyed a close working relationship with local Disabled people's organisations.

But we aspire to be the most inclusive borough and asked Tara Flood to chair a new independent Disabled Peoples' Commission to chart how we achieve our goals. I am therefore deeply grateful to Tara and all who worked so hard on the Disabled People's Commission. This work will make a major difference.

5. Disabled People's Commission – who we are and how we got started

On International Day of Disabled People in December 2015, representatives of Hammersmith & Fulham Council made a commitment to working closely with Disabled residents to make decisions about our support and services. As a result, we took the opportunity to have, we believe, the first local Disabled People's Commission in the country.

The purpose of the Commission was to "set in place a new way of doing things that sees Disabled residents, Councillors and officers and other organisations in the borough working together to build a culture that values and respects and advances the rights of Disabled people living in Hammersmith & Fulham where "Nothing About Disabled People Without Disabled People" is at the heart of this unique and diverse borough".^{iv}

5.1 Who are the commissioners?

All ten DPC commissioners self-identify as Disabled people who experience a wide range of barriers in their daily lives and live in Hammersmith and Fulham. The Disabled People's Commission (the Commission) was set up to run from September 2016 with a plan to publish our findings and recommendations in the spring of 2018.

Below are photos of the ten commissioners and on the facing page are quotes from each commissioner about the barriers they experience.



Tara Flood



Ali Buhdeima



Victoria Brignall



Jane Wilmot



Patrica Quigley



David Issac

**Hammersmith
and
Fulham
Disabled
People's
Commission

The Commissioners**



Ramona Williams



Kate Betteridge



Martin Doyle



Mike Gannon

Barriers experienced by the Commissioners

"In the street non disabled people are not comfortable communicating with me".

"So difficult to get a sign language interpreter I often have to bring my brother".

" I am unable to use most public disabled toilets because they lack the space I need or do not have a hoist installed."

"People judge me because of the way I walk. They assume I am drunk because of my physical impairment."

"The Blue Badge bay outside my house isn't dedicated to me and I find I regularly have nowhere to park in our street due to the increase in cars, the pain and stress this incurs is hard to describe."

"I think one of the main barriers for me is, communication, and for me, that can come in all sorts of formats, lack of information, me being misinformed, basically people not listening or asking the correct questions."

"I tend to be patronised by people, I'm often talked down to because people make assumptions about my height and my ability to have an adult conversation."

"Small print, theatres, cinemas, TV or YouTube services without audio description or subtitles/captions."

"....the number of Underground stations that still do not have lifts, e.g. Parsons Green, Goldhawk Road, Putney Bridge, Ravenscourt Park etc. ... difficult to get information from Transport for London (TfL) on planned improvements in this area. ..."

"Council housing tried to place me in unknown areas, being blind means placing me in an unknown area will render me housebound".

Report by the Disabled People's Commission
Hammersmith and Fulham.

5.2 Our approach to the work

The commission's work was in four stages:

Timing	Action
Stage 1: A review of relevant information	We looked at research and examples of co-production (working together)
Stage 2: Hearing from local Disabled residents and other people	The Commission ran three separate surveys to get a snapshot of what people thought: A Disabled resident's survey (see barriers p3) and surveys for elected Councillors and Council Staff.
Stage 3: public events and evidence sessions.	We held eleven meetings where we invited speakers to tell us about their experiences of decision making and co-production to understand what happens now in reality. We held three public events, including one for younger Disabled people.
Stage 4: The final report	The report sets out our findings and recommendations for change and it was accepted by the Council's Cabinet meeting in December 2017.

The Commission decided that the work would have a "Nothing About Disabled People Without Disabled People" approach to developing policy and services to try and ensure we are involved from the beginning at the ideas stage to bring about real change that will remove as many barriers as possible that prevent local Disabled residents in Hammersmith and Fulham from living as equal citizens.

The commission has taken a 'Social Model of Disability' approach to its work with a commitment to inclusivity and accessibility and has been guided in its work by the U.N. Convention on the Rights of Persons with Disabilities (UNCRPD)^v.

The United Nations Convention on the Rights of Persons with Disabilities, (UNCRPD) ratified by the UK Government in 2009, places a duty on the Government to promote the rights and equality of Disabled people. That duty

is also relevant to leaders of local authorities who have responsibility for governance and strategy at a local level, and should be using the UNCRPD as a framework for addressing the issues faced by Disabled people in their local area. The UNCRPD requires Governments (including local government) to:

'(m) Recognize the valued existing and potential contributions made by persons with disabilities to the overall well-being and diversity of their communities...^{vi}

The Convention enshrines in international law that Disabled people have human and civil rights and must be in the leadership of any activities that promote our equality as human beings and citizens.

Disabled people developed the Social Model of Disability to identify and act against Disabled people's oppression and exclusion. It was developed as a direct challenge to the models of disability that viewed disability as an individual, medical problem that needed to be prevented, cured, or contained; and/or as a charitable issue that viewed Disabled people as unfortunates who needed to be pitied and catered for by segregated, charitable services.

"The Social Model frames disability as something that is socially constructed. Disability is created by physical, organisational, and attitudinal barriers and these can be changed and eliminated. This gives us a dynamic and positive model that tells us what the barrier is and how to fix it. It takes us away from the position of "blaming" the individual for their shortcoming. Therefore, the only logical position to take is to plan and organise society in a way that includes, rather than excludes, Disabled people." Barbara Lisicki, 2013

We have also considered the Public Sector Equality Duty^{vii} (PSED) (part of the Equality Act 2010) that flows through all decision-making. The PSED says that Councils and Health Authorities must when providing support and services aim to;

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Equality Act.
- Advance equality of opportunity between people who share a relevant protected characteristic i.e. Disabled person and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

6. Key findings

The findings mostly come from our surveys of residents, Council staff, local Councillors, and our public events, which give a snapshot of the current situation.

What Disabled residents told us about their lives now

Finding: Local Disabled residents face numerous barriers on a day to day basis not faced by non-Disabled people and are often experiencing more than one form of discrimination. (Please see 'Barriers to equality affecting Disabled residents' map on page 3).

- 60% of respondents to our local Disabled residents' survey said that their quality of life has gone down/ or gone down a lot in the last 12 months

“...as a Disabled person, I am feeling less equal than I used to feel and certainly less valued by society generally.”
(Disabled resident)

Experiences of being involved in decision making

Finding: Disabled people are virtually invisible in positions in society where key decisions are made that impact on our lives

Finding: Local Disabled residents say there are low levels of shared decision making across the Borough.

- 46% thought that currently they cannot influence decisions in their local area' and a further 22% don't know

“I feel left out of all the decisions which have affected my life. I'm never informed about any changes and it makes my life much more difficult.”
(Disabled resident).

“Any engagement is asked for at the last minute and is reliant on the goodwill of DPOs. Therefore, contributions are rarely of the highest quality as they are rushed and made by organisations that don't have time or funds to engage our members properly”.
(Disabled People's Organisation).

Finding: Disabled residents would like to change our current ability to make decisions.

- 86% would like to be more involved in the decisions that affect them as a Disabled resident in their local area.

Finding: Council staff would like to work better with Disabled residents

- 94% of Council staff survey respondents wanted to involve local Disabled residents who get support and/or use council services in the council's work.

Finding: Over half of Councillors survey respondents said there was, 'room for improvement', in the way the Council develops policy in a way everyone understands.

What does this mean and what needs to happen next?

Finding: Because of our lived experience local Disabled residents and Disabled people's organisations (DPOs) are the best people to identify how to remove the barriers that exclude us.

"Disabled people should be leading decision making not following"
(Disabled resident).

- 100% of councillors who responded to survey agree that they would like to have specific objectives for improving how they work together with Disabled residents across the council's work.

Finding: To tackle removing Disabled people's barriers experienced in day to day living we need a resourced, systematic response which we don't currently have.

"Co-production needs to be done across the board and as scary as it sounds; it needs to be done in a big way." (Disabled resident).

7. Disabled people's lives now

Disabled people's participation in decision making

“Nobody has ever asked me about who I am or what I need.” (Disabled resident)

In the U.K. twenty-one per cent (13.3 million) of people reported having an impairment in 2015/16, an increase from 19 per cent (11.9 million) in 2013/14. Most of the change over the two years came from an increase in working-age adults identifying a need. (16 to 18 per cent).^{viii}

In the 2011 Census, 12.6%^{ix} of Hammersmith & Fulham residents reported to have a long-term health issue or an impairment that limits their day to day activities (14.7% in 2001); this is lower compared to both London (14.1%) and England & Wales average (17.9%). 12.6% from the Census data = 22,998 from the total borough population at that time, which was recorded as 182,500.^x

However, despite Disabled people being a significant part of the population, we are generally excluded when it comes to being in positions in society to initiate, lead and implement the policy decisions that affect our lives. We are often just 'consulted' 'involved' 'informed' about decisions and mostly not at all.

If, for example, the numbers of Disabled Members of Parliament (MPs) reflected the proportion of Disabled people in the UK's there would be about 136 Disabled MPs, but following the election in June 2017 there appears to be only six MPs who self-identify as Disabled people.^{xi}

There is also strong evidence nationally that supports our local findings in relation to barriers that shows Disabled people are experiencing increasing levels of inequality, poverty, exclusion, prejudice, and discrimination. Life is getting a lot worse, not better, for the nearly 13 million Disabled people living in the UK^{xii} including the 1.2 million Disabled people living in London.^{xiii}

Nationally:

Though less than 20% of the population are Disabled people, or families with a Disabled member, Disabled people now make up half of all

people in poverty.

- 30% of households with at least one Disabled member were in “absolute poverty” in 2013-14, a rise from 27% in 2012-13.
- Disabled adults are twice as likely as non-Disabled adults to live in persistent poverty, defined as spending three or more years in any four-year period in poverty.
- Income, after housing costs, of Disabled Londoners fell by 29% between 2007/8 and 2013/13. This is double the drop for non-Disabled Londoners

8. Disabled people’s organisations (DPOs) as a response to the invisibility of Disabled people in decision making...

As the Commission has seen, despite the barriers and discrimination, there is not a lack of interest from Disabled residents and local Disabled People’s Organisations (DPOs) to inform us and to work on solutions.

Disabled People’s Organisations have led the way in shifting society’s understanding of disability (and Disabled people) from a medical or charitable model to a social model of disability and human rights understanding.

DPOs have also led the way in developing and delivering a range of practical support services that have improved the lives of generations of Disabled people such as self-directed support and personal budgets, the Independent Living Fund^{xiv} as well helping to get key legislation passed including the Direct Payments Act 1996^{xv}, the Disability Discrimination Act 1995^{xvi} and the UN Convention (UNCRPD).^{xvii}

If it is accepted that local Disabled residents are the best place to start to develop co-production then DPOs have an important role. The support for DPOs should mean a more co-ordinated approach to addressing the rising levels of exclusion, discrimination and inequality faced by Disabled people; strengthening and sustaining DPOs to deliver a range of work, most importantly to develop the capacity for co-production in decision making and policy development.

9. Co-production

9.1 Why is co-production (working together) the solution?

Our main priority as a Commission was to find a way to tackle the barriers experienced by local Disabled people in a strategic way that everyone could understand and be involved in.

The Commission has listened to many Disabled and non-Disabled people telling us about ‘co-production’ over the past year and we have looked at lots of information and examples of co-production. Also, we have heard a wide range of people who often say ‘we don’t understand what you are talking about. What do you mean co-production?’

“Co-production is a difficult word for us. If it means doing and making things together it is right that we should be involved. We know what the best things to help us are” (A group of people with learning difficulties participating in a co-produced project).

Our working definition of co-production is:

“Co-production means local Disabled residents are working together with decision makers; to actively identify, design, and evaluate policy decisions and service delivery that affect our lives and remove the barriers we face”.

9.2 What co-production is not....

There is often a lack of understanding around the meaning of co-production and that different communities and organisations are at different stages of working together. Disabled people are rarely enabled to be involved at the beginning of important policy work that affects us, or as the initiators of ideas for policy change resulting in policy having limited impact on Disabled residents’ lives.

Several people told the Commission that what was often described now as ‘co-production’ ‘was the same old nonsense as before’.

A Disabled People’s Organisation told the Commission:

“.... lots of people talk about co-production, some people think it is just about involving Disabled people at some point or just to launch the new policy or service”.

“Quite often, we are asked to tick a box consultation, someone will come over to you and ask you what you need and how best they can help you, they will then go away and totally ignore all of that and do what they planned to do in the first place.” (Disabled resident)

One Hammersmith & Fulham Council staff member told us:

“I think for me in my department, you can talk about engagement, involvement and consultation, and then if any organisation goes and does what it wants to do anyway then that has been a wasted effort”.

So, co-production is not just a tick box approach to involving people, taking a couple of people from each ‘relevant equalities strand’ or a “hard to reach” community^{xviii} and bringing them all together in a room to talk about a policy or service and then feeling pleased that that part of the process has been completed. It is not enough.

9.3 What do other organisations say about co-production?

There are varying definitions of co-production and explanations of citizen participation, which have been produced by national organisations. Think Local Act Personal's (TLAP) Ladder of Participation,^{xix} which is based on Arnstein’s Ladder of Citizen Participation (1969), is used to show a ‘series of steps towards co-production’.^{xx}

The ladder of participation shows co-production working as part of a continuum: as you go up the ladder, moving away from coercion at the bottom, power is shared more equally between citizens and decision makers as you get closer to co-production. (Please see the ladder on the next page).

CO-PRODUCTION:
It's a long-term relationship!



Co-production

Co-production is an equal relationship between people who use services and the people responsible for services. They work together, from design to delivery, sharing strategic decision-making about policies as well as decisions about the best way to deliver services.



Co-design

People who use services are involved in designing services, based on their experiences and ideas. They have genuine influence but have not been involved in 'seeing it through'.



Engagement

Compared to the consultation step below, people who use services are given more opportunities to express their views and may be able to influence some decisions, but this depends on what the people responsible for services will allow.



Consultation

People who use services may be asked to fill in surveys or attend meetings; however this step may be considered tokenistic if they do not have the power to influence or affect change.



Informing

The people responsible for services inform people about the services and explain how they work. This may include telling people what decisions have been made and why.



Educating

The people who use services are helped to understand the service design and delivery so that they gain relevant knowledge about it. That is all that is done at this stage.

Coercion

This is the bottom rung of the ladder. People who use services attend an event about services as passive recipients. Their views are not considered important and are not taken into account.

Co-production is not our idea, the following definition of co-production was developed by NEF (New Economics Foundation) and Nesta (National Endowment for Science, Technology, and the Arts), which are organisations that have been working together to understand ideas about co-production and how it can work for public services:

‘Co-production means delivering public services in an equal and reciprocal relationship between professionals, people using services, their families and their neighbours. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change.’^{xxi}

West London Collaborative is a community-led organisation, working across London ‘to co-produce better and braver solutions to local health and social care challenges’.^{xxii} They also work in Hammersmith & Fulham. They bring people with lived experience of using the NHS and social care systems to work with professionals at all levels to remove barriers to people getting what they need from the current system.

They told the Commission what they had learnt from their experiences of co-production:

- How we get there with policy change and decision making is everything, because it is the how we get there that will change our community in the future.
- Most institutions, whether a local authority, or the NHS, are very hierarchical, to get anything done you must get up the chain and by its nature co-production is networked and non-hierarchical.
- We need to create reflective spaces and make time to reflect.
- If you don't evaluate what you have done you can't prove it so evaluation is important.
- Is about sharing power, it is about changing the role of citizens, all those important values are easy to lose.
- If we all know what we want – we must keep asking for it.

The Commission is not alone in promoting co-production (working together) with people who use services. The local NHS, Hammersmith and Fulham Clinical Commissioning Group (CCG) is moving in a similar direction. The CCG engagement and communication strategy 2017/2021 has an outcome of embedding co-production by April 2021.

9.4 Barriers to Disabled people taking part in co-production

Shaping our Lives, a national user controlled organisation and network outlined in its 2013 report 'Towards inclusive user involvement, Beyond the Usual Suspects'^{xxiii} that often Disabled people are denied opportunities to get involved in policy development because of:

1. Equality issues
2. Where people live
3. Communication issues
4. The nature of impairments
5. Unwanted voices (from Disabled people that challenge how things are).^{xxiv}

Their report highlighted two essential issues for Disabled people to enable co-production, both of which need to be in place. These are:

- Access – ensuring all Disabled residents have effective ways into organisations and decision-making structures.
- Support – for example, building confidence and skills, offering practical help and opportunities to get together so Disabled people are in a realistic position to get involved.^{xxv}

9.5 Co-production – recognising residents for their time and experience

As the 'Towards inclusive user involvement' report says, 'It's important for Disabled people, many of whom are on low incomes with limited resources, that co-production is a zero-cost. This means that where Disabled residents have costs, these are recognised and either paid up front if necessary or paid quickly.' The report goes on to say, 'The principle of paying Disabled residents for their involvement has gained increasing official recognition in recent years. It represents recognition of our contribution and a valuing of our knowledge and expertise'.^{xxvi}

Remember how poorly Disabled people are represented at all levels of decision making where non-Disabled people are rewarded financially in their paid roles developing policy and practice for Disabled people. A policy will need to be co-produced.

9.6 Making the economic case for co-production

For some organisations, the push to use co-production has been to create services that effectively meet Disabled people's needs; this is relevant to the economic case because services that do not meet needs are a waste of tax payer's money.^{xxvii}

In 2013 the Social Care Institute for Excellence (SCIE) published its 'Co-production guide'.^{xxviii} The Guide highlights that the issues around the costs of co-production are complicated because while there is evidence that it can reduce costs, it is inconclusive and varies between different organisations and projects. Some key points are:

- Co-production may lead to some costs being reduced and others increased.
- It may only be possible to know whether co-production is cost-effective by looking at things over a period. If it is cost-effective it will have reduced the number of inefficient, ineffective, and unwanted services.^{xxix}

There are costs for training and costs for professionals in taking time to work more effectively with Disabled people. However, these activities can reduce cost if support and services are better and more effective.^{xxx}

SCIE highlights that one of the key arguments on the economic benefits of co-production is from support/ services that also focus on prevention and early intervention, so people are less likely to need more expensive services, such as crisis and emergency services, later. SCIE says the clearest examples of this approach are in Nesta's 'People Powered Health' report.^{xxxi}

Nesta's 'The Business Case for People Powered Health' report^{xxxii} contains examples of co-production in six different NHS areas^{xxxiii} as well evidence from a survey of the most reliable evidence of similar interventions in the UK and best practice globally'.^{xxxiv}

According to Nesta's report the NHS in England could save over £21 million per average clinical commissioning group or £4.4 billion across England, if ways of working 'involve patients, their families and communities more directly'. The savings represent a 7% reduction in Accident & Emergency attendance, planned and unplanned hospital admissions and outpatient admissions; as a result, there is both a social and financial benefit.

Nesta highlights that investment is needed to achieve the reduction in costs.

According to the report the evidence is 'not yet unequivocal' and that in many areas the collection of evidence of the benefits has just begun. But Nesta believes:

'There is enough evidence to support further scaling of those approaches which have been shown to make a qualitative and quantitative difference on the ground.'^{xxxv}

9.7 Co-production (working together) in Hammersmith and Fulham

The Commission's view is that the co-production we want to see in Hammersmith and Fulham will involve Disabled residents to a much higher degree throughout policy development and decision making. Not just one or two Disabled people isolated around the table. Supporting Disabled residents and Disabled People's Organisations is essential if we are to address our barriers and achieve real co-production.

This would also involve professionals/ elected officials, being honest with Disabled residents about barriers to achieving our aspirations and the challenge of making the best use of resources.

We think co-production is about real and lasting partnership working between the Council, other public and community organisations and Disabled residents. We are talking about working together, so that people really understand that we are trying to make change happen in terms of decision-making and policy setting at the council.

As mentioned previously the Commission is suggesting using the following description from what we have found out:

Co-production (working together) means local Disabled residents are working together with decision makers to actively identify, design, and evaluate policy decisions and service delivery that affect our lives and remove the barriers we face.

Our definition of co-production is based on the 'Nothing About Disabled People Without Disabled People' principle. It means that everything that

happens about Disabled people is involving Disabled people and led or co-led by Disabled people.

We believe the Council will need to co-produce a Co-production 'hub' to make our recommendations work. The hub would provide a physical space to coordinate work across the borough, support the practical development of co-production across Council departments, providing a source of support, problem solving and expertise.

9.8 Working together – real examples of change for Disabled residents in Hammersmith & Fulham...

In Hammersmith and Fulham, we have strong examples of local Disabled people initiating policy ideas, campaigning for their adoption, and working with local Councillors and others to make them happen:

- 'Homecare' - charging Disabled people for essential support to live in our own homes (Independent Living)

The campaign, by local Disabled people, to stop the Council from charging Disabled people for 'home care services' highlighted that the policy undermined Independent Living and was discriminatory i.e. charging a person for their support needs arising from an impairment or health condition.

After lobbying and a change in the Council's political leadership, the policy was abolished in April 2015. Ending homecare charging in the Borough sent a strong message to Disabled residents and demonstrated a policy change that was positive for all Disabled people, receiving that support, regardless of their background.

- Independent Living Fund

In June 2015, the government closed the Independent Living Fund (ILF) (a fund to assist people facing significant barriers to live in the community. local Disabled people, once again, had the idea that the Council should commit to protecting ILF support. The Council supported that idea and agreed to protect ILF support until the next local elections in May 2018.

- **Direct Payment Support Service**

Local Disabled people had been concerned for some time about the direct payment support service which has been run by the Council, since 2012.

Until 2012, the support service had been delivered by a local Disabled people's organisation (DPO) which was stopped without any consultation with people using the service. Since 2012 local Disabled people have been pushing for that decision to be changed. Last year the Council agreed to have a review of the support to people in the Borough who receive direct payments/ personal budgets. The review has been carried out by an independent Disabled people's organisation (DPO) based in Richmond and recommends returning the service to a DPO.

The Commission has been in discussion with the Council about working with residents to develop an Independent Living strategy, Independent Living is an important part of the UN Convention (Article:19) and includes disabled people of ALL ages.

These are three significant examples of local Disabled people successfully leading on policy ideas and it's the inspiration of such changes that the Commission believes we can now build on to achieve much more.

9.9 Co-production (working together) – first steps

Alongside developing an overarching co-produced approach to all council policy that affects Disabled people, we recommend that early consideration be given to co-production of specific policy areas and suggest three below.

Independent living

As noted, the council has already commissioned a review of direct payment/personal budgets from a DPO. We would recommend that the current personalisation strategy be replaced by a co-produced independent living strategy for Disabled people in Hammersmith & Fulham. (to include disabled people of all ages).

Disabled people's housing

Work in the Council on better housing for Disabled people is already underway. Moving forward, we recommend that this be formally co-produced.

Transition to adulthood

The Council's Transition Taskforce has recommended the creation of a new, single Preparing for Adulthood team that brings together Children's Services and Adult Social Care to support young Disabled people from the age of 14 to 25. Implementation of the taskforce's report should be co-produced with young Disabled people themselves, as well as with their families and this work be incorporated into the Independent Living Strategy.

Plans to refurbish Hammersmith Town Hall and the surrounding area

This work will be co-produced with disabled people to ensure that the plans are to the highest standard of inclusive design.

10. Conclusion

Our work has highlighted how Disabled residents often feel no one is concerned about us or our lives, but that there is a desire amongst Disabled residents in the borough, to be more involved in decision making, supported by staff and Councillors, to make change together.

"I think I am getting really excited about the whole notion of co-production, I think it covers everything. It is instrumental in changing culture" (Council staff member).

Many Disabled residents are missing out compared to non-Disabled residents because of the cumulative effect of barriers that discriminate and exclude us, barriers, created by local, regional, and national government, either individually or collectively.

Overall from what people have told us we conclude that there are few examples of what we think of as Co-production. Most 'Co-production' activities do not consistently engage or attempt to engage Disabled residents.

Activities are often led by one or two professionals trying to involve residents some of the time, but Disabled residents are not being involved in a way that results in significant change to our daily lives. Professionals are often isolated, lacking in the support and resources to make working together a success. The lack of an engine for co-production change (Hub) results in an understandable drop in enthusiasm and co-ordination. No one organisation is to blame for that. The Commission also concludes that so far 'co-production' has gone nowhere near far enough to have any long-lasting impact on removing barriers for Disabled residents.

The Commission found evidence that some Council initiatives have adopted co-production approaches in some of their service redesign but this is not across all departments with many still using traditional resident/provider/service user engagement methods.

The co-production we are aiming for in Hammersmith & Fulham includes not just the co-design and delivery of services, but also ideas that start from Disabled resident's and from campaigning and social action for what is often so obvious to us.

As co-production starts to develop, using the information the Commission has already collected and the collection of more specific data we will start to change our experiences of experiencing barrier after barrier.

Different public authorities have a legal and moral duty to address those barriers with Disabled people, given that we are not in the positions of power to make the necessary decisions and non-Disabled people are generally designing policies for us using our money and resources.

Diversity and inclusion are important values in co-production and citizenship. 'Disabled people', as we have already said share common experiences, but have our own identities, which may result in other experiences of discrimination. We believe that if we can implement our recommendations that the levels of inclusion and diversity of Disabled residents involved in decision making will increase.

The Commissioners value this unique opportunity, supported by Hammersmith & Fulham Council, to look at the way things are today for Disabled residents, not limiting what we could look or influence our conclusions. It has been a challenging year but a very important one for us and unique.

We are very excited by the prospect of turning the recommendations into action so that creative co-production can flourish. As a result of shared decision making Disabled residents will start to notice a more positive impact on our daily lives.

We hope going forward that we can create a momentum for change across the Borough. The Commission believes that without the full inclusion of Disabled residents the full inclusion of equality and equal citizenship are impossible to achieve - in other words... **NOTHING ABOUT DISABLED PEOPLE WITHOUT DISABLED PEOP**

11. Appendices

- Hammersmith & Fulham Disabled Peoples Commission recommendations with measures of success.

The next step will be to co-produce a short/medium/long-term work plan to achieve the Commission’s recommendations.

Page 37

Recommendations	Measure of success
<p><u>Creating a co-production culture</u></p> <p><u>Recommendation 1:</u> The Council to implement a human rights approach to its policy and service development, using the UN Convention on the Rights of Persons with Disabilities (UNCRPD) as the framework for change.</p>	<p>(i) The articles of the UNCRPD and the social model of disability are being used as the foundation for the development of all policy with Disabled residents and are clearly reflected in council policies.</p>
	<p>(ii)The Council work plan includes work streams to embed a human rights and social model approach.</p>
	<p>(iii)Co-production principles and practice are included in all Council work for example departmental business plans, project review processes, e learning, changes to publicity, staff recruitment, training, professional development, and management.</p>
	<p>(iv) Co-produced review of all monitoring and evaluation mechanisms and internal reporting processes e.g. independent review by Internal Audit and review and challenge by Public Accountability Committees, supported by an external peer review to</p>

	maximise co-production learning and improving processes.
<u>Recommendation 2:</u> The Council adopts and implements a policy which commits the Council to working in co-production with Disabled residents.	(i)The development of co-production with Disabled residents across all the Council’s work has been practically resourced and implemented.
	(ii) establish a co-production group of Disabled residents who work with the strategic director to turn the recommendations of this report into reality
	(iv) The hub has a strategic director who oversees the setting up and implementation of the co-production strategy and other recommendations in this report
<u>Recommendation 3:</u> The Council develops and implements an accessible communication strategy that promotes the development of co-production across the borough.	Increased awareness of co-production demonstrating solutions to Disabled people’s barriers locally.
<u>Training and development</u> <u>Recommendation 4:</u>	(i)Changes in policy and services can be directly traced back to ideas initiated by Disabled residents through co-produced work.

<p>The Council with the Co-production Hub develop a strategy and resource its implementation to skill up and build the capacity of Disabled residents, local DPOs, staff and Councillors to participate in the co-production of policy and service development.</p>	<p>(ii) Disabled residents, local DPOs and the Council report and evidence increased levels of engagement in council activity and decision making.</p>
<p><u>Service design and commissioning</u></p> <p><u>Recommendation 5:</u> The Council to co-produce a quality assurance and social and economic value framework, which will define the values, behaviours and characteristics of all service providers and organisations funded or commissioned by the Council.</p>	<p>(i) Evidence that a co-produced quality assurance and social value framework is produced and being implemented by commissioning and procurement.</p>
	<p>(ii) Evidence the new quality assurance and social and economic value framework is changing the commissioning behaviour and/or outcomes from council contracts.</p>
	<p>(iii) Co-produced service specifications for key priority services for Disabled residents are developed and implemented through the council's grants, commissioning, and procurement processes.</p>
	<p>(iv) Contracts are developed and awarded that reflect co-produced specifications.</p>
	<p>(v) Review with Disabled residents existing contracts that are viewed by Disabled residents as creating</p>

	barriers.
<p><u>Resourcing Co-production</u></p> <p><u>Recommendation 6:</u> Council to analyse existing financial expenditure and resources on all co-production, engagement, with Disabled residents in order to identify current expenditure and then reconfigure to develop a borough wide co-production budget.</p>	<p>(i) A co-produced financial audit has been carried out on existing financial expenditure and other resources on all co-production, engagement, and consultation activities, including Resident Satisfaction Surveys with Disabled residents¹ across the council, health, and community sectors to ascertain levels of funding for consultation and engagement.</p> <p>Co-production budgets should be reflected in the Council's the medium term financial strategy (MTSF).</p>
	<p>(ii) The Co-production hub looks at the use of available resources to enable Disabled residents to lead on decision making.</p> <p>Resources will need to include staffing of sufficient seniority to co-lead the development and embedding of the Hub and its work across Council departments.</p>
<p><u>Review and funding of Disabled People's Organisations (DPOs)</u></p> <p><u>Recommendation 7:</u> Recognising the unique</p>	<p>(i) A long term DPO funding strategy is agreed with DPOs and implemented by the Council.</p>

¹ This includes services for people with impairments and long term conditions and special educational needs

<p>role, values, and authentic voice of Hammersmith & Fulham Disabled People’s Organisations (DPOs) and their network, the Council works with them to identify and agree a long term funding strategy, which will ensure that local Disabled residents’ rights are upheld, inclusion and equality advanced and that Disabled residents can lead on co-production.</p>	<p>(ii) DPOs are an effective, independent, and authentic voice of local Disabled residents, as well as effective providers of essential peer run services</p> <p>(iii) The Council commissions DPOs to inform Disabled residents of their rights and assists Disabled residents to uphold and exercise their rights.</p> <p>(iv) Co-production activities will show that Disabled residents are leading on ideas and all elements of policy making and service development.</p>
<p><u>Independent Monitoring and evaluation</u></p> <p><u>Recommendation 8:</u> Carry out robust monitoring and evaluation of the implementation of the recommendations and associated co-production work to evidence the impact and share learning within and beyond Hammersmith and Fulham.</p>	<p>(i) Hammersmith and Fulham Council can evidence the impact of a co-produced approach to decision making and policy development with local Disabled residents; so the experience of resident led co-production can benefit other communities both locally and nationally.</p> <p>(ii) Learning is disseminated at a regional and national level with relevant policymakers and government to demonstrate what can be achieved.</p>

Hammersmith & Fulham Disabled People’s Commission (HFDPC)

What does success look like? Nothing About Disabled People Without Disabled People

<p>1. Co-production defined in an agreed accessible way that’s easy for everyone to understand.</p>	
<p>2. A co-production strategy which prioritises local Disabled citizen’s ownership of everything the Council delivers.</p>	
<p>3. Completing the agreed work plan and the content of Terms of Reference</p>	
<p>4. Active commitment to the DPC and adoption of agreed Co production strategy resulting in change of policies and implementation across the Council including from Cabinet and the Leader.</p> <ul style="list-style-type: none"> 4.1 Agreed commitments in the 2018 corporate plan. 4.2 A commitment to work with Council staff on making sure implementation happens. 4.3 Develop a commitment to partnership-working across different sectors within the Borough to promote co-production with Disabled people. 4.4 Actively engaging local Disabled people / communities and partners, in developing the co design, development, commissioning of local support and services. 	
<p>5. Taking time to hear local Disabled people’s voices, particularly those whose inclusion and views are not easily heard including through the surveys, public events and evidence provided.</p>	

References

-
- ⁱ <https://www.inclusionlondon.org.uk/disability-in-london/social-model/the-social-model-of-disability-and-the-cultural-model-of-deafness/>
- ⁱⁱ <http://www.ohchr.org/EN/HRBodies/CRPD/Pages/ConventionRightsPersonsWithDisabilities.aspx>
- ⁱⁱⁱ Section 149 of the Equality Act 2010
<https://www.legislation.gov.uk/ukpga/2010/15/section/149>
- ^{iv} <https://www.lbhf.gov.uk/councillors-and-democracy/resident-led-commissions/Disabled-people-s-commission>
- ^v <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>
- ^{vi} <http://www.ohchr.org/EN/HRBodies/CRPD/Pages/ConventionRightsPersonsWithDisabilities.aspx>
- ^{vii} <https://www.legislation.gov.uk/ukpga/2010/15/section/149>
- ^{viii} https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/600465/family-resources-survey-2015-16.pdf
- ^{ix} https://www.lbhf.gov.uk/sites/default/files/section_attachments/2011_census_statistics_hammersmith_and_fulham_briefing.pdf
- ^x https://www.lbhf.gov.uk/sites/default/files/section_attachments/2011_census_statistics_hammersmith_and_fulham_briefing.pdf
- ^{xi} <https://www.disabilitynewsservice.com/new-Disabled-mps-pledge-to-fight-for-rights-in-parliament/>
- ^{xii} https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/600465/family-resources-survey-2015-16.pdf
- ^{xiii} See 'Disability data tables' at: <https://www.gov.uk/government/statistics/family-resources-survey-financial-year-201516>
- ^{xiv} <https://www.gov.uk/independent-livingfund>
- ^{xv} <https://www.legislation.gov.uk/ukpga/1996/30/contents>
- ^{xvi} <http://www.legislation.gov.uk/ukpga/1995/50/contents>
- ^{xvii} <http://www.ohchr.org/EN/HRBodies/CRPD/Pages/ConventionRightsPersonsWithDisabilities.aspx>
- ^{xviii} <http://www.rtpi.org.uk/media/6313/Guidelines-on-effective-community-involvement.pdf>
- ^{xix} <https://www.thinklocalactpersonal.org.uk/Latest/Co-production-The-ladder-of-participation/>
- ^{xx} <http://www.participatorymethods.org/sites/participatorymethods.org/files/Arnstein%20ladder%201969.pdf>
- ^{xxi} <http://wecoproduce.com/>
- ^{xxii} <http://wecoproduce.com/>
- ^{xxiii} <http://www.shapingourlives.org.uk/documents/BTUSReport.pdf>
- ^{xxiv} <http://www.shapingourlives.org.uk/documents/BTUSReport.pdf>
- ^{xxv} <http://www.shapingourlives.org.uk/documents/BTUSReport.pdf>
- ^{xxvi} <http://lx.iriss.org.uk/sites/default/files/resources/beresford.pdf>

^{xxvii} The Personal Social Services Research Unit^{xxvii} summaries this approach as the *effectiveness* aim and the aim of *cost-effectiveness* in their report, *The Building community capacity: making an economic case* available at:

<http://www.pssru.ac.uk/pdf/dp2772.pdf>

The PSSRU defines Cost effectiveness re social care and support as: ‘... a system of care and support that has improved cost-effectiveness – from the available resources – is one that has secured better outcomes for people who use services or people who might otherwise have developed a need for such services’.

^{xxvii} The evidence in the guide meets the requirements for NHS Evidence Accreditation.

^{xxviii} https://www.ndti.org.uk/uploads/files/Co-production_Guide51Fin.pdf

The evidence in the guide meets the requirements for NHS Evidence Accreditation.

^{xxix} https://www.ndti.org.uk/uploads/files/Co-production_Guide51Fin.pdf

^{xxx} https://www.ndti.org.uk/uploads/files/Co-production_Guide51Fin.pdf

^{xxxi} https://www.ndti.org.uk/uploads/files/Co-production_Guide51Fin.pdf

^{xxxii} <http://www.nesta.org.uk/publications/business-case-people-powered-health>

^{xxxiii} The 6 difference localities were: Leeds, Calderdale, Stockport, Earl’s Court, Lambeth and Newcastle).

^{xxxiv} The survey evidence of similar interventions in the UK and best practice globally, included: the Co–creating Health Programme, Chronic Disease Self–Management Programme, Expert Patients Programme, Lambeth Living Well Collaborative, LinkAge Plus, Mental Health Care Improvement Initiative, National Refractory Angina Treatment Centre, Recovery Innovations, Service User Network, and Year of Care Programme.

<http://www.nesta.org.uk/publications/business-case-people-powered-health>

^{xxxv} https://www.nesta.org.uk/sites/default/files/the_business_case_for_people_powered_health.pdf

Thank you / acknowledgements

The Commission would like to express a huge thank you to:


The many Disabled residents and Disabled people's organisations of Hammersmith & Fulham that gave us their time and information about their lives.

Organisations and individuals that gave evidence at Commission meetings, from the voluntary and community sector, health, Hammersmith & Fulham Council, and national organisations.

Hammersmith & Fulham staff who provided the necessary support to make the Commission work and who shared their advice and knowledge, particularly the Policy & Strategy team. Also, the staff who participated, in our events and activities.

The Leader and Deputy Leader of Hammersmith & Fulham Council and other Councillors who supported our work.

Agenda Item 5

London Borough of Hammersmith & Fulham CABINET 4 DECEMBER 2017	 hammersmith & fulham
TREASURY MID-YEAR REVIEW REPORT 2017/18	
Report of the Member for Finance – Councillor Max Schmid	
Open Report	
Classification – For decision	
Key Decision: Yes	
Consultation	
Wards Affected: ALL	
Accountable Director: Hitesh Jolapara, Strategic Finance Director	
Report Author: Halfield Jackman Treasury Manager	Contact Details: Tel: 020 7641 4354 E-mail: hjackman@westminster.gov.uk

1. EXECUTIVE SUMMARY

1.1. The purpose of this report is to:

- update Members on the delivery of the 2017/18 Treasury Management Strategy approved by Council on 22 February 2017; and
- note the Annual Treasury Strategy 2017-18 Mid-Year Review.

1.2. Treasury management comprises:

- managing the Council's borrowing to ensure funding of the Council's future capital programme is at optimal cost;
- Investing surplus cash balances arising from the day to day operations of the Council to obtain an optimal return while ensuring security and liquidity.

1.3. This report complies with CIPFA's Code of Practice on Treasury Management, and covers the following:

- a review of the Council's investment portfolio for 2017/18 to include the treasury position as at 30 September 2017.
- a review of the Council's borrowing strategy for 2017/18.
- a review of compliance with Treasury and Prudential Limits for the first six months of 2017/18.
- an economic update for the first part of the 2017/18 financial year.

1.4. The Council has complied with all elements of the Treasury Management Strategy Statement (TMSS).

2. RECOMMENDATIONS

2.1. To note the Annual Treasury Strategy 2017-18 Mid-Year Review.

2.2. To approve the Council's intention to opt up to Professional Client status under MiFID II.

3. REASONS FOR DECISION

3.1. This report presents the Council's Mid-Year Treasury Report for 2017/18 in accordance with the Council's Treasury Management Practices. It is a regulatory requirement for this report to be presented to the Council.

4. TREASURY POSITION AS AT 30 SEPTEMBER 2017

4.1. As at 30 September 2017 net cash invested was £137m, an increase of £35m on the position at 31 March 2017 as shown below:

	30 September 2017	31 March 2017	31 March 2016
	£m	£m	£m
Total borrowing	217	225	232
Total cash invested	(354)	(327)	(299)
Net cash invested	(137)	(102)	(67)

4.2. The increase reflects the forecast pattern of the Authority's cash flows and largely relates to the timing of grants, council tax and business rates received.

Investments

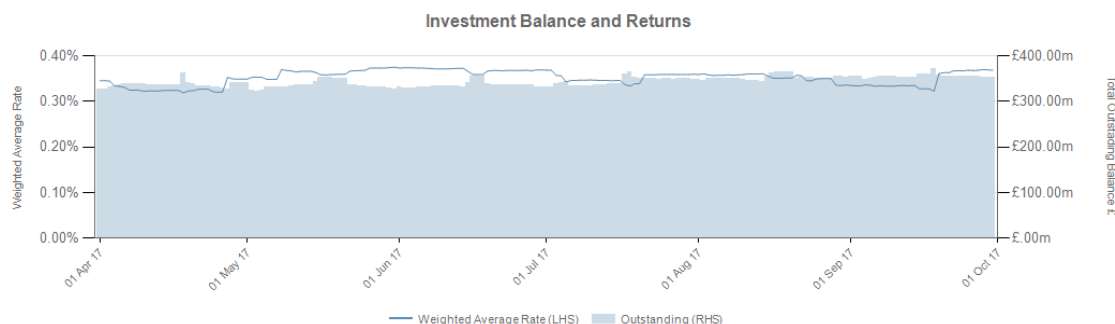
4.3. The Council's Annual Investment Strategy which forms part of the annual Treasury Management Strategy Statement (TMSS) for 2017-18 was approved by the Council on the 22 February 2017. The Council's policy objective is the prudent investment of balances to achieve optimum returns on investments subject to maintaining adequate security of capital and a level of liquidity appropriate to the Council's projected need for funds over time.

4.4. The table below provides a breakdown of investments, together with comparisons for the last financial year end.

	30 September 2017	31 March 2017	31 March 2016
	£m	£m	£m
Money Market Funds	37	38	34
Call Accounts	0	3	1
Notice Accounts	93	33	20
Term Deposits	65	45	40
Tradable Securities	99	208	204
Enhanced Cash Funds	60	0	0
Total cash invested	354	327	299

4.5. Liquidity is managed through the use of Call Accounts and Money Market Funds providing same day liquidity. The average level of funds available for investment in the first 6 months of 2017-18 was £344m.

4.6. Daily investment balances have steadily increased from £327m at year end to £354m at the 30 September, as shown on the shaded area in the chart below. At the same time average returns have increased from 0.36% to 0.38% as shown by the solid line in the chart. The rate of return of the enhanced cash funds (ECF) has not been included in the graph because they are classed as Variable Net Asset Value (VNAV)¹ and dividends are paid quarterly. However the ECF return is expected to be approximately 0.50% which increases the overall investment return to 0.43%.



4.7. All investment limits specified in the 2017/18 investment strategy have been complied with.

4.8. Appendix 1 provides a full list of the Council's investment limits and exposures as at 30 September 2017.

¹ The NAV of a fund that uses this form of accounting will change due to the changing value of the assets or in the case of accumulating funds (where any interest is capitalised back into the fund instead of being paid out as an income) by the amount of interest earned.

Borrowing

- 4.9. At £217m the Council's borrowing was well within the Prudential Indicator for external borrowing (namely that borrowing should not exceed the capital financing requirement² (CFR) for 2017/18) of £279m.
- 4.10. Currently the Council is "under borrowed" by £62m because it has used internal resources to fund capital expenditure.
- 4.11. As anticipated in the TMSS for 2017/18, to date the Council has undertaken no new borrowing due to the high level of cash holdings.
- 4.12. The table below shows the details around the Council's external borrowing as at 30th September 2017, split between the General Fund and HRA.

External borrowing	30 September 2017		31 March 2017	
	Balance	Rate	Balance	Rate
	£m	%	£m	%
General Fund	37	4.86	38	5.01
HRA	180	4.86	186	5.01
Total borrowing	217	4.86	225	5.01

- 4.13. No new borrowing was incurred in the first half of 2017-18. General Fund external borrowing reduced by £1.3m and HRA borrowing has reduced by £6.1m through repaying the principal on annuity loans.

5. COMPLIANCE WITH TREASURY LIMITS AND PRUDENTIAL INDICATORS

- 5.1. During the financial year to September 2017, the Council operated within the Treasury Limits and Prudential Indicators set out in the TMSS and Budget approved by Council on 22 February 2017 as set out below.

² The CFR measures the Council's underlying need to borrow for capital purposes.

PI ref	Indicator	2017/18 indicator	2017/18 actual	Indicator met?
1	Net financing need	£20m	£19m	Met
2	Capital Financing Requirement (CFR)	£279m	£281m	Met
3	Net debt vs CFR	£62m underborrowing	£64m underborrowed	Met
4	Ratio of financing costs to revenue stream	GF (1.3%) HRA 12.2%	Nil	Met
5	Incremental impact of new capital investment decisions on council tax	£1.09 decrease in Band D council tax charge per annum	Nil	Met
6	Impact of new capital investment decisions on housing rents	£0.76 increase in average rent per week	Nil	Met
7a	Authorised limit for external debt	£345m	£217m	Met
7b	Operational debt boundary	£290m	£217m	Met
7c	HRA debt limit	£254m	£180m	Met
8	Working capital balance	£205m	£205m	Met
9a	Upper limit for fixed interest rate borrowing	£385m	£217m	Met
9b	Upper limit for variable rate	£0m	£0m	Met
9c	Limit on surplus funds invested for more than 364 days (i.e. non-specified investments)	£120m	£0m	Met
10	Maturity structure of borrowing	Upper limit under 12 months - 15% Lower limit 10 years and above -	4.4% 74%	Met Met

Capital expenditure and borrowing limits

5.2. Capital expenditure to 30 September 2017 was £21m for both the General Fund and the HRA against a forecast for the whole year of £127m.

5.3. External borrowing was well within the Capital Financing Requirement, Authorised Borrowing Limit and the Operational Boundary as shown in the table above:

- The Authorised Limit is a level for which the external borrowing cannot be exceeded without reporting back to Full Council. It therefore provides sufficient headroom such that in the event that the planned capital programme required new borrowing to be raised over the medium term, if interest rates were deemed favourable and a thorough risk analysis determined, the cost of carry was appropriate, this borrowing could be raised ahead of when the spend took place.
- The Operational Boundary is set at a lower level and should take account of the most likely level of external borrowing. Operationally, in

accordance with CIPFA best practice for Treasury Risk Management, a liability benchmark is used to determine the point at which any new external borrowing should take place. As a result of the significant level of cash balances, it is deemed unlikely that any new borrowing will be required in the foreseeable future.

- 5.4. The purpose of the maturity structure of borrowing indicator is to highlight any potential refinancing risk that the Council may be facing if any one particular period there was a disproportionate level of loans maturing. The table below shows that the maturity structure of the Council's borrowing as at 30 September 2017 was within the limits set and does not highlight any significant issues.

Maturity structure of borrowing	Upper Limit (%)	Lower Limit (%)	Actual as at 30 September 2017 (%)
Under 12 months	15	0	0
12 months and within 24 months	15	0	2
24 months and within 5 years	60	0	10
5 years and within 10 years	75	0	14
10 years and above	100	0	74

- 5.5. The purpose of the interest rate exposure indicators is to demonstrate the extent of exposure to the Council from any adverse movements in interest rates. The table at paragraph 5.1 shows that the Council is not subject to any adverse movement in interest rates as it only holds fixed interest borrowing.
- 5.6. The average rate on the fixed interest borrowing is 4.86% with an average redemption period of 22 years. This reflects the historical legacy of borrowing taken out some years ago which is now higher than PWLB interest rates for comparable loans if they were taken out now. Officers have considered loan re-financing but premiums for premature redemption are prohibitively high making this option poor value for money.
- 5.7. The rates are comparable with loans for similar durations provided by the PWLB. There is some re-financing risk associated with these loans because of the lender option to increase interest rates.

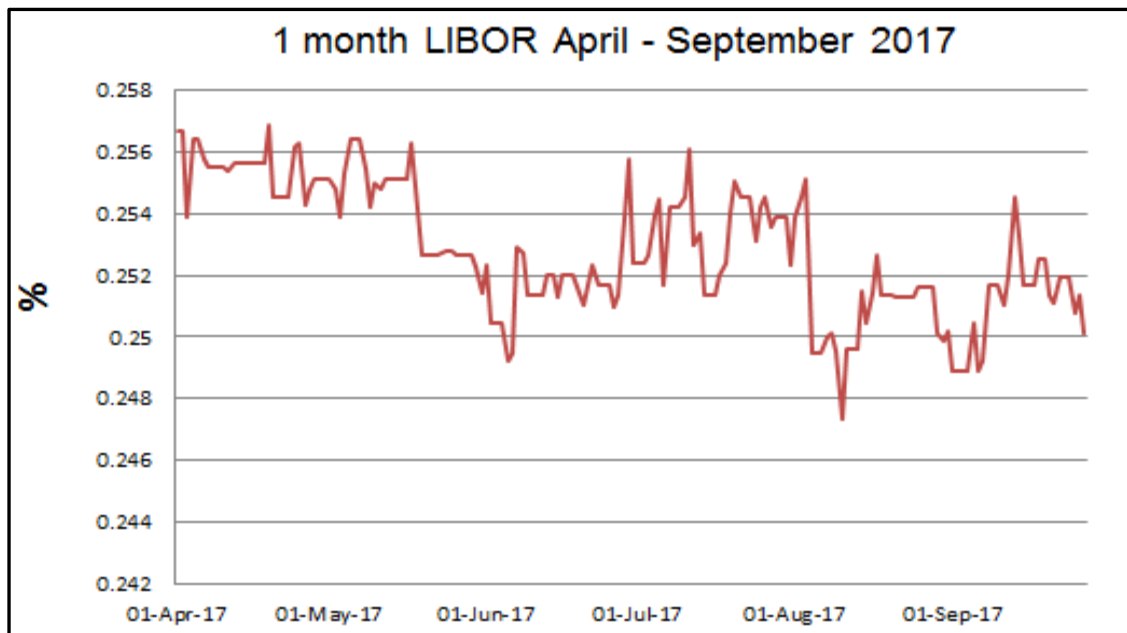
Investment limits

- 5.8. Investments in non-specified investments are currently at nil which is within the limit of £120m. Officers continue to seek appropriate longer term investment opportunities.

- 5.9. Whilst the short duration is within approved limits, there is scope within the Investment Strategy to extend the duration of investments for up to 5 years. Using longer duration investments and possibly marginally lower credit ratings is likely to increase the yield the Council earns from its investments by up to £2m in a full year.

6. THE ECONOMY AND INTEREST RATES

- 6.1. UK Gross Domestic Product (GDP) rose in the first quarter of the financial year, showing a 1.7% year on year increase. This is however the slowest rate of growth since June 2016. Following the referendum vote to leave the European Union, the Organisation for Economic Cooperation and Development (OECD) initially reduced its forecast for growth in 2017 to 1%. However, the OECD now predicts that growth for the year will be 1.6%, with a forecast of 1% growth for 2018.
- 6.2. Consumer Price Inflation (CPI) is running at 2.6% year on year (0.6%, Q2 2016), rising above the Monetary Policy Committee's (MPC) 2% target sooner than the 2018 prediction, with expectations it will stay this way for the next two years. This has been mainly due to the recent fall in the value of Sterling having filtered through following the referendum result.
- 6.3. Bank Rate has remained at 0.25% for the year to date, with quantitative easing unchanged at £435bn. Following the recent inflation rises, the Bank of England (BoE) has signalled a potential increase in the Bank Rate. The minutes of the September BoE meeting stated "some withdrawal of monetary stimulus would be appropriate if inflationary pressures continued".
- 6.4. Long term interest rates have risen marginally, with 20 to 30 year Public Works Loan Board rates higher by around 15 basis points. If inflationary pressures continue and the Bank of England does raise interest rates, it will increase the Council's cost of borrowing. This is potentially significant as the Council is currently well below its near term capital financing requirement having delayed borrowing due to current surplus cash reserves. The Council may wish to consider taking on new long term borrowing should the threat of significant long term interest rate rises increase
- 6.5. The chart below shows movements in the 1 month London Interbank Offer Rate during the first half of the financial year:



7. MARKETS IN FINANCIAL INSTRUMENTS DIRECTIVE II (MiFID II)

- 7.1 MiFID II was published in 2014 and comes into force on 3 January 2018. It aims to 'improve the functioning of financial markets'.
- 7.2 In July 2017 the Financial Conduct Authority (FCA) published its final advice on the requirement for UK local authorities under MiFID II
- 7.3 Under current MiFID regulations there are three categories of client:
- Retail Clients – individuals and small businesses, which are expected to have the least knowledge of financial markets and therefore need the most protection
 - Professional Clients – large businesses, which can be expected to employ professional staff with greater knowledge and therefore need less protection
 - Eligible counterparties – firms that deal in financial markets as their main activity and therefore need least protection
- 7.4 These categories will not be changed under the new rules. Currently local Authorities are categorised as professional clients, but can opt up or down as they see fit. Under the new Directive all UK local authorities will be classified as retail clients, and will have to opt up to professional status
- 7.5 Not all financial instruments are regulated under MiFID II e.g. simple term deposits with banks, building societies or the Debt Management Office. However, any use of brokers to place deposits, Money Market Funds, Enhanced Money Funds or instruments that can be classified as available for

sale and held by a custodian would require professional status to allow continued use.

- 7.6 The Council will be seeking to opt up to Professional Client status where necessary.

8. EQUALITY IMPLICATIONS

- 8.1. There are no equality implications as a result of this report.

9. LEGAL IMPLICATIONS

- 9.1. There are no legal implications arising from this report.
- 9.2. Implications completed by: Rhian Davies, Chief Solicitor (Litigation and Social Care)

10. FINANCIAL IMPLICATIONS

- 10.1. This report is wholly of a financial nature.

11. IMPLICATIONS FOR BUSINESS

- 11.1 The Council's borrowing and investment activity up to the 30th September 2017. This represents significant expenditure within the Borough and consequently where supplies are sourced locally changes in borrowing or investment may impact either positively or negatively on local contractors and sub-contractors. Where capital expenditure increase, or is brought forward, this may have a beneficial impact on local businesses; conversely, where expenditure decreases, or is slipped, there may be an adverse impact on local businesses.
- 11.2 Implications verified/completed by: Antonia Hollingsworth, Principal Business Investment Officer, tel. 0208 753 1698

12. 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 - Investment Limits and Exposures at 30 September 2017.

Appendix 1 – Limits and exposures as at 30 September 2017

Category	Limit per Counterparty (£m)	Duration Limit	Counterparty Name	Current Exposure (£m)
European Agencies	£100m	5 years	European Investment Bank	20.5
			Kreditanstalt fur Wiederaufbau	3.7
Network Rail	£200m	Oct-52	Network Rail Infrastructure PLC	7
Supra-national Banks	£100m	5 years	International reconstruction Bank of Development and	23.1
UK Local Authorities	£20m per local authority; £100m in aggregate	3 years	Fife Council	10
			London Borough of Islington	10
			Cheshire East Council	5
			Wrexham County Borough Council	5
			Rhondda Cynon Taff Council	10
Money Market Funds	£30m per fund. £200m Total	Up to three day notice	Federated Sterling Liquidity Fund	30
			BlackRock ICS Institutional Liquidity Heritage Dis	6.6
Enhanced Cash Funds	£20m per fund. £60m in total	Up to seven day notice	Payden & Rygel Sterling Reserve	20
			Royal London Asset Mgmt Cash Plus	20
			Federated Prime Rate Cash Plus	19.9
Transport for London (TFL)	£100m	3 years	Transport for London	14.9
UK Banks (A-/ A3/ A-)	£50m	3 years	Barclays Bank Plc	25
			Lloyds Bank	25
			Goldman Sachs Intl Bank	20
UK Banks (AA-/ Aa3/ AA-) or UK Government ownership greater than 25%	£70m	5 years	Royal Bank of Scotland	30
			National Westminster Bank	0.3
Non-UK Banks (AA-/ Aa2/ AA-)	£50m	3 years	Svenska Handelsbanken AB	47.5
Total				353.5

Agenda Item 6

London Borough of Hammersmith & Fulham CABINET 4 DECEMBER 2017	
CORPORATE REVENUE MONITOR 2017/18 MONTH 5 – 31st AUGUST 2017	
Cabinet Member for Finance – Councillor Max Schmid	
Open Report	
Classification - For decision and for information Key Decision: Yes	
Wards Affected: All	
Accountable Director: Hitesh Jolapara – Strategic Finance Director	
Report Author: Gary Ironmonger – Finance manager	Contact Details: Tel: 020 8753 2109 Gary.Ironmonger@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. The General Fund 2017/18 forecast outturn variance for month 5 is a gross overspend of **£4.887m** an improvement of £0.275m since month 4.
- 1.2. The potential value of mitigating actions is **£1.855m which, if fully delivered**, will result in a net overspend of **£3.032m**. Delivery of action plans is assigned to relevant responsible Directors, which seek to address the total General Fund forecast overspend.
- 1.3. The budget area that is forecasting the largest overspend is General Fund Housing. Rent inflation, an increase in the number of clients housed in both temporary accommodation and Bed and Breakfast, and competition with other local authorities bidding for properties are pushing up costs. The Council is also having to fund incentive payments to landlords to secure accommodation. £0.956m of planned savings have also not been realised. This financial pressure is not unique to Hammersmith and Fulham and is being experienced London wide. London Councils estimate that 50,000 households in London are in Temporary Accommodation and that the current year budget pressure is £170m.

- 1.4. The forecast overspend outturn variances reported by other departments, in overspend value order, are:
- 1) Children's Services, primarily due to Commissioning, Education, and Family Services
 - 2) Environmental Services, due to underachievement of income within building and property management and commercial operations
 - 3) Adult Social Care, experiencing pressures within the Home Care and Direct Payments budgets
 - 4) Centrally Managed Budgets, due to low interest rates on cash balances
 - 5) Libraries and Archives, due to non-delivery of planned savings.
- 1.5. The Housing Revenue Account forecast outturn variance for 2017/18 is an unfavourable variance of £0.247m at month 5 (an improvement of £0.168m since month 4). This will result in a year end contribution the HRA balance of £0.540m giving a forecast year-end balance of £20.671m.
- 1.6. Section 151 of the 1972 Local Government Act requires the Chief Financial Officer (as the responsible officer) to ensure proper administration of the Council's financial affairs. This report forms part of the Council's budgetary control cycle for 2017/18. Budgetary control, which includes the regular monitoring of and reporting on budgets and taking corrective action to address overspends, is an essential requirement placed on Cabinet Members, Chief Executive and directors in discharging the statutory responsibility.

2. RECOMMENDATIONS

- 2.1. To note the General Fund and Housing Revenue Account Month 5 forecast revenue outturn variances.
- 2.2. To agree the departmental action plans amounting to **£1.855m**, seeking to address the General Fund gross overspend forecast variance of **£4.887m** and require that they identify and deliver further actions to reduce the net forecast overspend, after mitigating, actions of **£3.032m**.
- 2.3. To note that Children's Services will prepare an action plan to recover the £2.1m Dedicated Schools Grant (DSG) overspend within two years as required by the grant conditions and for progress to be reported monthly. Children's Services are considering recent announcements on DSG funding.
- 2.4. To approve the proposed virements requests in appendix 11.

3. REASONS FOR DECISION

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

4. CORPORATE REVENUE MONITOR (CRM) 2017/18 MONTH GENERAL FUND

4.1. Table 1 below sets out the position for month 5.

Table 1: 2017/18 General Fund Gross Forecast Outturn Variance – Month 5

Department ¹	Revised Budget Month 5 £m	Forecast Outturn Variance Month 5 £m	Forecast Outturn Variance Month 4 £m	Variance Between Months 4 and 5 £m
Adult Social Care (ASC)	59.509	0.878	0.961	(0.083)
Children's Services (CHS)	45.446	1.243	1.153	0.090
Controlled Parking Account (CPA)	(22.235)	(0.216)	(0.234)	0.018
Corporate Services	16.555	(0.367)	(0.367)	0
Environmental Services (ES)	44.677	0.885	0.531	0.354
Regeneration, Planning, and Housing Services (RPHS)	8.785	2.279	2.332	(0.053)
Library & Archives Service	2.685	0.056	0.157	(0.101)
Public Health Services	0	0	0	0
Centrally Managed Budgets (CMB)	18.894	0.129	0.629	(0.500)
Total	174.315	4.887	5.162	(0.275)

4.2. For 2016/17 the forecast variance peaked in June then reduced over time. This year there has been a peak in July. If it follows the same trend as last year we should see the forecast variance reduce as the year progresses.

¹ Figures in brackets represent underspends

- 4.3. Temporary Accommodation is the main budget pressure for RPHS. A combination of inflation, an increase in client numbers and changes to the funding of incentive payments to Direct Letting landlords has led to a forecast overspend of £2.332m. A planned saving of £0.956m has also not been realised. This is after a net increase of £1.25m homelessness support grant.².
- 4.4. Pressure on salary budget due to high utilisation of commissioning capacity above the budgeted establishment, loss of grant funding and income shortfall expected from the out of borough residents at the Haven are the main contributors to the Children's Services overspend.
- 4.5. Action plans to mitigate the forecast overspends are summarised in table 2 and detailed below. The potential value of mitigating actions is **£1.855m which, if fully delivered**, will result in a net overspend of **£3.032m**. All overspending departments will need to respond with further actions to reduce the net forecast overspend to nil by year-end. Any overspends at year end will require the use of Council reserves. Delivery of action plans has been assigned to relevant responsible officers below.

² For 2017/18 the Council will receive, after allowance for payments to Registered Social Landlords, homelessness support grant of £3.25m. £2m of this compensates the Council for loss of a temporary accommodation management fee of £2m received in 2016/17.

Table 2: Summary of Net Forecast Outturn Variances After Action Plans

Department	Gross Forecast Outturn Variance Month 5 £m	Potential Value of Action Plan Mitigations Month 5 £m	Forecast Outturn Variance Net of Planned Mitigations £m
Adult Social Care	0.878	0.865	0.013
Children's Services	1.243	0.070	1.173
Controlled Parking Account	(0.216)	0.216	0
Corporate Services	(0.367)	0	(0.367)
Environmental Services	0.885	0.549	0.336
Regeneration, Planning, and Housing Services	2.279	0.407	1.872
Library & Archives Service	0.056	0.050	0.006
Centrally Managed Budgets	0.129	0.130	(0.001)
Total	4.887	1.855	3.032

5. CORPORATE REVENUE MONITOR 2017/18 MONTH 5 DEDICATED SCHOOLS GRANT

- 5.1. Dedicated schools grant (DSG) is paid in support of local authority schools budgets, being the main source of income for the school's budget. This is split between central expenditure and the individual schools budget (ISB) in conjunction with the local schools' forum.
- 5.2. Central expenditure including both the High Needs Block and Early Years funding have come under increased pressure in recent years. As a result, there was an overspent DSG balance of £2.165m at 31 March 2017. Children's Services are therefore considering the actions required to fund the overspend and address the underlying budget pressures, this includes considering recent announcements on DSG funding.
- 5.3. DSG is forecasting a £4m overspend around the High Needs Block of the DSG for 2017/18. The forecast overspend is due to the number of children with special education needs and the degree of complexity, as well as the requirement to provide education for post-19, which has not been matched by increased funding and that has placed significant pressures on the High Needs Block for the last three years.
- 5.4. The forecast allows for some contingency for costs in second half of the year. However, further work should be done to refine the placement models around SEN and for Early Years with the introduction of the 30 hours' childcare. The Council also gave the commitment to all providers of full-time nursery education that it would honour arrangements for the 2017/18 Academic year. These additional costs are expected to be offset through additional funding achieved through the Government's 30 hour's child care initiative, but this will not be known until the Autumn. Finance are working with the service to refine the forecast models, understand the assumptions made and explore opportunities for further expenditure reductions and income generation from the September term and from 2018/19 financial year.
- 5.5. There are some mitigations which have already been put in place to reduce contract spend in year on the High Needs Block as well as a movement in DSG from Schools Block to High Needs Block agreed at school's forum earlier this year. The 2016/17 outturn position benefited from one off recoupment income and this accounts for much of the apparent deterioration in the outturn forecast year on year.

6. CORPORATE REVENUE MONITOR 2017/18 MONTH 5 HOUSING REVENUE ACCOUNT

- 6.1. The Housing Revenue Account is currently forecasting a deficit outturn variance of £0.247m at Month 5 compared with a deficit of £0.415m at Month 4 (appendix 10).

Table 3: Housing Revenue Account Forecast Outturn - Month 5

Housing Revenue Account	£m
Balance as at 31 March 2017	(20.129)
Add: Budgeted (Contribution) / Appropriation from Balances	(0.789)
Less: Forecast Adverse Outturn Variance	0.247
Projected Balance as at 31st March 2018	(20.671)

- 6.2 Following the disaster at Grenfell Tower, additional plans to enhance fire safety for the residents of the Council's homes are being put in place. One of these enhancements will be free replacement appliances for tenants and leaseholders whose electrical appliances fail electrical safety testing. There is currently no budget in place for this, the costs are currently being finalised but are expected to be in the range of £0.100m to £0.750m. There are also likely to be other revenue costs because of this programme. Costs will be updated as a programme of significant investment and funding is developed in the coming months. This cost is not in the current forecast.

7. VIREMENTS & WRITE OFF REQUESTS

- 7.1. Cabinet is required to approve all budget virements that exceed £0.1m. General Fund budget virements of £4.044m are proposed at month 5. These relate to budget adjustments within Centrally Managed Budgets, budget adjustments within Public Health Service, drawdown of Adult Social Care reserves and transfer of budgets from Corporate Services to Children's Services. The HRA have not requested virements at Month 5. Appendix 11 has the details.
- 7.2. There are no write-off requests for month 5.

8. CONSULTATION

- 8.1. N/A.

9. EQUALITY IMPLICATIONS

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

10. LEGAL IMPLICATIONS

- 10.1. There are no legal implications for this report.

11. FINANCIAL AND RESOURCES IMPLICATIONS

11.1. This report is financial in nature and those implications are contained within.

11.2. Implications completed by: Gary Ironmonger, Finance Manager, 0208 753 2109.

12. IMPLICATIONS FOR BUSINESS

12.1. There are no implications for local businesses.

13. RISK MANAGEMENT

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

14. PROCUREMENT AND IT STRATEGY IMPLICATIONS

14.1. There are no implications for this report.

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

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

LIST OF APPENDICES

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

**APPENDIX 1: ADULT SOCIAL CARE
BUDGET REVENUE MONITORING REPORT – 2017/18 MONTH 4**

Table 1 - Variance by Departmental Division				
Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Budget performance since the last report
	£000	£000	£000	£000
Integrated Care	46,813	5,237	5,320	↑
Strategic Commissioning & Enterprise	4,774	(30)	(30)	→
Finance & Resources	7,382	0	0	→
Executive Directorate	540	(20)	(20)	→
Funding from ASC Additional Grant	0	(4,309)	(4,309)	→
TOTAL	59,509	878	961	↑

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Integrated Care		
A projected overspend of £2,834,000 on Home Care and Direct Payments. As the previous 2 years, there are continued pressures as part of the out of hospital strategy including 7-day social care services to support customers at home and avoid hospital admissions or to enable early discharge. This has led to an increase in home care costs above that which is normally expected. The main reasons for the overspend in 2017/18 are the full year effect of increased customer numbers from last year of 227 new customers, to date there are 32 new customers this year leading to a budget pressure of £1,970,000. The Home Care and Direct payment rates have increased due to the London living wage increases which results in pressures of £864,000. The department has received a one-off ASC support grant in December settlement of (£922,000) which is allocated towards the Home Care demand pressures mentioned above.	2,834	2,982
Better Care Fund savings shortfall of £0.958m. Within the base budget is an MTFS efficiency of £2m following previous negotiations with Health over the Better Care Fund. The efficiency has various target measures to deliver savings by the avoidance of care in placements, savings in jointly commissioned contracts and securing lower prices. The department is projecting to deliver reductions on placements which since the start of the last year shows a net reduction of 31 customers to date. This has delivered £1.042m of the £2m of	958	977

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
savings.		
Mental Health Services is projecting an overspend of £1,075,000. This service continues to have increasing number of placements with the full year effect of last year of 7 new customers and price increases above inflation leading to budget pressures of £805,000. In Mental Health, Home Care, and Direct Payment pressures amount to £270,000 with the full year effect of 6 new customers.	1,075	1,044
Learning Disability services is projecting a net overspend of £108,000. There are increasing demand pressures in Direct payments and Day care services. Since the last period there has been 2 service reviews resulting in reduced costs of (£85,000).	108	193
Provided services projected overspend of £138,000. There are increasing demand pressures in Direct payments and Day care services. Since the last period there has been 2 service reviews resulting in reduced costs of (£85,000).	138	0
Minor Variances	124	124
Total Integrated Care	5,237	5,320
Strategic Commissioning & Enterprise		
Small contractual underspends because of reduction in take up.	(30)	(30)
Total Strategic Commissioning & Enterprise	(30)	(30)
Executive Directorate		
Projected underspend against supplies and services budgets within the Directorate and Executive support budgets.	(20)	(20)
Total Executive Directorate	(20)	(20)
Funding from ASC Pressures and Demand Reserves		

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
ASC Funding from December 2016 and Spring 2017 budget settlements. The department has been allocated Improved Better Care Funding of £4,297,000 in the Spring Budget and £831,000 in the December funding settlement. The plans for this funding have been agreed with Health and presented to the Health & Wellbeing Board in September. The funding can be used to stabilise Adult Social Care, manage the transfer of care, invest in out of hospital services and market management of providers. Given the financial pressures in both the Health and social care sectors each party is proposing to set aside £819,000 to develop a more sustainable market	(4,309)	(4,309)
Total Funding from ASC Pressures and Demand Reserves	(4,309)	(4,309)
TOTAL VARIANCE	878	961

Table 3 - Key Risks - Items over £250,000			
Risk Description	Risk at Month 5 £000	Risk at Month 4 £000	Risk management since last report £000
There is an estimated shortfall in the s.75 Health Commissioning budgets which are under significant financial pressures. Following discussions with Health, the LA have been advised the financial liability will rest with the organisation responsible for the customer.	1,228	800	↓
Commissioners have completed the work with placement providers on inflationary increases which can be managed from the base budget and improved better care fund resources.	0	236	↑
Following a recent review, the savings from Transformation Commissioning Programme to be delivered currently RAG rated amber have increased. Further work is being undertaken on the delivery of the savings.	1,262	744	↓
Demographic pressures on Adult Social Care services would continue to increase as the population gets older. We continue to experience increases in numbers greater than anticipated during this financial year.	500	500	→

Table 3 - Key Risks - Items over £250,000			
Risk Description	Risk at Month 5 £000	Risk at Month 4 £000	Risk management since last report £000
Increased costs associated with the payment of the National Minimum Wage (NMW) for care workers who work sleep-in shifts in the social care sector. Previously workers were paid below the NMW. This follows a legal reinterpretation of minimum-pay rules. The pressure is currently being quantified.	0	0	→
TOTAL RISKS MANAGED	2,990	2,280	0

Supplementary Monitoring Information
None to report

APPENDIX 2: CHILDREN'S SERVICES
BUDGET REVENUE MONITORING REPORT – 2017/18 MONTH 5

Table 1 - Variance by Departmental Division				
Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Budget Performance Since the Last Report
	£000	£000	£000	£000
Family Services	26,954	455	482	↑
Education	6,729	426	406	↓
Commissioning	4,995	578	577	↓
Safeguarding, Review and Quality Assurance	1,521	51	43	↓
Finance and Resources	5,246	(271)	(359)	↓
Schools Funding	0	4	4	→
TOTAL	45,446	1,243	1,153	↓

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Family Services		
Family Support & Child Protection (FSCP) - Salary pressures due to increased activity and case load and the loss of grant funding this year. The forecast has increased this month due to the requirement to recruit additional workers to cover the unallocated cases in this service. A review of the current high caseload in FSCP as part of the mitigation strategy revealed a shortage in capacity. This has meant the need for an additional 3 Social Care Workers and an acting up Deputy Team Manager for 6 months.	167	152
Contact and Assessment - 4 Deputy Team manager posts and the loss of grant funding this year is contributing to the current forecast. A headroom growth bid was submitted to the September budget challenge for £212k in 2018/19 with respect to this overspend.	345	344
Multi Agency Safeguarding Hub - salary pressures over and above the budget due to maternity leave requiring cover, although this has decreased in P4.	25	25
Minor Variances	(82)	(39)

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Total Family Services	455	482
Education		
Travel Care and Support Services - Due to the need to improve and re-procure travel care and support service provision, additional unbudgeted cost is forecast to ensure the safe transportation of children with disabilities to their school at the start of the new school year in September. Children's Services will seek to contain this pressure but the revenue implications are reported in this report.	140	157
The Haven – Although additional income is forecast to be generated from out of borough residents at The Haven, the overall income for 17/18 is forecast to be lower than that for 16/17. The reduction in forecast is a delivery of the mitigations included in the CRM4 action plan.	83	208
Short Breaks - a small number of high cost placements are causing a pressure on this budget. The overspend is equivalent to one specialist placement.	157	171
Minor Variances	46	(81)
Total Education	426	406
Commissioning		
Pressure on salary budget due to use of interims and supernumerary staff delivering department wide projects which are outside of the Commissioning baseline capacity. Additionally, there is a baseline budget pressure because of the 2016 restructure which was based on a skeletal service model for LBHF. The forecast has reduced for CRM5 based on the assumption that costs for staff working on the Grenfell response will be recharged to the RBKC Corporate cost centre. Though some recruitment is pending, many of staff working on the Grenfell response have not been backfilled.	578	577
Total Commissioning	578	577
Safeguarding, Review, and Quality Assurance		
Minor Variances	51	43
Total Safeguarding, Review, and Quality Assurance	51	43
Finance and Resources		
Finance and Resources contains pressure budget which is due to be dispersed to various services to cover staffing spend	(271)	(359)

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
pressures.		
Total Finance and Resources	(271)	(359)
Schools Funding		
Minor Variances	4	4
Total Schools Funding	4	4
TOTAL VARIANCE	1,243	1,153

Table 3 - Key Risks - Detail Items Over £250,000
None to report

**APPENDIX 3: CONTROLLED PARKING ACCOUNT
BUDGET REVENUE MONITORING REPORT – 2017/18 MONTH 5**

Table 1 - Variance by Departmental Division				
Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Budget Performance Since the Last Report
	£000	£000	£000	£000
Pay & Display (P&D)	(12,145)	(1,854)	(2,042)	↓
Permits	(4,496)	(112)	(112)	↓
Civil Enforcement Officer (CEO) Issued Penalty Charge Notice (PCN)	(6,814)	(557)	(139)	↑
Bus Lane PCNs	(1,257)	(137)	(235)	↓
CCTV Parking PCNs	0	(19)	(19)	→
Moving Traffic PCNs	(6,314)	1,197	1,197	→
Parking Bay Suspensions	(3,223)	452	194	↓
Towaways and Removals	(325)	68	68	→
Expenditure and Other Receipts	12,339	746	854	↑
TOTAL	(22,235)	(216)	(234)	↓

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Pay & Display (P&D)		
Overachievement of income due to the telephone parking (Ringo) roll out (partly offset by additional expenditure to run the scheme). Income received in 2017/18 from P&D (including phone payments and card payments) is 15.7% higher than the same period the previous year. There has been a small reduction in the variance from P4 to P5, probably due to the impact of holidays. In relation to the full year forecast, allowance has been made for potential down time whilst the existing 1,100 pay and display machines are replaced by 400 machines (50 card/cash and 350 card only).	(1,854)	(2,042)
Total Pay & Display (P&D)	(1,854)	(2,042)
Permits		
Overachievement of income compared to budget. However, income received in 2017/18 is slightly lower than the same period last year by 1.1%	(112)	(112)
Total Permits	(112)	(112)
Civil Enforcement Officer (CEO) Issued Penalty Charge Notice (PCN)		

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Due to systems changes in 2016 income in that year was unusually low. The new systems are now in place and the recovery rate improved towards previous levels. Progress through the PCN life cycle hit a new problem in April/May 2017 whereby it was not possible to send Court Registration files for several weeks because of the County Court making an IT system change without advising Councils. This is now resolved and we have caught up resulting in improvement in recovery.	(557)	(139)
Total Civil Enforcement Officer (CEO) Issued Penalty Charge Notice (PCN)	(557)	(139)
Bus Lane PCNs		
The numbers of PCNs issued is 2% lower than same period last year. Also, income to date is 7% lower than same period the previous year. This has been exacerbated by the inability to register cases at Court or send warrants due to an IT issue with Traffic Enforcement Centre (TEC) earlier in the financial year. This is now resolved and we have caught up resulting in improvement in recovery.	(137)	(235)
Total Bus Lane PCNs	(137)	(235)
CCTV Parking PCNs		
Income is 31% lower than same period last year. CCTV parking PCNs are much reduced.	(19)	(19)
Total CCTV Parking PCNs	(19)	(19)
Moving Traffic PCNs		
The numbers of PCNs issued is 15% lower than same period last year. Income is also 19% lower than the same period the previous year. The aim of CCTV enforcement is to increase compliance so a reduction in PCNs is an indication of successful enforcement.	1,197	1,197
Total Moving Traffic PCNs	1,197	1,197
Parking Bay Suspensions		

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Parking Suspensions are down in general and this has previously been highlighted. Income to date is 24% lower than in the same period the previous year. Non-chargeable suspensions have increased due to a large number of gully maintenance works and the next phase of new electric charging bays being installed by Highways. This will be monitored closely throughout the year. The forecast variance in this period has been adjusted to reflect a drop-in suspension applications as well as to reflect a possible change of cash flow due to an imminent change of the Suspensions IT processing system during September 2017.	452	194
Total Parking Bay Suspensions	452	194
Towaways and Removals		
Income similar to previous year, so forecast outturn is expected to be in line with the 2016/17 outturn	68	68
Total Towaways and Removals	68	68
Expenditure and Other Receipts		
Forecast includes: <ul style="list-style-type: none"> • an allowance of £75k to fill vacancies as soon as possible especially for staff to help clear the backlog and ensure prompt response to correspondence • additional staffing costs factored in for supporting implementing the new suspension processing system and carrying out the cashless parking procurement. However, £100k of this will be capitalised due to staff working on the capital parking change programmes. 	92	149
Additional expenditure in relation to cashless parking i.e. the costs associated with the contracts for cashless parking, P&D machine maintenance and cash collection. This has now also taken into consideration new lower contract figures and additional costs for card processing fees.	755	806
Additional income due to cross departmental recharges, legal disbursements, and recovery in line with previous year.	(101)	(101)
Total Expenditure and Other Receipts	746	854
TOTAL VARIANCE	(216)	(234)

Table 3 - Key Risks - Detail Items Over £250,000
None to report

**APPENDIX 4: CORPORATE SERVICES
BUDGET REVENUE MONITORING REPORT – 2017/18 MONTH 5**

Table 1 - Variance by Departmental Division				
Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Budget Performance Since the Last Report
	£000	£000	£000	£000
H&F Direct	15,229	0	0	→
Human Resources & Electoral Services	1,649	0	0	→
Finance & Audit	913	0	0	→
Delivery & Value	1,069	0	0	→
Executive Services	280	0	0	→
Commercial Director	(449)	(367)	(367)	→
Legal Services	(781)	0	0	→
ICT Services	(1,355)	0	0	→
TOTAL	16,555	(367)	(367)	→

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Commercial Director		
Business Intelligence - as of P3 there is £1,000k income agreed in principal compared to a budget of £633k. This has the potential to increase as the year progresses.	(367)	(367)
Total Commercial Director	(367)	(367)
TOTAL VARIANCE	(367)	(367)

Table 3 - Key Risks - Detail Items Over £250,000
None to report

APPENDIX 5: ENVIRONMENTAL SERVICES
BUDGET REVENUE MONITORING REPORT – 2017/18 MONTH 5

Table 1 - Variance by Departmental Division				
Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Budget Performance Since the Last Report
	£000	£000	£000	£000
Building & Property Management (BPM)	(1,938)	700	628	↓
Transport, Highways, Parks & Leisure	18,056	151	78	↓
Environmental Health, Community Safety & Emergency Planning	6,387	157	55	↓
Cleaner, Greener & Cultural Services	20,763	(7)	(130)	↓
Other LBHF Commercial Services	(220)	(7)	(7)	→
Executive Support and Finance	(371)	(109)	(93)	↑
TOTAL	42,676	885	531	↓

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Building & Property Management (BPM)		
Advertising hoardings income shortfall due to poor performance of the old contract (new contract started in July). One off costs relating to the new contract of £167k agency fees and unachievable 2016/17 quarter 4 income of £117k confirmed this month.	911	765
Delays in progressing new income opportunities.	100	100
Rent income shortfall on commercial and civic accommodation, mainly due to a one-off void period on the new Lila Huset lease and stamp duty. This is offset by Fulham Town Hall empty property exemption business rates refund from last year.	59	104
Building Control income shortfall due to reduction in service demand. Remedial plans include improved marketing to potential contractors.	97	80
Prior year credits from the Total Facilities Management contract.	(300)	(300)
Reduced energy consumption in civic buildings giving rise to rebates, staffing costs recharges and vacancy in Valuation Services.	(192)	(145)
Unfunded expenditure incurred on disposed assets that cannot be met by disposal receipts and on properties not being sold.	30	30
Staffing overspend in Technical Support	23	22
Minor Variances	(28)	(28)

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Total Building & Property Management (BPM)	700	628
Transport, Highways, Parks & Leisure		
Income overachievement due to staff costs that will be rechargeable to projects.	(60)	(119)
Wifi income shortfall, assuming income in line with last year.	133	133
Underspend on TfL traffic lighting charges.	(50)	(50)
Streetlighting - Unachievable 15/16 MTFS.	50	50
Reduction in Network Management income.	42	54
Leisure & Parks - Actual grounds maintenance contract inflation more than budget growth awarded. Inflation requirements to be revisited for 2018/19.	24	24
Minor Variances	12	(14)
Total Transport, Highways, Parks & Leisure	151	78
Environmental Health, Community Safety & Emergency Planning		
Forecast shortfall in licencing fees, mostly due to the downward revision of a major licence fee.	73	73
Forecast shortfall in pest control and food hygiene income due to a reduction in the level of activity.	18	0
Forecast overachievement of gas safety works income.	(29)	0
Environmental Health salaries overspend.	169	0
Registrars forecast salary underspend due to vacancy lag and delays in regrading posts to a higher level (£50k) and overachievement of income (£35k).	(85)	0
Markets income shortfall (budgets to be transferred to Housing)	39	0
Minor Variances	(28)	(18)
Total Environmental Health, Community Safety & Emergency Planning	157	55
Cleaner, Greener & Cultural Services		
Actual waste and street cleansing contract inflation more than budget growth awarded. Inflation requirements to be revisited for 2018/19	78	78
Forecast underspend on waste disposal due to continuation of reduced rate for recycling. Actual tonnages for June were lower than previously forecast.	(198)	(213)
Forecast shortfall on filming income partly due to the delay in opening the Location Library which is not expected to deliver anticipated savings.	125	0
Minor Variances	(12)	5
Total Cleaner, Greener & Cultural Services	(7)	(130)

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Other LBHF Commercial Services		
Minor Variances	(7)	(7)
Total Other LBHF Commercial Services	(7)	(7)
Executive Support and Finance		
Staffing underspends, mostly due to vacancy drag pending service reorganisation.	(126)	(109)
Minor Variances	17	16
Total Executive Support and Finance	(109)	(93)
TOTAL VARIANCE	885	531

Table 3 - Key Risks - Detail Items Over £250,000			
Risk Description	Risk At Month 5 £000	Risk At Month 4 £000	Risk Management Since Last Report £000
Unplanned one-off costs arising from the termination of the LINK arrangement	400	400	→
The market cannot sustain new income targets (CCTV, Parks & Markets Events). Forecast assumes these will be achieved in full.	200	200	→
Expenditure incurred on disposed assets cannot be met by disposal receipts and on properties not being sold.	250	250	→
Advertising hoardings income for Two Towers site - risk arising from the uncertainty in relation to former providers (Ocean), if actual income is lower than forecast for Q1 2017/18.	118	267	↑
Costs to defend legal challenge	200	0	↓
Additional costs of keeping streets clean	268	0	↓
Unfunded revenue costs incurred in appropriation of General Fund assets to HRA (50 Commonwealth Ave, 87 Lime Grove and 2 Coverdale Rd).	250	0	↓
Unfunded costs incurred in transferring community assets for community benefits (Masbro Centre, Edward Woods Community Day Centre and 49 Brook Green).	250	0	↓

Table 3 - Key Risks - Detail Items Over £250,000			
Risk Description	Risk At Month 5 £000	Risk At Month 4 £000	Risk Management Since Last Report £000
Additional and Selective Licensing - risk if costs of operation are not recovered	300	300	→
TOTAL RISKS MANAGED	2,236	1,417	↓

APPENDIX 6: REGENERATION, PLANNING HOUSING SERVICES
BUDGET REVENUE MONITORING REPORT – 2017/18 MONTH 5

Table 1 - Variance by Departmental Division				
Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Budget Performance Since the Last Report
	£000	£000	£000	£000
Housing Solutions	5,551	2,027	2,000	↓
Housing Strategy	110	0	0	→
Economic Development, Learning & Skills	748	0	0	→
Development & Regeneration	13	0	0	→
Housing Services	108	0	0	→
Planning	2,194	252	332	↑
Finance & Resources	61	0	0	→
TOTAL	8,785	2,279	2,332	↑

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Housing Solutions		
<p>Inflationary pressure on temporary accommodation rents from private landlords has resulted in an adverse variance of £1,523k. This comprise of:</p> <p>£567k direct inflationary pressure compared to 16/17 prices mostly on properties acquired through the West London managing agent's framework agreement where agents are demanding rent rises on homes in their portfolio already occupied by households in temporary accommodation (£467k of the £567k).</p> <p>£956k savings on the net rental cost assumed in the budget are not being realised despite pursuing longer term leases.</p> <p>There is also a forecast increase in average client numbers (from a budget of 782 units to a forecast of 899 (895 at CRM 4) that results in an adverse variance of £345k.</p> <p>The impact of the loss of the management fee has resulted in an adverse variance of £1,870k, although this is offset in this year by the grant received below.</p> <p>There is an adverse variance of £189k due to a revision this month to the bad debt provision (from a budget of 8.5% of rental income to a forecast of 10.5%) because of continuing pressures on income collection resulting from the implementation of Universal Credit.</p>	3,927	3,927

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Incentive payments to private sector landlords are expected to exceed the budget by £32k. Major landlords have threatened to withdraw their homes from us within a month unless we pay them additional sums, again this is happening a lot on properties acquired through the West London managing agent's framework agreement. For example, we are having to pay £1,000 per property to retain 31 TA units that are currently provided by one of these agents. Officers are working on plans to procure alternative accommodation.	32	0
Homelessness Support Grant provided by Department for Communities and Local Government (DCLG) to cushion the impact of the removal of the management fee for Temporary Accommodation (after deducting an assumed £250,000 which we expect Registered Providers to claim). DCLG have stated the aim is to 'empower LAs with the freedom to support the full range of homelessness services they deliver' and plan their provisions with more certainty. It should be noted that so far this is only promised for 17/18 and 18/19 so there is a risk of significant budget pressure thereafter.	(3,277)	(3,277)
Increase in Bed and Breakfast accommodation net costs due to continuing increasing inflationary pressures on rents results in an adverse variance of £235k. Higher average client numbers (159 forecast up from 156 at CRM 4 vs 134 in the budget) has resulted in an adverse variance of £55k. Also, a revision this month to the bad debt provision (from a budget of 10% of rental income to a forecast of 25%) of £278k has been forecast due to continuing pressures on income collection because of the implementation of Universal Credit.	568	573
Incentive payments to Direct Letting landlords formerly funded from an earmarked reserve. The variance is after funding of £18k already approved by Cabinet (via CRM2) from the remainder of the specific reserve held for this purpose.	582	582
It is expected that repair costs on Private Sector Leasing properties will exceed the budget by £100k, and legal costs relating to disrepair and complex cases will overspend by £95k.	195	0
Total Housing Solutions	2,027	1,775
Planning		
Development Management - the division is currently predicting a staffing cost overspend of £101k and a shortfall in planning fee income which is £74k short of the income target. Planning officers are investigating the high non-chargeable workload. In addition, printing and publication costs are forecast to overspend by £46k.	221	352

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Planning Regeneration - higher than budgeted staffing costs of £243k are largely offset by higher than budgeted planning fee income of (£261k). Other overspends on minor budgets of £35k are forecast.	17	73
Planning Director's Office - the budget reporting the underspend from last month, which relates primarily to the vacant Director of Planning role, has been transferred to Development Management and Planning Regeneration to offset the shortfall in planning fee income.	0	(122)
There are minor staffing overspends within the Policy division.	14	29
Total Planning	252	332
TOTAL VARIANCE	2,279	2,332

Table 3 - Key Risks - Detail Items Over £250,000			
Risk Description	Risk At Month 5 £000	Risk At Month 4 £000	Risk Managem ent Since Last Report £000
Overall Benefit Cap	452	452	→
Direct Payment (Universal Credit)	560	560	→
Increase in the number of households in Bed & Breakfast accommodation	159	159	→
Change in Local Housing Allowance subsidy entitlements	830	830	→
Inflationary pressures on Temporary Accommodation landlord costs	395	395	→
Increased number of homelessness acceptances	336	336	→
The Governments High value void sales policy as legislated for in Housing & Planning Act 2016 - reduction in available accommodation	unknown	unknown	
Skills Funding Agency grant reduction	174	174	→
New Homes Bonus funding to produce Supplementary Planning Documents (SPD) has been exhausted. There is a risk that the costs of current and future work on SPDs will need to be charged to revenue. Officers are currently calculating the potential cost and will update this risk next month.	unknown	0	

Table 3 - Key Risks - Detail Items Over £250,000			
Risk Description	Risk At Month 5 £000	Risk At Month 4 £000	Risk Management Since Last Report £000
Mayor's Tea Dances - officers are investigating potential funding sources.	32	0	↓
TOTAL RISKS MANAGED	2,938	2,906	↓

Supplementary Monitoring Information
<p>Changes to the wider political, legislative, and economic environment are of such a scale that the financial pressure can only be partially offset. The action plan to minimise the overspend for the year is included separately within this report. We are experiencing increasing inflationary pressure as we are outbid for TA by other London Boroughs especially those looking to reduce the number of families they have in B&B and considerable inflationary pressure on currently occupied properties acquired through the West London Managing Agents procurement framework (there are short notice periods on both sides in this contract).</p> <p>The forecast outturn assumes legal and other costs for planning appeals and judicial reviews (currently forecast as £56,000), because of increasing numbers of decisions being challenged, will be funded from corporate reserves.</p>

**APPENDIX 7: LIBRARIES AND ARCHIVES SERVICES
BUDGET REVENUE MONITORING REPORT – 2017/18 MONTH 5**

Table 1- Variance by Departmental Division				
Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Budget Performance Since the Last Report
	£000	£000	£000	£000
Libraries Shared Services	2,685	56	157	↑
TOTAL	2,685	56	157	0

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Libraries Shared Services		
Delay in progressing ideas to increase income. For instance, the Law Centre Occupancy in Hammersmith Library was expected for a full year, but the agreement has not yet been signed. It is forecast that there will now be 6 months' rental from this.	157	157
Mitigating actions in place including vacancies that have been held, and possible use of "Ground Work London" for 12 week placements to fill some vacancies temporarily.	(101)	0
Total Libraries Shared Services	56	157
TOTAL VARIANCE	56	157

Table 3 - Key Risks - Detail Items Over £250,000 - None to Report
None to report

Supplementary Monitoring Information
<p>The commercial opportunities are significantly behind target for the year, with the net impact being reflected in the £42k above. There have been delays to other schemes including workarries, and a café in Fulham Library. However, there is a carry forward balance of £45k, as well as other one off credits in the year which have reduced this forecast variance on the Commercial opportunities down to the £42k reflected.</p> <p>Programme support has now been allocated to push through initiatives and to ensure that there are further mitigating activities and to ensure that the full savings can be achieved going forward. Within period 5 further work has been completed to ensure that the mitigating action plan is formally in place, and can now be recognised in the forecast, and has resulted in a reduction in the overspend.</p>

APPENDIX 8: PUBLIC HEALTH SERVICES
BUDGET REVENUE MONITORING REPORT – 2017/18 MONTH 5

Table 1 - Variance by Departmental Division				
Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Budget Performance Since the Last Report
	£000	£000	£000	£000
Sexual Health	5,674	(419)	(376)	↑
Substance Misuse	4,570	(26)	(320)	↓
Behaviour Change	1,961	60	(126)	↓
Intelligence and Social Determinants	33	10	10	→
Families and Children Services	6,388	(248)	(7)	↑
Public Health Investment Fund (PHIF)	4,162	0	0	→
Salaries and Overheads	160	86	86	→
Transfer Payments	510	981	981	→
Drawdown from Reserves	(991)	(444)	(248)	↑
S113 Income	(127)	0	0	→
Public Health – Grant	(22,338)	0	0	→
TOTAL	0	0	0	↑

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Sexual Health		
Genito Urinary Medicine - savings from service redesign and lower tariffs	(300)	(300)
Young People's Services – service now covered by new Lot 1 contract below, resulting in saving.	(227)	(66)
Lot 2 Sexual Health Screening – Includes all screening activity; some previously charged within GUM (above). Budget re-alignment will address variance.	245	0
Lot 1 Contraception – Consolidation of smaller contracts into Lot 1 has realised savings of £128k when compared with budget.	(128)	0
Other Minor Variances	(10)	(10)
Total Sexual Health	(419)	(376)
Substance Misuse		

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Detoxification and Residential Placements - savings from changes in practice to be monitored	0	(210)
Core drug and alcohol services - demand in alcohol services have increased	92	0
Community based services - budget to be realigned based on new agreements	(100)	0
Reducing Reoffending - demand to be monitored	0	(60)
Other Minor Variances	(18)	(50)
Total Substance Misuse	(26)	(320)
Behaviour Change		
Smoking Cessation - 23% budget reduction in one year not realistic	57	(96)
Health Trainers - 23% budget reduction in one year not realistic	112	0
Other Minor Variances	(108)	(30)
Total Behaviour Change	60	(126)
Intelligence and Social Determinants		
Other Minor Variances	10	10
Total Intelligence and Social Determinants	10	10
Families and Children Services		
Community based services - budget to be realigned based on new agreements	0	206
0-5 Health Visiting Programme - lower contract values agreed for extension	(137)	(137)
Obesity and Dietetics - childhood obesity to be integrated into Integrated Family Support Service (IFSS) model	(92)	(45)
Other Minor Variances	(19)	(31)
Total Families and Children Services	(248)	(7)
Salaries and Overheads		
s113 recharges - historical budget set too low so realignment needed	981	981
Other Minor Variances	86	86
Total Salaries and Overheads	1,067	1,067
Drawdown from Reserves		
Transfer to reserve to reduce the operating balance to zero.	(444)	(248)
Total Drawdown from Reserves	(444)	(248)

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
TOTAL VARIANCE	0	0

Table 3 - Key Risks - Detail Items Over £250,000
None to report

Supplementary Monitoring Information
<p>All the public health contracts are being reviewed considering the development of a prioritisation framework. Where contracts ended recently, services were redesigned to extract greater value from the new specifications. The new service models have led to financial savings as listed above. The s113 recharge budgets would be rebased as the historical amounts were too low.</p>

APPENDIX 9: CENTRALLY MANAGED BUDGETS
BUDGET REVENUE MONITORING REPORT – 2017/18 MONTH 5

Table 1 - Variance by Departmental Division				
Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Budget Performance Since the Last Report
	£000	£000	£000	£000
Corporate & Democratic Core	3,556	0	0	→
Housing and Council Tax Benefits	(328)	0	0	→
Levies	1,570	(36)	(36)	→
Net Cost of Borrowing	32	600	750	↑
Other Corporate Items (Includes Contingencies, Insurance, Land Charges)	5,403	(386)	(36)	↑
Pensions & Redundancy	8,688	(49)	(49)	→
TOTAL	18,921	129	629	↑

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Levies		
Other Minor Variances	(36)	(36)
Total Levies	(36)	(36)
Net Cost of Borrowing		
Historically low interest rates are expected to continue for the foreseeable future. Analysis of the current rate of returns on investments (0.43%) indicates an overspend of £600k	600	750
Total Net Cost of Borrowing	600	750
Other Corporate Items (Includes Contingencies, Insurance, Land Charges)		
The housing market continues to be sluggish. Income for April and May support this prognosis and an overspend of £250k is forecast.	250	250
A central budget is held for NNDR inflation. Analysis of the charges for 2017/18 indicate there will be an underspend of £350k on this budget.	(350)	0
Contingency budget has been increased due to Business rate income for 2017/18 being higher than originally budgeted. This will be used to mitigate other spending pressures within	(249)	(249)

Table 2 - Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Centrally Managed Budgets.		
Other Minor Variances	(37)	(37)
Total Other Corporate Items (Includes Contingencies, Insurance, Land Charges)	(386)	(36)
Pensions & Redundancy		
Other Minor Variances	(49)	(49)
Total Pensions & Redundancy	(49)	(49)
TOTAL VARIANCE	129	629

Table 3 - Key Risks - Detail Items Over £250,000			
Risk Description	Risk At Month 5 £000	Risk At Month 4 £000	Risk Management Since Last Report £000
The Commercialisation Savings of £0.5m are currently held on Centrally Managed Budgets. There is a risk that the full savings will be delivered in 2017/18.	500	500	→
TOTAL RISKS MANAGED	500	500	

Supplementary Monitoring Information
Commitments against the unallocated contingency remain the same as last month leaving £1.2m of this budget currently uncommitted.

APPENDIX 10: HOUSING REVENUE ACCOUNT
BUDGET REVENUE MONITORING REPORT – 2017/18 MONTH 5

Table 1 - Variance by Departmental Division				
Departmental Division	Revised Budget	Variance Month 5	Variance Month 4	Budget Performance Since the Last Report
	£000	£000	£000	£000
Housing Income	(76,283)	(306)	333	↑
Finance and Resources	14,907	(479)	(509)	↓
Housing Services	13,354	(402)	(437)	↓
Property Services	2,822	26	26	→
Housing Repairs	13,768	957	936	↓
Housing Solutions	114	66	66	→
Housing Strategy	256	0	0	→
Adult Social Care	48	0	0	→
Regeneration	355	192	0	↓
Safer Neighbourhoods	622	0	0	→
Capital Charges	29,248	193	0	↓
(Contribution to) / Appropriation from HRA	789	0	0	→
TOTAL	0	247	415	↑

Table 2- Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Housing Income		
This relates to better than expected void performance on rents and tenant service charges for Council homes rents (from a budgeted figure of 1.3% to a forecast outturn of 0.9%) and tenant service charges (£367k), and commission earned following an agreed variation to the contract with Thames Water (£581k), offset by a reduction in the forecast for Advertising Hoarding income of £381k due to delays and contractual issues, and a reduced forecast for income from commercial property of £167k, garage rental income of £39k, and estate parking permit income of £55k.	(306)	333
Total Housing Income	(306)	333
Finance and Resources		

Table 2- Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
This relates mainly to delays in recruitment for the Finance and Rent Income teams (£200k), a delay in a scheme to encourage direct debit take up (£138k), lower legal costs due to effective tenancy sustainment activity reducing the need for possession claims (£65k), underspends on printing, postage, and publications (£36k) in both Rent Income and Leasehold Services teams and lower than expected costs for IT project work (£98k). These underspends are off-set by an expected overspend of £54k on business rates on vacant commercial properties.	(483)	(479)
Minor Variances	4	(30)
Total Finance and Resources	(479)	(509)
Housing Services		
Underspends are anticipated on staffing related costs (£324k) due mainly to delays in recruitment, offset by the costs of opening reception centres at Norland & Stebbing Houses of £75k. In addition, we have lower removal costs due to lower than budgeted decant volumes (£122k). Further, an underspend on incentive payments to encourage tenants to downsize to smaller homes (£106k) is mainly due to a lack of homes that meet the requirements of potential tenants and lower than expected interest from tenants.	(477)	(512)
This is mainly due to forecast overspends on legal charges of £30k, storage costs of £18k and costs of £36k for providing emergency accommodation for residents. This is partly offset by a small underspend (£9k) on other supplies and services expenditure across the Housing Services division.	75	75
Total Housing Services	(402)	(437)
Property Services		
This predominately relates to a shortfall on rechargeable repairs income of £31k offset by small underspends across several different budget heads (£5k).	26	26
Total Property Services	26	26
Housing Repairs		

Table 2- Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
The out of scope element of the repairs contract with MITIE is predicted to overspend by £410k. This is due mainly to an increase in the identification by MITIE of the number of chargeable jobs, increases in void costs and increases in the number of disrepair cases. The reduction since last month is due to action taken by officers. Additionally, the forecast has been adjusted downwards to take account of the emerging trend in out of scope works volumes.	410	608
MITIE charging for activity that was budgeted to be reduced. Work is underway to bring this in line with budget.	547	328
Total Housing Repairs	957	936
Housing Solutions		
This relates to a shortfall on rental income for Hostels due to the decanting of Lavender Court required following Cabinet's approval to dispose of the land at Lavender Court under a land sale agreement which will enable the development of 60 new affordable homes.	50	50
Minor Variances	16	16
Total Housing Solutions	66	66
Regeneration		
The forecast for security costs for the Earls Court regeneration programme has been revised and no variance is currently expected.	0	0
Delays on Housing Development capital projects including Spring Vale and Jepson House have meant that the amount capitalised for regeneration staff time has been lower than predicted when the budgets were produced.	192	0
Total Regeneration	192	0
Capital Charges		
The forecast for interest earned from HRA balances has been reduced due to the anticipated level of internal borrowing this year caused by advance receipts from the Earls Court regeneration programme being used to finance the HRA capital programme which are classed as General Fund receipts until the land transfers from the HRA to the developer have been completed. The reduction is also caused by the plan to use HRA balances to contribute £10m to the Fire Safety Plus investment programme.	193	0

Table 2- Variance Analysis		
Departmental Division	Month 5 £000	Month 4 £000
Total Capital Charges	193	0
(Contribution to) / Appropriation from HRA	247	415


Table 3 - Key Risks - Detail Items Over £250,000			
Risk Description	Risk At Month 5 £000	Risk At Month 4 £000	Risk Management Since Last Report £000
Refunds to tenants because of the Southwark Water judgement. A £10m contingent liability has been included in the accounts and the majority of this risk is covered from earmarked reserves. There remains a residual risk that would apply in very limited circumstances of £600k.	600	600	→
Following the disaster at Grenfell Tower, additional plans to enhance fire safety for the residents of the Council's homes are being put in place. One of these enhancements is free replacement appliances for tenants and leaseholders whose electrical appliances fail electrical safety testing. The costs are currently being finalised but are expected to be in the range of £100k to £750k (reduced from £6.0m). This month we've been able to revise the risk downwards based on the electrical testing that's been carried out recently (we've had 111 requests to visit residents as at mid-September, 106 tests have been carried out and all have passed). There are also likely to be other revenue costs because of this programme. Costs will be updated as a programme of significant investment and funding is developed in the coming months.	750	6,000	↑
A review of revenue repair costs and volumes on the out of scope element of the MITIE repairs and maintenance contract indicate that there remains a risk of a further overspend this year in addition to that declared above. Officers are reviewing	500	500	→

Table 3 - Key Risks - Detail Items Over £250,000

Risk Description	Risk At Month 5 £000	Risk At Month 4 £000	Risk Management Since Last Report £000
the position monthly in detail.			
<p>CLG's Settlement Payments Determination included a five-year transitional period during which time Councils may use the uplifted Major Repairs Allowance (MRA) as a proxy for depreciation. The Council subscribed to the transitional period and this ended in 2016/17. This year there is a risk that the depreciation charge will result in an increase in revenue costs. Officers are working through the implications and will provide an update in the coming months. The risk of £1.1m assumes that any increase in the depreciation charge can be offset by utilising the budget for revenue contributions to capital as both are funding sources for the Decent Neighbourhoods programme. This also assumes that the Decent Neighbourhoods does not require any additional funding from the HRA because of the Fire Safety Plus programme.</p>	1,100	1,100	→
TOTAL RISKS MANAGED	2,950	8,200	↑

APPENDIX 11 - VIREMENT REQUEST FORM
BUDGET REVENUE MONITORING REPORT – Month 5

Details of Virement	Amount (£000)	Department
GENERAL FUND:		
There has been the need to effect budget realignment to split the income budget into the annual grant and contribution from reserves.	2,197	PHS
Draw down from the Public Health reserves to mitigate the budget adjustments and realignment	(2,197)	PHS
To fund the Supporting People MTFs savings target.	300	ASC
Draw down from the Supporting People Programme Reserves.	(300)	ASC
To transfer growth budget held centrally to fund the Travel Care & Support Services contract budget	222	CHS
To transfer growth budget held for Queens Manor Resource Centre (£105k) and Passenger Transport (£117k)	(222)	CMB
Use of Dilapidations and Office Moves Reserve to cover the cost of additional shared services accommodation due to slippage in the delivery of the LBHF accommodation savings from the asset management strategy	(552)	CMB Reserves
	552	CMB
Transfer of income budget for school's payroll income from CHS to HR	(570)	CS-HR
	570	CHS
Transfer of budget from Managed Services to HR to reflect lower contract payments to BT due to schools buying out of the contract	(203)	CS – Finance
	203	CS-HR
Total of Requested Virements (Debits)	4,044	
PHS - Public Health Services ASC - Adult Social Care CHS - Children's Services CMB - Centrally Managed Budgets		

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>4 DECEMBER 2017</p>	
SUBSCRIPTIONS/AFFILIATIONS FOR EXTERNAL ORGANISATIONS 2018/19	
Report of the Cabinet Member for Finance – Councillor Max Schmid	
Open Report	
Classification - For Decision / For Information	
Key Decision: Yes	
Wards Affected: ALL	
Accountable Director: Hitesh Jolapara – Strategic Finance Director	
Report Author: Danielle Wragg – Finance Business Partner	Contact Details: Tel: 020 8753 4287 E-mail: danielle.wragg@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. Historically the decision to subscribe to London Councils, Local Government Association and the London Boroughs Grants Scheme has been taken by Cabinet preceding the financial year the subscriptions are due.
- 1.2. Because these subscription rates are not set until mid to late December there are timing difficulties in taking these reports to Members. It is therefore proposed that the final decision on these subscriptions is delegated to the Strategic Director of Finance in consultation with the Cabinet Member for Finance to fit in with the LBHF reporting timetable.
- 1.3. The financial value of these subscriptions and grants contributions will be in the range of £300,000 - £350,000 based on 2017/18 figures.

2. RECOMMENDATIONS

- 2.1. To delegate the authority to renew the subscription to London Councils for 2018/19 to the Strategic Director of Finance in consultation with the Cabinet Member for Finance.

- 2.2. To delegate authority to approve the 2018/19 contribution to the London Boroughs Grant Scheme to the Strategic Director of Finance in consultation with the Cabinet Member for Finance.
- 2.3. To delegate authority to renew the subscription to the Local Government Association in 2018/19 to the Strategic Director of Finance in consultation with the Cabinet Member for Finance.

3. REASONS FOR DECISION

- 3.1. A decision is required in order to streamline the process for authorising the major corporate subscriptions/affiliations and grant contributions.

4. INTRODUCTION AND BACKGROUND

- 4.1. This report deals with the major corporate subscriptions/affiliations whose funding is included in the Finance and Corporate Services' estimates.

5. PROPOSAL AND ISSUES

- 5.1. Approval is being sought to delegate authority to the Strategic Director for Finance to decide on the renewal of the subscription to London Councils and the Local Government Association for 2018/19 and the London Boroughs Grant Scheme for 2018/19. The 2017/18 contributions are provided below for information.
- 5.2. The Local Government Association subscription for 2017/18 after discounts for prompt payment and a loyalty discount for not being on notice of withdrawal is £26,577. This subscription has been frozen at the 2013/14 level and has reduced by 45% since 2009/10 (appendix 1a).
- 5.3. The 2017/18 subscription for London Councils is £161,958. In 2017/18, there is a one-off reduction of £25,030 funded from London Council joint committee reserves reducing the payment due to £136,928 (appendix 1a).
- 5.4. The base budget for the London Boroughs Grant Scheme has reduced from £9.000m in 2016/17 to £7.668m in 2017/18 a reduction of £1.332m. The LBHF contribution is £188,006 (appendix 1b). After allowing for a one-off rebate from reserves the net cost to LBHF is £158,610.
- 5.5. The benefits of continuing membership of these organisations is contained in appendix 2.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. The rationale for continuing the subscriptions to London Councils and the Local Government Association are based on the benefits of continuing membership of these organisations as expanded on in Appendix 2.

7. CONSULTATION

7.1. N/A

8. EQUALITIES IMPLICATIONS

8.1. N/A

9. LEGAL IMPLICATIONS

9.1. Two of the three subscription and grant contributions outlined in this report involve decisions with expenditure of over £100,000.

9.2. Decisions involving expenditure of more than £100,000 can be categorised as key decisions and should be included on any key decision list. Where the delegation currently exists for Cabinet to take such a decision then a report from Cabinet authorising the delegation of these specific decisions to the Strategic Director for Finance, in consultation with the Cabinet Member for Finance should be completed and approved by Cabinet.

9.3. The Strategic Director for Finance would then rely on that report as authority to make the decisions outlined in this report.

9.4. Implications completed by: - Joyce Golder, Principal Solicitor, 020 7361 2181

10. FINANCIAL AND RESOURCES IMPLICATIONS

10.1. The financial implications will be finalised when the level of the subscriptions/contributions are known. Currently there is sufficient budget to support these affiliations/contributions.

10.2. Implications completed by: Danielle Wragg, Finance Business Partner, 020 753 4287

11. IMPLICATIONS FOR BUSINESS

11.1. There are no implications that affect local businesses.

12. RISK MANAGEMENT

12.1. N/A

13. PROCUREMENT IMPLICATIONS

13.1. There are no immediate procurement implications arising from this report.

13.2. Implications completed by: - Alan Parry, Procurement Consultant.
Telephone 020 8753 2582

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

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

LIST OF APPENDICES:

APPENDIX 1a AND 1b
APPENDIX 2 - DETAILS OF SUBSCRIPTION/AFFILIATION ORGANISATIONS

APPENDIX 1a

<u>ORGANISATION</u>		<u>SUBSCRIPTIONS</u> <u>2017/2018</u>	<u>SUBSCRIPTIONS</u> <u>2016/2017</u>
1	London Councils Subscription	£161,958	£161,958
2	London Councils – 2015/16 one off credit (funded from uncommitted Joint Committee reserve.	£(25,030)	£(25,000)
	London Councils – Sub Total	£136,928	£136,958
3	Local Government Association <i>(including AMA rent credit - see appendix 2).</i>	£26,577	£26,577
	TOTAL	£163,505	£163,535

APPENDIX 1b

	2017//18 Contribution (£)	2016/17 Contribution (£)
LBHF Contribution to the London Boroughs Grant Scheme	£158,610	£188,006

APPENDIX 2

DETAILS OF SUBSCRIPTION/AFFILIATION ORGANISATIONS

1. LONDON COUNCILS

London Councils is the local government association for London, bringing together representatives of the 32 London Boroughs and the Corporation of London. It develops policy, lobbies government and others, and runs a range of services including the Freedom Pass, the Taxicard Scheme, the London Lorry Control Scheme and the Parking and Traffic Appeals Service.

2. LONDON COUNCILS - LOCAL GOVERNMENT EMPLOYERS ORGANISATION (CENTRAL BODIES)

The Local Government Employers was created by the Local Government Association and works with local authorities, regional employers, and other bodies to lead and create solutions on pay, pensions and the employment contract.

3. LOCAL GOVERNMENT ASSOCIATION

The Local Government Association (LGA) promotes the interests of English and Welsh local authorities.

The LGA exists to promote better local government and is a voluntary lobbying organisation.

In addition to representing various local government authorities it also represents fire authorities, police authorities, national park authorities and passenger transport authorities. The LGA also provides support to help councils and councillors develop and improve.

Explanation of the AMA rental/finance credit from the LGA - The annual LGA membership subscription of each former member of the Association of Metropolitan Authorities (AMA), which previously contributed to the purchase of the AMA's former offices at 35 Great Smith Street, is adjusted each year by a rental/finance credit. Before the LGA moved to Local Government House in Smith Square, it used the offices at 35 Great Smith Street and the rental credit represented an individual authority's share of the rent that was due to the AMA (Properties) Limited. The building was sold in 1999 and the proceeds of £6.2 million were invested in Local Government House in the form of a loan. Each (finance) credit (initially £6,000) now represents interest payable on the loan. The credit is reviewed every five years and adjusted with the Retail Price Index (RPI). The credit is currently £7,965.

London Borough of Hammersmith & Fulham CABINET 4 DECEMBER 2017		
IT TRANSITION PHASE 4 ASSURING SERVICE CONTINUITY – DESKTOP SUPPORT PROCUREMENT OPTIONS		
Report of the Cabinet Member for Finance - Councillor Max Schmid		
Open report A separate report on the exempt part of the Cabinet agenda provides financial and legal information.		
Classification - For Decision / For Information/For Scrutiny Review & Comment Key Decision: Yes		
Wards Affected: (All Wards); All		
Accountable Executive Director: Veronica Barella, Interim Chief Information Officer		
Report Author: Adam Nyman, Transition Manager, IT services		Contact Details: Tel: 020 8753 4833

1. EXECUTIVE SUMMARY

- 1.1. The council needs a new desktop service to replace its current solution which expires in October 2018.
- 1.2. The current desktop service supports thin clients (aka virtual desktops, white boxes); thick clients (desktops and laptops capable of working offline); and Bring Your Own Devices (BYOD).
- 1.3. A new virtual desktop service is being designed to replace the current end of life solution.
- 1.4. This paper proposes how the council can evaluate three procurement options for the desktop hosting and support strategy for both the thin client and thick client estate.

2. RECOMMENDATIONS

- 2.1 To approve the procurement strategy for the desktop and hosting support service.

- 2.2 To delegate to the Strategic Finance Director, in consultation with the Cabinet Member for Finance, the contract award based on the options evaluation relating to the desktop hosting and support running costs.

3. REASONS FOR DECISION

- 3.1. The council needs a desktop strategy which supports its ambition for agile working, delivers savings and replaces its current end of life desktop solution.
- 3.2. A decision is needed in December 2017 in order to develop and implement the new desktop service by October 2018. Any implementation is likely to take at least 9 months from decision. Failure to meet that deadline could have adverse impacts to council services.

4. PROPOSAL AND ISSUES

Background

- 4.1. The council last updated its desktop service in 2011 with the deployment of the current Smart Desktop service, also known as the Virtual Desktop Infrastructure or VDI, which operates through thin client devices such as Cisco “white boxes” or Wyse laptops. This solution runs in a data centre and no data is held locally on the device.
- 4.2. The contract the council held with HFBP for the provision of the service ended in October 2016. A short-term arrangement was made with BT, and Agilisys as their sub-contractor, using an existing framework. This allowed the current desktop service to continue to assure service continuity. This ends in October 2018.
- 4.3. In a previous Leader’s Urgency paper entitled “IT transition phase 4 assuring service continuity – adoption of a desktop strategy, a procurement strategy, and the supporting business case”, Cabinet approved the desktop strategy, the outline business case for one-off investment in 2017 for the new infrastructure with a further one-off investment in 2020/21, and the procurement approach.
- 4.4. Cabinet also agreed to a delegated report for information relating to the award of the design of desktop contract in July 2017 to the Strategic Director of Finance, in consultation with the Cabinet Member for Finance.
- 4.5. The contract awarded under the Crown Commercial Services Technology Services Framework contract RM1058 to Phoenix Software Ltd (Phoenix) who are currently designing a new VDI desktop service for the council. It should be noted the contract with Phoenix is for the desktop design only and does not include desktop platform hosting and support.
- 4.6. In addition to the virtual desktop supporting thin clients, the council also has a thick client desktop estate. This is supported through a range of services such as application packaging, anti-virus, encryption and policy settings, which are enabled through a set of desktop foundation services. These are currently part of the services provided by BT, with their subcontractor Agilisys, which need to be replaced.

- 4.7. A key part of the desktop services provided by BT with Agilisys are the Microsoft Exchange on-premise messaging services, which provide connectivity to Office 365, as well as secure email where government partners have yet to implement Office 365 secure email. The final component of the current desktop services is the unstructured file storage which contains ad-hoc files such as Word documents and Excel spreadsheets.
- 4.8. The current desktop service is based on Windows 7, in both thin client and thick client forms. Extended support from Microsoft for Windows 7 ends in 2020, at which point continued use of Windows 7 presents Public Service Network (PSN) compliance issues.

Proposal

- 4.9. IT Services has worked extensively with SmartWorking II and business services in developing the desktop strategy. The SmartWorking II programme is intended to transform how people work by supporting agile working and enabling employees to work more effectively both within council buildings and around the borough.
- 4.10. The council needs to decide how to support the range of infrastructure and services required to support thin and thick client desktops. IT propose to
1. undertake a procurement to determine the most cost-effective solution for and desktop support services with the objective of delivering major cost reductions in annual charges;
 2. design the required infrastructure to support thin and thick clients, based on the core VDI currently being designed;
 3. design the required Microsoft Exchange Services required;
 4. assess the options for unstructured file storage;
 5. use the resulting architecture as the design brief to procure desktop support foundation services hosting arrangements through the existing BT data centre contract. BT would use their resilient data centres to host and support the new VDI desktop and non VDI thick client desktop support foundation services and;
 6. upgrade all relevant devices from Windows 7 to Windows 10.
- 4.11. This approach is intended to provide a common platform for LBHF to share applications and services, with further expandability for other online services, facilitating potential sharing with other councils. The approach will also enable the council to vacate legacy supplier data centres, and remove two sets of network links, which also contributes to savings.
- 4.12. The approach also meets the business requirements and design principles developed jointly with SmartWorking II. Key is the requirement to increase flexible working of staff and encourage uptake of the new technologies. SmartWorking II will lead, with IT Services supporting, on the inevitable culture change needed to ensure this new service is fully embedded.
- 4.13. The council will benefit from a modern, improved desktop service, permitting increased density of accommodation usage, future-proofed services, and a further significant increase in mobile working. This service will enable faster

and more flexible access to line of business applications to enable staff to work more responsively in a wider range of locations and provide residents with easier, more reliable ways to interact with the council.

5. OPTIONS AND ANALYSIS OF OPTIONS

5.1. The council is considering the following options for desktop support services based on the desktop support foundation services hosted in the BT data centre:

- **Option 1:** IT let a contract with BT under current Framework Agreement “ICT Services” procured by Westminster City Council in 2014, under Lot 1: Distributed Computing, Contract Notice: 2013/S 066-110653 for a desktop support service.
- **Option 2:** IT undertake a mini competition using the Crown Commercial Services (CCS) framework, Technology Services 2, Contract ID: RM3804, Lot 3: Operational Services. CCS has extensive IT framework agreements and public bodies are encouraged to call-off from them. Procuring using these frameworks is a recognised method for achieving a swift outcome and a good solution and is fully compliant with EU procurement regulations.
- **Option 3:** The in-house IT team deliver the desktop support service, with recruitment needed for specialist desktop knowledge as the current IT team do not have the required skill set to support a desktop platform.

5.2. Following the procurement, IT will be in a position to choose between these options and therefore determine the ongoing revenue costs required to deliver the desktop service.

5.3. The draft high level timeline is below

Cabinet approves desktop hosting and support strategy	December 2017
IT evaluate the 3 procurement options	November to February 2018
IT and SmartWorking II deploy desktop proof of concept pilot and have it approved by users	December 2017 to February 2018
IT procures, via CCS or an existing framework, a supplier to manage the end-to-end desktop support service	February 2018
Delegated approval report for contract award	February 2018
Supplier builds new infrastructure for the desktop platform	June 2018
IT with supplier has the new support model for EUC desktop in place	June 2018
IT rolls out new VDI desktop platform based on Windows 7 to assure service continuity	July 2018 to October 2018
IT rolls out new desktop platform across thin and thick clients based on Windows 10	September 2018 to December 2018
BT contract with Agilisys terminates	October 2018

6. CONSULTATION

6.1. The report has been presented to IT transition programme board, IT Portfolio and senior leadership teams.

6.2. Verified by: Veronica Barella, CIO, IT services, 0208 753 2927

7. EQUALITY IMPLICATIONS

7.1. The proof of concept or pilot stage and subsequent testing would elicit any issues with any solution proposed.

8. LEGAL IMPLICATIONS

8.1. There are no legal implications for the recommendations related to the proposed IT strategy, the funding and delegation.

8.2. Any procurement for the desktop services hosting and support services would need to be in compliance with the Public Contracts Regulations 2015 as amended. The use of frameworks for procurement would, subject to validity of such framework for the proposed procurement, comply with the Council's obligations under the Public Contracts Regulations 2015 as amended.

8.3. Implications completed by: Babul Mukherjee, Senior Solicitor (Contracts), Shared Legal Services, Tel 02073603410

9. FINANCIAL IMPLICATIONS

9.1. These are set out in the exempt part of the Cabinet agenda.

9.2. A separate report, relating to the contract award and support running costs will be presented to the Strategic Finance Director, in consultation with the Cabinet Member for Finance.

9.3. Verified by: Andrew Lord, Head of Strategic Planning and Monitoring, 0208 753 2531

10. IMPLICATIONS FOR BUSINESS

10.1. None

11. COMMERCIAL IMPLICATIONS

11.1. The contracts quoted in option 1 and 2 are existing procurement frameworks.

11.2. Option 1: Framework Agreement "ICT Services" procured by Westminster City Council in 2014, under Lot 1: Distributed Computing, Contract Notice: 2013/S 066-110653.

11.3. Option 2 would call off from: Crown Commercial Services (CCS) framework, Technology Services 2, Contract ID: RM3804, Lot 3: Operational Services.

- 11.4. The value of the contract is estimated to be above the threshold for services (currently £164,176). Both framework agreements have been let in accordance with statutory requirements. The call off complies with the Public Regulations 2015 and the Council's Contracts Standing Orders. Consequently, no further Contract Notice will be published in either OJEU/Tenders Electronics Daily (TED) nor in the UK's Contracts Finder as only the suppliers on the framework/lot will be invited to bid for this contract, according to the frameworks' rules.
- 11.5. The Council will ensure the process is fully compliant with the principles of openness and transparency. A Contract Award notice will be published in Contracts Finder once the contract is awarded and an entry made in the Council's Contracts Register.
- 11.6. There are no procurement implications for Option 3.
- 11.7. Verified by: Andra Ulianov, Procurement Consultant, Telephone 0208 753 2284.

12. IT STRATEGY IMPLICATIONS

- 12.1. The report is aligned with the current IT strategy and vision of converging software and infrastructure, whilst enabling better collaboration and productivity amongst staff.
- 12.2. Verified by: Ciara Shimidzu, Head of Information, Strategy, and Projects, IT, 0208 753 3895.

13. RISK MANAGEMENT

- 13.1. A timely decision is essential or legal and procurement impact, staffing impact and service failure are all more likely. These would impact negatively, if realised, on the following risks; managing in year and medium-term budgets; market testing and achieving the best possible services at lowest possible cost to the local taxpayer; Service Resilience; decision making and the consequential impact on the reputation of services.
- 13.2. As the current wireless provision is not suitable for the new desktop service, it must be upgraded in line with desktop timescales.
- 13.3. If any proposed desktop solution does not include a clear accountable party for the end to end service any solution with multiple suppliers/components will have a significant risk of failure as a lack of clear accountabilities and responsibilities potentially leading to gaps in service provision, incident, and problem management, etc.
- 13.4. If IT cannot replace temporary IT staff in key project positions quickly enough with permanent staff or if the council loses key staff, then there would be no IT staff with the right experience to share and knowledge transfer.

13.5. Overall the risk is that if the council cannot deliver the new desktop on time, the desktop service solution will need to be either extended which means strategy by default or the council will have no service after October 2018, a high resilience risk to the council. The timely award of the contract will facilitate successful delivery of a project which will take a minimum period of a year to be successfully implemented.

13.6. Further comments are set out in the exempt part of the Cabinet agenda.

13.7. Verified by: Michael Sloniowski, Shared Services Risk Manager, 0208 753 2587

14. OTHER IMPLICATION PARAGRAPHS

14.1. Property, business intelligence, health and wellbeing, Section 106 and PREVENT implications have been considered and are not relevant.

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		

Agenda Item 9

London Borough of Hammersmith & Fulham		 hammersmith & fulham
CABINET 4 DECEMBER 2017		
SANDS END COMMUNITY TRUST		
Report of the Cabinet Member for Economic Development and Regeneration - Councillor Andrew Jones and the Cabinet Member for Health and Adult Social Care – Councillor Ben Coleman		
Open report A separate report on the exempt part of the Cabinet agenda provides financial and legal information.		
Classification - For Decision Key Decision: YES		
Wards Affected: Sands End		
Accountable Executive Director: Jo Rowlands, Lead Director for Regeneration, Planning, and Housing Services		
Report Author: Yvonne Thomson, Special Projects	Contact Details: Tel: 020 8753 6069 E-mail: yvonne.thomson@lbhf.gov.uk	

1. EXECUTIVE SUMMARY

- 1.1 This report requests approval for the creation of a Community Trust to oversee the operations of the Sands End Arts and Community Centre, in line with the Leaders Urgency Report of February 2017, regarding the rebuilding of the centre.
- 1.2 The report describes the options for a community organisation and the cost of setting one up.
- 1.2 A Community Trust has been recommended as the best structure, by officers, due to the robust governance management processes involved and ease of access to grant. There are minimal disadvantages with the creation of this organisation for LBH&F and the community itself. The report sets out the next steps to register the Charitable Trust with the Charities Commission, recruit trustees, produce a Business Plan and put together a lease agreement for the buildings.

2. RECOMMENDATIONS

- 2.1. To approve the establishment of a Community Trust to govern the Sands End Arts and Community Centre.
- 2.2. That authority be delegated to the Lead Director for Regeneration, Planning, and Housing Services, in consultation with the Cabinet Member for Economic Development and Regeneration and the Cabinet Member for Health and Adult Social Care, to take decisions associated with the establishment of the Community Trust and agreement of the Trust Business Plan.
- 2.3. That authority be delegated to the Lead Director for Regeneration, Planning, and Housing Services in consultation with the Director of Law, the Cabinet Member for Economic Development and Regeneration and the Cabinet Member for Health and Adult Social Care, to draw up and approve the Community Trust legal documents.

3. REASONS FOR DECISION

- 3.1. The driver for this decision is the council's commitment to the delivery of this community asset for the use of all Sands End residents, in perpetuity (and that this meets the agreement contained within the contract between the developer, Tideway, and LBH&F).
- 3.2. The Leaders Urgency Report of February 2017, approved the delivery of a sustainable community run multi-purpose community centre. This report now progresses the delivery of the governance model for the Sands End Arts and Community Centre.

4. INTRODUCTION AND BACKGROUND

- 4.1. The Council wishes to ensure the long-term availability and sustainability of community-based assets and it recognises that:
 - Dynamic and well-run community buildings can be the bedrock for local communities; housing a wealth of services, support and facilities upon which neighbourhoods can develop and thrive and local citizenship and engagement can be strengthened;
 - Third sector organisations and charities can access funding, donations and expertise which are not available to local authorities and which can open opportunities and build community resilience.
- 4.2. The report seeks approval to establish a Community Trust in line with the decisions of the Leaders Urgency Report of February 2017, which approved the delivery of a sustainable community run multi-purpose community centre.

- 4.3. The Council's aim is for a community managed and run organisation to be formed that represents all sectors of the community and will run the operations of the new centre, following its construction.
- 4.4. The community asset itself would continue to remain in the ownership of LBHF as outlined in the example Heads of terms contained in Appendix 1 (set out in the exempt part of the Cabinet agenda).
- 4.5. LBH&F has committed to replacing the Sands End Community Centre on the site of the existing Clancarty Lodge Depot in South Park, Fulham.
- 4.6. The Council has worked with residents in the development of the design proposals and carried out stakeholder and full community consultation on the design proposals.
- 4.7. Following negotiations between Tideway and the Council, Tideway has agreed to commit £2m towards the development of the new community arts centre. The grant commitment for the £2m contribution has been signed and agreed and the council has also secured £1.6M S106 funding from the Chelsea Football Club stadium development. Funding to deliver this initiative is therefore £3.6M.
- 4.8. Work is underway to design and construct the new centre. The Planning application was submitted for approval on 13th October 2017 and should be presented for approval at the 5th December Planning Committee. Start on site is anticipated on February 2018, subject to Planning approval, with completion in August 2019.

5. PROPOSAL AND ISSUES

- 5.1. **The proposal to develop a Community Trust**
- 5.2. The recommended option for the future management of the Arts and Community Centre is a Community Trust: a charitable organisation, registered with the Charities Commission. Alternative options are considered in Section 6.
- 5.3. Trustees of the Trust will be selected in line with a skills matrix, which is currently being developed covering the range of skills required to undertake the governance and provide strategic oversight of the centre.
- 5.4. LBH&F would have a representative on the Trustee Board: a councillor.
- 5.5. The council will employ a community trust co-ordinator to establish the Trust, appoint Trustees and work with the Trustees to develop the Business Plan and associated funding streams. The cost of the co-ordinator will be funded by the project budget.
- 5.6. The Council will ensure that the Community and Arts centre and community trust address the local community needs and are genuinely representative of the local community by including requirements within the

lease, approving the trust business plan and through its role as a trustee on the board.

- 5.7. This report seeks delegated authority for officers to establish the trust, complete the necessary legal documentation and agree the trust business plan for the Arts and Community Centre.
- 5.8. Approval of the lease terms for the centre will be subject to a further cabinet report. An example Heads of Terms is included in Appendix 1 (set out in the exempt part of the Cabinet agenda).
- 5.9. It is expected that the construction costs, including design, project management and site reconstruction will cost £3.1M. Therefore, £500k from the project budget will be available for fit out and provide initial operating costs for the Community Trust, for a 3-5-year period, to ensure the delivery of a community owned sustainable business model.

Item	Amount
Internal fit out	£150,000
Year 1 subsidy	£100,000
Year 2 subsidy	£100,000
Year 3 subsidy	£75,000
Year 4 subsidy	£50,000
Year 5 subsidy	£25,000
Year 6 subsidy	£0
Total	£500,000

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. Officers explored the options of Community Trust and Community Interest Company. An overview, with pros and cons of each option are listed below:

6.2. Community Trust

A charitable trust is usually governed by a trust deed which sets out the objects of the trust, names the trustees and provides for the administration of the trust. The trust is registered with the Charity Commission and governed by them.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Continuity –When new trustees are needed, they are appointed by the existing trustees. • Confidentiality – the deliberations of trustees are usually private. Trustees are answerable for their conduct only to the Charity Commission and the courts. • Cost – a trust is cheap to set up and run. There are no annual fees to be paid as there are in a company structure. • Raising Funds – Access to charitable sources of funding such as grants are open to Trusts. • Gift Aid – providing an additional 20% on any donations to the Trust • Robust governance framework 	<ul style="list-style-type: none"> • Inflexibility – to change objects you must be applied to Charities Commission. • New trustees - when new trustees are appointed any assets must be transferred to new trustee names.

6.3 Community Interest Company

The Community Interest Company (CIC) was introduced in 2007 as a new corporate structure for non-charitable social economy enterprises that want to use their profits and assets for the public good. The CIC may be a company limited by guarantee, a private company limited by shares or a public limited company limited by shares and is subject to company legislation. CIC's will have to register with Companies House:

Advantages	Disadvantages
<ul style="list-style-type: none"> • Flexibility – there is power in the Companies Act 2006 to alter both the objects of a company and the regulations which govern administrative matters • Limited liability – Members and officers of the company are protected by this limited liability of the company in respect of contracts they make on behalf of the company. 	<ul style="list-style-type: none"> • Funding access – Cannot access many charitable funding streams. • No access to gift aid • Governance – light touch regulation • No Trustees • Fewer reporting and administrative requirements

- 6.4 By not establishing a community organisation and LBH&F running the centre itself, this would break the covenants of the legal agreement between Tideway and LBH&F and would be in breach of the funding agreement. It would also work against the community development principles established by LBH&F and approved earlier this year.

7. CONSULTATION

- 7.1. Consultation with residents, councillors and internal council departments has taken place on the project through stakeholder workshops and public exhibitions. These took place on the 12th, 13th and 16th of September. The Council has approved the procurement approach and use of the design brief to procure an architect and lead consultant for the physical asset. Officers have also assessed the alternatives models and have recommended the development of a Community Trust for the centre.

8. EQUALITY IMPLICATIONS

- 8.1. Delivery of the Community Trust will focus resources on all groups represented in the Sands End Ward, including those of all genders, ethnic backgrounds and those in poverty or experiencing worklessness, with the aim of reducing deprivation and inequality across the ward.

9. LEGAL IMPLICATIONS

- 9.1 Creation of a Trust:
The general comments in this report about the options, strengths, and weaknesses for governance of the community centre are confirmed. A further risk to be noted in connection with community based trust organisations is securing replacement trustees after the initial trustees leave office. The trust deed should therefore include robust mechanisms for the appointment of new trustees including if necessary council appointees to ensure trust assets are not left unmanaged.

Implications completed by: Andre Jaskowiak, Solicitor, Shared Legal Services 0207 361 2756

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The costs of establishing and registering the Community Trust are expected to be £1,500.
- 10.2. Of the £1.6m Section 106 funding that the Council has secured from Chelsea Football Club, (referred to in para 4.9 and 5.7), up to £0.5M of this can be utilised to cover the revenue costs of both the fit out and operational cost of the arts and community centre.
- 10.3. This will allow for fit out costs and some running cost subsidy in the initial years, however ultimately the Community Trust will need to be self-supporting from grant and other income. If this does not happen this would become a budget pressure for the Council in its MTFS plan. Finance

therefore recommend that a full business plan for the new organisation should be prepared as part of the set up and that consideration should be given as to how to ensure the Community Trust will be a viable organisation going forward.

10.4. The £1,500 for establishing and registering the Trust will be funded from the Section 106 agreement.

10.5. **S106 Implications**

10.6. A s106 agreement was entered as part of the proposal for the redevelopment of Chelsea's ground, Stamford Bridge, which required the payment of £2m towards the delivery of community facilities.

10.7. These funds have been paid to the Council and are available for use on this project.

10.8. **Comments completed by Peter Kemp, Planning Change Manager, ext. 6970**

10.9. **Implications verified/completed by: Danny Rochford, Head of Finance, 020 8753 4023.**

11. IMPLICATIONS FOR BUSINESS

11.1. The Community Trust will ensure that economic and community benefits will be clearly identified and detailed in their Business Plan. This will be monitored on a quarterly basis by the Community Trust and reported back to Members on a regular basis.

11.2. The Community Trust Action Plan will include SMART targets relating to social value, local economic and community benefit. This will include in particular, support for the Council's enterprise programme and support for small businesses through LBH&F's 'Brilliant for Business' events.

11.3. **Implications verified/completed by: Nicki Burgess, Economic Development Learning & Skills. Telephone 020 8753 1698**

12. RISK MANAGEMENT

12.1 The Council will employ and manage a Community Trust Co-ordinator to work with the Community Trust to facilitate the creation of a viable Business Plan.

12.2 Funding will be allocated, as set out above to ensure the successful transition from inception into a viable business venture for The Community trust.

12.3 Interest from local community members has already taken place to ensure that there will be full and diverse representation of all the Sand End community is on the Trustee Board.

12.4 The forming of a Community Trust contributes to the management of risk in relation to the needs and expectations of the local community.

12.5 **Implications verified/completed by: Michael Sloniowski, Principal Consultant (Risk Management). Telephone, 020 8753 2587**

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

13.1 This report contains no procurement or commercial implications as it relates to the establishment of a Community Trust.

13.2 **Implications verified/completed by: Alan Parry, Procurement Consultant. Telephone 020 8753 2571**

13.3 It is recognised that insurance for the Community Trust will be required. Once Cabinet approval has been received to establish the Community Trust full liaison will take place between LBH&F Insurance Department and the Community Trust itself, to ensure the full protection of both the LBH&F Trustee representative and the Trust.

13.4 **Implications verified/completed by: Ray Chitty, Head of Insurance Service, Tel & Mob: 07739315565**

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT


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

LIST OF APPENDICES:

Appendix 1 Examples Heads of Terms - Lease Agreement (set out in the exempt part of the Cabinet agenda)

Appendix 2 Risk Analysis (set out in the exempt part of the Cabinet agenda)

Agenda Item 10

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>4 DECEMBER 2017</p>	
<p>ACQUISITION OF FREEHOLD AND LEASEHOLD PROPERTIES IN THE WEST KENSINGTON AND GIBBS GREEN ESTATES</p>	
<p>Report of the Cabinet Member for Economic Development and Regeneration: Councillor Andrew Jones</p>	
<p>Open Report</p>	
<p>Classification: For decision Key Decision: Yes</p>	
<p>Consultation: <i>Finance & Resources</i></p>	
<p>Wards Affected: North End Ward</p>	
<p>Accountable Director: Jo Rowlands – Lead Director of Regeneration, Planning & Housing Services</p>	
<p>Report Author: Matt Rumble – Head of Area Regeneration (Earl's Court)</p>	<p>Contact Details: Tel: 07786 747 488 E-mail: Matt.Rumble@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The Conditional Land Sale Agreement (CLSA) requires the Council to deliver properties within the West Kensington and Gibbs Green Estates with vacant possession, subject to the CLSA provisions being met.
- 1.2. A Cabinet report dated 3rd September 2012, authorised the Council to commence acquisitions of leasehold and freehold interests within the two Estates where homeowners wished to sell before their phase to allow the Council to acquire properties from leaseholders and freeholders of properties in West Kensington and Gibbs Green Estate with an urgent or demonstrable need to sell.
- 1.3. Officers were given a Delegated Authority to commence voluntary acquisition of private interests within the Estates and had an initial budget of £15m.

- 1.4. In February 2017, under a Leader's Urgent Decision a further £2.28m was committed to four further acquisitions with the two estates.
- 1.5. This funding has mostly been committed or spent on the acquisition of 29 properties, 26 of which have been acquired.
- 1.6. This report requests an additional delegated authority of £6m to purchase the leasehold or freehold interest in properties from owners on the two Estates.
- 1.7. The council wrote to residents on the 7th November informing them that Capco was pursuing a new masterplan for Earls Court site and that approval of the new masterplan and other consents would see the return of the estates to council control.
- 1.8. While the masterplan process continues it is important that the council maintains the offer to purchase the homes of homeowners who have an urgent need to sell and therefore this budget is required,
- 1.9. Homes purchased under this buyback scheme will be used as temporary accommodation until the the masterplanning process has concluded and future arrangements for the estates are known. Property acquisitions will help alleviate General Fund pressures by increasing the supply of affordable, in-borough Temporary Accommodation.

2. RECOMMENDATIONS

- 2.1. To authorise the Lead Director of Regeneration, Planning & Housing Services in consultation with the Director of Finance and Resources (Regeneration, Planning & Housing Services) and the Cabinet Member for Economic Development and Regeneration to complete voluntary acquisitions of properties within the two Estates (West Kensington and Gibbs Green Estates) up to a combined value of £6m including settlement of Service Charge and Major Works costs as required.
- 2.2. To approve the use of external professional consultants with specialist knowledge of this locality, such as, but not limited to: valuation, legal and or conveyancing professionals to support those acquisitions. Appointment of external advisors will be in accordance with the Council's procurement standing orders and/or contractual agreements relating to the CLSA land, and such arrangements will be continuously reviewed to reflect the needs of the project throughout the project lifetime to ensure they are fit for purpose.
- 2.3. To note that that each individual purchase will required a delegated authority report approved by the Lead Director of Regeneration, Planning & Housing Services in consultation with the Director of Finance and Resource (Regeneration, Planning & Housing Services).

3. REASONS FOR DECISION

- 3.1. The budget for these purchases was approved in February 2017 by Full Council as part of the four-year capital programme 2017-21 and was also part of the revised four year capital programme 2017-21 approved by Full Council on 18th October 2017
- 3.2. This report now seeks approval to allow the Lead Director of Regeneration, Planning & Housing Services in consultation with the Director of Finance and Resources (Regeneration, Planning & Housing Services) to voluntarily acquire properties within the two Estates (West Kensington and Gibbs Green Estates) where home owners wish to sell and to enable appropriate external professional consultants to be appointed to support the acquisitions, such as, but not limited to: valuation, legal and or conveyancing professionals.

4. PROPOSAL AND ISSUES

4.1. Background

- 4.2. The Conditional Land Sale Agreement (CLSA) requires the Council to deliver properties within the West Kensington and Gibbs Green Estates with vacant possession, on a phased basis, subject to the CLSA provisions being met
- 4.3. A Cabinet report dated 3rd September 2012, authorised the Council to commence acquisitions of leasehold and freehold interests within the two Estates
- 4.4. The report also outlined the criteria under the CLSA by which the Council may commence acquisitions of private properties within the two Estates
- 4.5. Officers were given Delegated Authority to commence acquisition of private interests within the Estates and had an initial budget of £15m.
- 4.6. In February 2017, under a Leader's Urgent Decision a further £2.28m was committed to four further acquisitions with the two estates.
- 4.7. This funding has now been spent on 26 with the balance being fully committed on the acquisition of 3 additional properties.

4.8. Recent developments

- 4.9. The council wrote to residents on the 7th November informing them that the developer, Capco, was pursuing a new masterplan for the Earls Court site. The plan, with consent for a new masterplan, would see the return of the West Kensington and Gibbs Green Estates to council control.
- 4.10. The letter also informed residents that both the masterplanning process and detailed negotiation over the terms of the return of the estates were at an early stage and would take some time to conclude.

- 4.11. To meet the council's ongoing commitment to leaseholders and freeholders on the estate, this report seeks a budget and further delegated authority to purchase the leasehold or freehold interest in properties from residents who have approached the council with an urgent need to sell.
- 4.12. The Council will continue with voluntary acquisitions of leasehold and freehold properties at their open market value only. To date, the council and Capco have not treated the 'effective date', as defined in the CLSA, as having crystallised and have not agreed the terms of the standard purchase contract or made these available to residents.
- 4.13. The homes purchased can then be used for Temporary Accommodation and will help alleviate General Fund pressures by increasing the supply of affordable, in-borough Temporary Accommodation.
- 4.14. This approach remains an interim measure until the on-going negotiations with the developer are concluded and the necessity for a long-term strategy and budget for acquisitions of private interests within the two Estates is confirmed.
- 4.15. An external property valuation report will be sought for each potential acquisition as commissioned by the Council. This will be an independent valuation and will determine the market value of properties to be acquired under this authority. The valuation report will be shared with the owner of the subject property. The valuation consultant will be required to inspect properties and provide a valuation report supported with comparable evidence of similar types of property. The Council will undertake due diligence to ensure the asset is acquired with vacant possession. The valuation basis for these acquisitions is governed by RICS Red Book 2017 and the valuation reports will need to contain core information. Therefore, the Market Value, on which the Council will acquire properties on, will be:

the estimated amount for an asset should exchange on the valuation date between a willing buyer and a willing seller in an arm's length transaction, after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion.

Please note: The valuation will disregard any negative impact arising from the regeneration project as well as the possibility of any compensation and will be purely on market term where each party covers its costs.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. This section sets out the main options available to the Council before concisely outlining the consequences of each option.
- 5.2. **Option 1: Do nothing, indefinitely suspend acquisitions**
- 5.2.1. This option would result in a suspension of acquisitions indefinitely until further notice. A suspension at this stage carries the following risks:

- Reputational damage with residents
- May cause additional financial hardship to residents who have approached the council with a need to sell
- May result in a blight notice being served on the Council
- Under the existing CLSA, Capco could still be asked by the Council to step in to acquire properties or Capco could choose to step in and agree deals with residents. Both options would result in additional cost to the Council, with the Council either having to reimburse Capco at a later date or Capco's cost being deducted from future land payments
- If Capco buy individual properties on the estate they could have some ownership interests on the estate.

5.3. Option 2 (recommended option): Authorise this limited fund for acquisitions as an interim measure until the future direction of the development scheme is resolved.

5.3.1. This option, which is the one proposed by this report, would allow for a continuation of acquisitions of private interests within the two Estates for a limited time until the future direction of the development scheme is resolved. This option would also ensure homeowners experiencing financial hardship are not further impacted by the time taken to conclude the masterplanning process.

5.4. Option 3: Require a case by case Cabinet approval of each acquisition

5.5. This option could severely restrict the Council's ability to respond promptly to urgent cases and would increase the risk of Blight Notices due to the timeframe required for each Cabinet Decision.

5.6. Further, taking a case by case approach requiring Cabinet approval would increase the required officer time on each case and may compete with other Council business.

6. CONSULTATION

6.1. No further consultation beyond the one stated in Cabinet Report dated 3rd of September 2012 is deemed to be required for this report.

7. EQUALITY IMPLICATIONS

7.1. An Equality Impact Assessment has been undertaken as part of the 3rd September Cabinet report 2012. It is considered that this decision is within the ambit of the 2012 decision and, as such, that there is no requirement for an EqlA to be carried out. It is also considered that in making this decision, the Council would be acting in accordance with the Public Sector equality duty under section 149 of the Equality Act 2010.

8. LEGAL IMPLICATIONS

- 8.1. Local Authorities have many general powers to purchase land but section s17 of the Housing Act 1985 applies. These powers would be the most appropriate for purchases in the HRA.
- 8.2. As there is no CPO, purchases will be at market value only. The Council have to bear in mind it's fiduciary duty to Council tax payers and it's best value duty.
- 8.3. A blight notice could only be served on the council in specified circumstances eg usually where there is a scheme and generally a CPO in the pipeline and property owners can only sell at a loss.
- 8.4. *Implications verified/completed by: (Diana Barrett Principal Solicitor, 020 7641 2734).*

9. FINANCIAL IMPLICATIONS

- 9.1. Each individual purchase will require a delegated authority report signed off by the Lead Director of Regeneration, Planning & Housing Services in consultation with the Director of Finance and Resources (Regeneration, Planning & Housing Services) and will need to be entered on the Officer decision list before funds are released. A final valuation report will be attached to the delegated authority sign off report.
- 9.2. The £6m cost of the buybacks can be accommodated the revised HRA and Decent Neighbourhood Programme Capital Budget approved by Full Council on 18th October 2017. Current forecasts assume that these homes will remain as affordable rented homes in perpetuity, and 30% of the cost of each buyback is financed by Right to Buy one for one receipts (RTB 1-4-1). So, buying back these homes is important to ensure the Council fully utilises its RTB 1-4-1 receipts before the three-year deadline for using them expires. Current forecasts assume the majority of these purchases happen before 31st March 2018.
- 9.3. Finance officers will provide comments for each delegated authority report that addresses the availability of both the delegated authority fund and the project budget.
- 9.4. The balance of the delegated authority fund will be monitored by finance officers and the project team will be formally informed when the balance falls below £1m.
- 9.5. The phasing of the project remains to be finalised and therefore it is uncertain as to the extent and location of the lease/freehold properties that would need to be purchased to secure vacant possession ahead of a first phase. As the receipts from Capco can only be recognised as income once the land transfers, the buyback budget and financial modelling is regularly monitored, reviewed, and reported with the aim of ensuring that there is sufficient resource to

fund the acquisition of private owners ahead of a first phase should one come forward.

- 9.6. The use of the properties in the short term for Temporary Accommodation alleviate General Fund pressures by increasing the supply of affordable, in-borough Temporary Accommodation

Implications verified/completed by: Firas Al-Sheikh, *Head of Financial Investment and Strategy*. [Tel:020 8753 4790](tel:02087534790)

10. IMPLICATIONS FOR BUSINESS

- 10.1. The acquisitions are for residential leasehold or freehold properties on the West Kensington and Gibbs Green Estates, therefore there are no specific business implications relating to this report.

- 10.2. *Implications verified/completed by David Burns Head of Housing Strategy*
[Tel:020 8753 6090](tel:02087536090)

11. RISK MANAGEMENT

11.1. The recommended option to set a limited buyback budget addresses the following risks:

- Additional financial hardship to residents who have approached the council with a need to sell
- Reputational damage with residents
- Potential for a blight notice being served on the Council
- Under the CLSA Capco could be asked by the Council to step in to acquire properties or Capco could choose to step in and agree deals with residents with both options resulting in additional cost to the Council, with the Council either having to reimburse Capco at a later date or Capco's cost being deducted from future land payments (including additional interest as set out in 3.3).
- If Capco buy individual properties on the estate they could have some ownership interests on the estate before land is transferred as part of a phase under the CLSA

11.2 **Implications verified/completed by:** *Michael Sloniowski, Principal Consultant (Risk Management)*. Telephone, 020 8753 2587

12. PROCUREMENT IMPLICATIONS

- 12.1. There are no procurement implications contained in this report. It relates to property transactions on the West Kensington & Gibbs Green Estates. Reference to the independent valuers will be appointed using the Council's existing framework arrangements.

- 12.2. Implications completed by: Alan Parry, Procurement Consultant. Telephone 020 8753 2581


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

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

LIST OF APPENDICES

None

Agenda Item 11

London Borough of Hammersmith & Fulham CABINET 4 DECEMBER 2017	 hammersmith & fulham
PROTECTING THE BOROUGH'S PARKS AND OPEN SPACES	
Report of the Cabinet Member for Environment, Transport and Residents Services: Councillor Wesley Harcourt	
Open Report	
Classification - For Decision Key Decision - Yes	
Wards Affected: All	
Accountable Director: Mahmood Siddiqi, Director for Transport and Highways	
Report Author: Ullash Karia, Head of Leisure & Parks	Contact Details: Tel: 020 7938 8170 E-mail: Ullash.karia@rbkc.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report seeks Cabinet approval for the Council to enter into individual site Deeds of Dedication (where appropriate) with Fields in Trust (FiT) to provide additional protection for the borough's parks and open spaces in perpetuity.
- 1.2 This proposal and the way forward was supported by the recent Parks Commission, chaired by Councillor Guy Vincent, and endorsed by the Community Safety, Environment and Residents Service Policy and Accountability Committee on 28 June 2017.
- 1.3 Cabinet fully understands that under the Deed of Dedication the ownership and management of the park firmly remains under the authority of the Council. To confirm FiT would have no jurisdiction or influence on how the Council operates or wish to run their parks. FiT would have no active management role or decision making powers in the operational running of the parks.
- 1.4 The protection of the borough's green spaces reflects the Council's determination to be the best in the country. It has strong links to our community sport and physical activity strategy (2017-21), and the health and

wellbeing strategy aiming to be a Healthy, Caring Place. Specifically, this will support a life course approach - “start well, stay well and age well” and will seek to reinforce ‘health prevention is better than cure’. This will enable the Council: -

- to build social, economic and physical environments that create the necessary conditions to protect, promote and support health and well-being.
- to ensure that all public policies contribute to protecting and improving people’s health and well-being.

2. RECOMMENDATIONS

- 2.1 To endorse the recommendation of the Parks Commission and the Community Safety, Environment and Residents Service Policy and Accountability Committee that the Council protect the borough’s parks and open spaces via entering into individual site Deeds of Dedication with Fields in Trust as appropriate.
- 2.2 To delegate authority to the Director for Transport and Highways, in consultation with the Cabinet Member for Environment, Transport and Residents Services, the Cabinet Member for Finance and the Strategic Director of Finance to work with the Parks Commission and individual park groups to progress their specific deed of dedication with Fields in Trust.
- 2.3 To acknowledge the positive input from all those involved in the Parks Commission in reaching a common consensus.

3. BACKGROUND

- 3.1 In 2014 the administration made a commitment in their ‘The change we need’ manifesto that if elected they would seek to afford the borough’s parks and open spaces with better protection:

Protecting our parks

The council should be a trusted custodian of our parks, put our parks in a residents trust to prevent them being sold off

- *Maintain fair access that keeps our parks open to all and restricts their use for private events and by out-of-borough schools.*

- 3.2 Since Autumn 2014 officers have been looking at the various options available to deliver this commitment; namely .to identify a solution that will not impinge on the Council’s ability to carry out day-to-day management, but also provide protection in perpetuity for the future benefit of residents.
- 3.3 FiT maintains relationships with a network of trusts and foundations across the country and are continuously raising money to offer grants to other protected sites. FiT have also launched a new pilot programme with London Marathon Charitable Trust (LMCT) called ‘Active Spaces’. This programme combines increasing activity on green spaces with protection. Should Cabinet approve this proposal, one of the direct benefits would be that a nominated

park of Council's choice would be included in this programme and receive a guaranteed £5,000 revenue grant aimed at creating a project to get inactive community members more active.

- 3.4 FiT also sustain positive associations with a number of national organisations across the country. These formal partnerships include; The Lawn Tennis Association (LTA), Rugby Football Union (RFU), Football Association (FA), Sport England and the Heritage Lottery fund.

4. OPTIONS CONSIDERED, DELIBERATED AND THEN DISCOUNTED

4.1 Do nothing

- 4.2 This option maintains the current status quo.

- 4.3 With this option the governance and strategic vision of parks and open spaces is limited and remains the same. Therefore, it is not in line with the administration's aims and aspirations to further protect parks and open spaces.

- 4.4 This option also limits access to potential external funding available to the Council. With this option, any reduction in financial contribution from the Council is unlikely to be replaced by third party funding.

4.5 A borough-wide Parks Trust

- 4.6 A number of authorities have now set-up 'Arm's Length Management Organisations' (ALMOs) some of which include parks and open spaces. Some examples in London are the London Borough of Redbridge, who have created Vision Redbridge and the London Borough of Wandsworth, who have created Enable Leisure and Culture.

- 4.7 In order for such a trust to operate successfully it needs a certain amount of autonomy as well as a board of trustees. Ultimately the trustees will set the direction of any organisation and have a high degree of autonomy. It is entirely possible these trustees may come with distinct and individual views and wish to exercise their influence. Potential objectivity, including political neutrality, could be lost and the works of the trust could be subject to individual and political influence.

- 4.8 In addition while savings can be achieved through this option, it is likely such an organisation would want their own staff and therefore there would be costs and liabilities associated with this.

- 4.9 To date the only recognised independent area wide trust to exist is the Milton Keynes. The Milton Keynes Parks Trust was created in 1992 to care for most of the city's green space and was endowed with a substantial property and investment portfolio, giving the trust a net asset value of circa £85,000,000. The income from this portfolio pays for the vital work of nurturing and enhancing the landscape. It is entirely self-financing. The majority of land managed by the Parks Trust is covered by a 999-year lease; Milton Keynes Council retains the freehold.

4.10 Granting a lease like that of the Milton Keynes Parks Trust would give the Council almost no influence going forward. The Council is also not in a position to offer an endowment to that provided in Milton Keynes and therefore continued support from the Council would be required.

4.11 The advantage to such an organisation is that it is likely to be able to access external funding, which is not available to the Council.

4.12 Individual Parks Trusts

4.13 Individual park trusts are likely to put much more onus on the individual trustees because of the size of each organisation. They are unlikely to generate or guarantee enough income to cover staffing costs and therefore continued support from the Council will be required.

4.14 Having multiple parks trusts is also likely to make it difficult to find enough individuals to fill the required positions on multiple trusts.

4.15 Some sites by their very nature offer more commercial and income generation opportunities and therefore this would put some sites at an advantage against those where such opportunities are not available. These commercial and income generation opportunities may also be of the nature, which the administration is seeking to provide protection from.

4.16 The advantage to this option is that those directly involved are likely to be local residents and therefore the management and operation of sites would hopefully be more tailored to that of the local community and residents.

4.17 Conclusions

4.18 For the reasons outlined above and after detailed discussions at the public parks commission meetings noting the administration's commitment to provide additional protection to the borough's parks and open spaces, all of above options were discounted.

5. THE PARKS COMMISSION

5.1 The Parks Commission was formed by the administration with the purpose of considering how to provide additional protection to the borough's parks and open spaces.

5.2 The commission held its first meeting on the 17 January 2017 and then subsequently two further meetings on the 7 March 2017 and 23 May 2017. The commission was chaired by Cllr Vincent.

5.3 The meetings were well attended with representatives from over 15 of the borough's parks and open spaces. There were also attendees who have a general interest in the borough's parks and open spaces rather than specific sites.

- 5.4 David Sharman, Fields in Trust Development Manager, presented at the second meeting (the presentation is attached in *Appendix One*).
- 5.5 The Deed of Dedication offers protection to sites by acting as a covenant; the deed is registered with the Land Registry.
- 5.6 It is proposed each site has its own Deed of Dedication and therefore each one will be tailored to individual sites. Within the deed will be a list prohibited acts including the sale or grant of a long term lease of the green space and prohibited activities (these will be bespoke for each site but may for instance be a limit on the number or type of events held at a site each year). Any proposals in the future that fall within the prohibited acts or activities would require the consent of the independent body, FiT, to execute and would be considered by the Fields in Trust trustees.
- 5.7 The Fields in Trust committee would not unreasonably refuse permission for activity outside the Deed of Dedication but would seek to ensure the Council has adequately consulted and the proposed activity is broadly in line with their aims and objectives and beneficial to the individual site concerned.
- 5.8 A copy of Fields in Trust's Local Authority Draft Non-Charitable Deed of Dedication is attached in *Appendix Two*.

6. FIELDS IN TRUST (FiT)

- 6.1 FiT were founded by King George V in 1925 as the National Playing Fields Association (changing their name to Fields in Trust in 2007). Their mission is to ensure that everyone – young or old, able or disabled and wherever they live – has access to free, local outdoor space for sport, play and recreation. These spaces are vital to building happy and healthy communities and sadly continue to be threatened by all kinds of development.
- 6.2 FiT are a national charity and operate throughout the UK to safeguard recreational spaces and campaign for better statutory protection for all kinds of outdoor sites.
- 6.3 FiT are governed by an independent board of trustees who bring together a wide range of expertise and knowledge in relation to parks and open spaces.
- 6.4 Over 2,600 sites are now safeguarded by FiT. Glasgow City Council undertook a similar exercise to the one being done in Hammersmith & Fulham and are looking to provide protection/safeguard to 27 sites.
- 6.5 FiT run their own funding programmes, which are open to sites with a Deed of Dedication. Any borough sites that have a Deed of Dedication would therefore become eligible to bid for this funding.

7. DEED OF DEDICATION

- 7.1 A Deed of Dedication via FiT would permanently safeguard outdoor recreational spaces in perpetuity. FiT would act as a guarantor to ensure the sites are protected from future development. They would be independent of

the Council and as a charity, are governed by the Charities Commission. FIT will have no active management role or decision making powers in the running of the parks and open spaces.

- 7.2 Site specific covenants can be made on sites about what is acceptable and what is not acceptable e.g. who should be consulted. A degree of flexibility is offered and site specific individual user clauses can be implemented.
- 7.3 There will be positive public health implications as the sites will be guaranteed as exercise space for generations to come.
- 7.4 Deeds are separate from planning process. Any planning proposal that did not fall into the usage clause relating to recreation would need to seek FIT consent. This includes wayleaves and easements. The only exception being Compulsory Purchase Orders.

8. NEXT STEPS

- 8.1 Further work will be required to identify all the restrictions and covenants associated with individual sites.
- 8.2 Some sites already benefitting from 'enhanced' covenants may not need the Deed of Dedication but this judgement will be made on a case-by-case basis in consultation with Legal Services and both the Cabinet Members for Environment, Transport and Residents Services, plus Cabinet Member for Finance.
- 8.3 With the positive contribution of the Parks Commission in mind, it is intended that as part of the process individual meetings will be held with interested parties from specific sites to agree what should be included in the final deed.
- 8.4 Once the content of each Deed of Dedication has been agreed the legal documents will be agreed by each party and a short report presented to the Cabinet Member for Environment, Transport and Residents Services recommending adoption.

9. LEGAL IMPLICATIONS

- 9.1 The registration of the Deed of Dedication on the relevant playing fields will restrict the land to the use outlined in the Deed for each selected site.
- 9.2 All day to day decisions will continue to be the responsibility of the Council. However, FIT would need to approve any change of uses, alterations, building works, construction, leases, wayleaves, transfers and sales etc.
- 9.3 Section 1 of the Localism Act 2011 enables a local authority to do anything that an individual generally may do. Securing Fields in Trust status would ensure residents throughout the borough would be given the chance to use these facilities for physical activities and provide improvements to the local environment and link in the Councils community sport and physical activity

strategy (2017-21), and the health and wellbeing strategy aiming to be a Healthy, Caring Place.

- 9.4 Implications verified/completed by: *Dermot Rayner, Senior Property Solicitor, tel. 020 8753 2715*

10. FINANCIAL IMPLICATIONS

- 10.1 There would be legal costs involved in setting up the proposed arrangement alongside minimal land registry fees. These total costs are currently estimated to be no more than £2,000 As the Parks and Open Spaces budget is currently fully committed, additional funding would need to be identified. No ongoing future costs are anticipated following the completion of each deed of dedication.
- 10.2 Implications verified/completed by: *Lucy Varenne, Finance Manager, tel. 020 7341 5777.*

BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1	Minutes from the Community Safety, Environment and Residents Service Policy and Accountability Committee on 28 June 2017 - <i>published</i>	Ainsley Gilbert	Committee Services/ Hammersmith Town Hall

LIST OF APPENDICES:

APPENDIX ONE

Fields in Trust presentation:

APPENDIX TWO

An Example of Fields in Trust – Local Authority Draft Non-Charitable Deed of Dedication



Hammersmith & Fulham Parks Commission Meeting

Tuesday, 7th March 2017



Fields in Trust

- Founded in 1925 by King George V
- Operating name of the National Playing Fields Association
- Patron: HM The Queen
- President: HRH The Duke of Cambridge



Our mission



To safeguard and improve outdoor
recreational spaces for sport and play
for future generations

The Fields in Trust Effect

1946



2010



King George V Field, Drayton, Norfolk – protected 1938

Total sites protected

2,817
sites



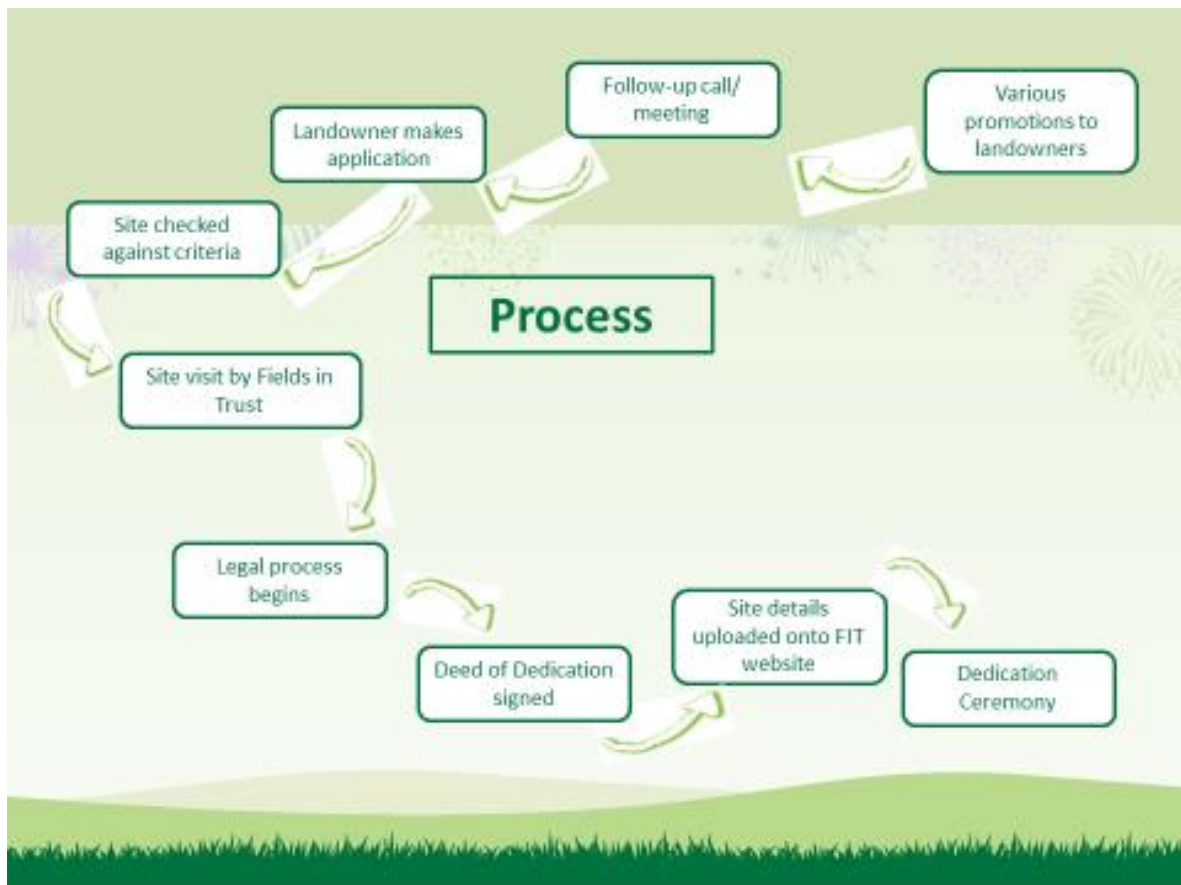
31,000
acres

Criteria for Applications

A site to be protected by Fields in Trust should be:

- Used principally for outdoor recreation, sport or play.
- Accessible to the public.
- Affordable for the local community.

FIT Fields can include facilities such as pavilions, village halls, indoor leisure or heritage facilities that are used for community recreation



London sites



Gillespie Park, Islington



Burgess Park, Southwark



King Edward VII Park, Brent



Mile End Park, Tower Hamlets

Fun and Activities – Have a Field Day



“The Park comes alive with laughter and fun,” Cllr Reid, East Ayrshire



Policy and Guidance



Fields in Trust Awards



#LoveYourLocalPark



Summary of the benefits of FIT protection

- Flexible yet strong protection of green spaces, in perpetuity
- Straightforward and transparent process that won't put excessive strain on the council, or other stakeholders
- Access to FIT funding, and recognition with other funders
- Opportunity to utilise the FIT participation programme, our support and advice service and our Awards
- Protection seeks to receive buy-in and feedback from Friends groups and community members

Thank You

Any Questions?

www.fieldsintrust.org



@fieldsintrust



FieldsInTrust

#LoveYourLocalPark



APPENDIX TWO

An Example of Fields in Trust – Local Authority Draft Non-Charitable Deed of Dedication

**FIELDS IN TRUST – PROTECTED FIELDS
Draft Non-Charitable Deed of Dedication
Local Authority Protected**

[NAME OF LOCAL AUTHORITY] (1)

and

NATIONAL PLAYING FIELDS ASSOCIATION (2)

**[NAME OF THE SITE]
Annotations in red**

THIS DEED OF DEDICATION is made on the day of 20

BETWEEN

- (1) [] and its successors in title of [address] (the **Council**); and
- (2) **NATIONAL PLAYING FIELDS ASSOCIATION**, operating as Fields in Trust, of Unit 2D Woodstock Studios, 36 Woodstock Grove, London , W12 8LE a Royal Charter Organisation established for charitable purposes (registered charity number 306070) and its successors in title (**FIT**)

(the Council and FIT being together called the **Parties**)

WHEREAS:

The property more particularly specified in the Schedule (the Property) forms part of the corporate property of the Council.

The Parties hereby agree that the Property will be dedicated in perpetuity in the manner and for the purposes set out below (but without any intention to create any charitable trust), and in accordance with the mutual undertakings given by the Parties.

Clause 2 establishes the contract.

3. The Council gives the following undertakings:
- 3.1 Not to use the Property or permit the Property to be used for any purpose other than as a [public playing field and recreation ground];
- 3.2 Not to grant, allow, suffer or permit the Property to be used or is permitted to be used for any purpose outside clause 3.1 including for any occasional or specific period of time without the consent of FIT;

The user clause refers to the property being for “a public playing field and recreation ground”. Depending on the property’s current or future use, the user clause can be amended by mutual agreement. For example it could also reference buildings or facilities if the use is ancillary to the outdoor space.

- 3.3 Subject to clause 4 or clause 5, not (in so far as it has the power to do so) to dispose of the Property without the consent of FIT;

This clause establishes additional protection through FIT by requiring FIT’s prior consent to any proposed disposal.

- 3.4 Not to erect, allow, permit or suffer any buildings, structures or alterations on the Property, the use of which is outside the permitted uses as stated in Clause 3.1 without the consent of FIT;
- 3.5 Not to grant, allow, suffer or permit the erection of any buildings, structures or alterations on the Property that would result in the total structural and building footprint of such buildings or structures to exceed twenty per cent of the total square footage of the Property;

Decisions relating to new buildings and structures, or alterations of the same, which fall within the user clause are solely in the control of the landowner or its tenant(s).

- 3.6 To inform FIT without delay of any proposals, intentions or decisions to grant, allow, suffer or permit:
 - 3.6.1 Disposals of the whole or part of the Property;
 - 3.6.2 The erection of any buildings, structures or alterations on the whole or part of the Property whether inside or outside the user clause at clause 3.1;
 - 3.6.3 The temporary closures or uses of the whole or part of the Property;
- 3.7 To provide FIT with information in response to any reasonable request by FIT relating to the use at clause 3.1;

This clause supports the objective of protecting the site’s recreational use. Please refer to our Field Change Request Procedure which is published on our website <http://www.fieldsintrust.org/>

- 3.8 To maintain the Property and so far as is consistent with its duties as a local authority to have regard to any advice given from time to time by FIT on the management and running of the Property;

This clause establishes an advisory role for FIT without interfering with the management rights and responsibilities of the authority.

- 3.9 To erect notices on the Property in the form of signage provided by FIT relating to the background of FIT and its protection of this field, giving recognition of financial support where required;
- 3.10 To apply within three months of the date of this Deed on form RX1 annexed hereto for the registration in the proprietorship register of the registered title of the Property at the Land Registry of a restriction to the following effect:

/ Whole

“No disposition of the registered estate by the proprietor of the registered estate is to be registered without a certificate signed by National Playing Fields Association of Unit 2D, Woodstock Studios, 36 Woodstock Grove, London, W12 8LE or by its conveyancer that the provisions of clause 4 of The Deed of Dedication dated [] between [] (1) and National Playing Fields Association (2) have been complied with”; and

/ Part

“No disposition of part of the registered estate identified on the plan outlined in red annexed to a Deed of Dedication dated [] between [] (1) and National Playing Fields Association (2) by the proprietor of the registered estate is to be registered without a certificate signed by National Playing Fields Association of Unit 2D, Woodstock Studios, 36 Woodstock Grove, London, W12 8LE or by its conveyancer that the provisions of paragraph 4 of The Deed of Dedication dated [] between [] (1) and National Playing Fields Association (2) have been complied with”; and

This is an essential part of the land registration and protection process.

- 3.11 To apply within three months of the date of this Deed on form AN1 annexed hereto for the registration in the charges register of the registered title of the Property at the Land Registry of a notice to the following effect:

“By a Deed of Dedication dated [] between [] (1) and National Playing Fields Association (2) /**Whole** [the land in this title] /**Part** [the part of registered estate identified on the plan outlined in red annexed to a Deed of Dedication dated [] was dedicated for use as a [].”

This is an essential part of the land registration and protection process.

- 3.12 To supply FIT with evidence that the registrations referred to in clauses 3.7 and 3.8 have been completed within a reasonable period of time after completion.
4. Pursuant to clause 3.2, FIT shall not unreasonably withhold consent to any disposal of the Property provided that the Council at the request of FIT:
- 4.1 Replaces or agrees to replace the Property with a piece of freehold land approved by FIT which is of equivalent or better quality than the Property, with equivalent or better facilities than the Property, of the same or greater dimensions than the Property, in the same catchment area as the Property, and as accessible to the public as the Property (the **Replacement Site**) and applies such of the proceeds of any sale of the Property as are necessary to do so; and
- 4.2 Enters into another deed of dedication on the same terms as this Deed in respect of the Replacement Site.

Clauses 4.1 and 4.2 take account of potential future change by guaranteeing flexibility in terms of specific location provided the specified criteria are met.

- 5 FIT undertakes that it will not unreasonably withhold consent to any disposal of the Property at nil cost to any local authority or non-profit making organisation which will hold the Property and ensure that its use is compatible with clause 3.1, provided that the new landowner enters into another Deed of Dedication with Fields in Trust on the same terms as this Deed in respect of the Property.

This allows for asset transfer.

6. FIT undertakes that it will:
- 6.1 Not unreasonably withhold consent to disposal of the Property or the erection of any structures upon it, subject to its duty to perform its charitable objects and provided that the provisions of clause 4 or clause 5 of this Deed have been complied with;
- 6.2 Respond without delay to any notifications of intended disposal or erection of structures, or to any requests for advice; and
- 6.3 Notify the Council without delay of any concerns or matters of advice to which it requires the Council to have regard.

7. The Council DEDICATES the Property as a public playing field and recreation ground for the benefit of the inhabitants of [] and thereabouts and the site will be titled Field in Trust Protected site, [].

This is the essential clause referring to the dedication of the site and confirming its name. The user definition (given as 'playing field and recreation ground here) can be varied according to the site.

IN WITNESS whereof this Deed of Dedication is executed the day and year first before written

SCHEDULE

/Registered

[All of] / [Part of] that freehold property known as land at [] which is identified on the plan outlined in red and annexed to this Deed being [all] / [part] of H M Land Registry Title Number [].

/Unregistered

[All of] / [Part of] that freehold property known as land at [description of the land in the document] described in the [enter type of document i.e. conveyance] dated [insert date] and made between [enter party] of the one part and [enter party] of the other part which is identified on the plan outlined in red and annexed to this Deed.

EXECUTED as a **DEED** by affixing the
The **COMMON SEAL** of
[]
in the presence of:

Councillor

Councillor

EXECUTED as a **DEED** by affixing


The **COMMON SEAL** of **NATIONAL PLAYING FIELDS ASSOCIATION**

under an authority conferred by s.260(2) Charities Act 2011 in the presence of:

Trustee

Trustee

Agenda Item 12

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>4 DECEMBER 2017</p>	
<p>PROPOSAL FOR THE FINANCIAL LEVEL OF NEW RUBBISH DUMPING FIXED PENALTY NOTICES</p>	
<p>Report of Councillor Wesley Harcourt, Cabinet Member for Environment, Transport & Residents' Services</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p>	
<p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Michael Hainge, Commercial Director</p>	
<p>Report Author: Andrew Stocker, Street Czar</p>	<p>Contact Details: Tel: 0208753 2266 E-mail: andrew.stocker@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

1.1. Following the recent publicity on fly-tipping, and the agreement that small scale dumping is an ongoing significant issue requiring appropriate enforcement, the Council has reviewed current powers to deter such behaviour and improve the street scene. Since 9 May 2016, Councils have had the power to serve a Fixed Penalty Notice (FPN) of up to £400 for waste deposit offences. This report seeks agreement to use the maximum Fixed Penalty amount of £200 for waste deposits of 2 bags and above (or equivalent), discounted to £150 if paid within 10 days from the date of the FPN. Such an approach would demonstrate the administration's commitment to even cleaner streets.

2. RECOMMENDATIONS

2.1 That officers continue to issue fixed penalty notices under section 88 of the Environmental Protection Act 1990 for the offence of leaving litter, including up to 1 bag of waste (or equivalent). The amount of the fixed penalty which has been specified by the Council for its area is £80 but it is reduced to £60 if it is paid within 10 days of the notice being issued.

- 2.2 That officers issue fixed penalty notices under section 33ZA of the Environmental Protection Act 1990, for a waste deposit offence involving larger deposits of waste and litter, for example 2 bags and above, or equivalent.
- 2.3 That the fixed penalty payable in pursuance of a notice under section 33ZA of the Environmental Protection Act 1990 should be £200 to be reduced to £150 if paid within 10 days following the date of the notice.
- 2.4 That officers use the approach outlined in this report when taking enforcement action in relation to leaving litter and waste deposit offences under section 88 and 33ZA of the Environmental Protection Act 1990

3. REASONS FOR DECISION

- 3.1. Under Section 33ZA the Council may specify the amount of the fixed penalty payable (see below). This report seeks that agreement. This decision is also needed to approve the proposed approach to waste enforcement outlined at point 2 above.

4. LEGAL FRAMEWORK

- 4.1 The Unauthorised Deposit of Waste (Fixed Penalty) Regulations 2016 amends the Environmental Protection Act 1990 by adding a new section, 33ZA, which provides that an authorised officer of the Council who has reason to believe that a person has committed a waste deposit offence in its area, may give the person a notice offering the opportunity of discharging any liability to conviction for that offence by payment of a fixed penalty. A waste deposit offence is an offence of depositing controlled waste or knowingly causing or permitting controlled waste to be deposited on any land without authority contrary to section 33(1)(a) of the said Act.
- 4.2 Section 33ZA(9) provides that the fixed penalty payable is an amount of not less than £150 and not more than £400, as specified by the Council. If no amount is specified by the Council then the fixed penalty payable is £200.
- 4.3 Section 33ZA(1) provides that the Council may make provision for treating the fixed penalty as having been paid if a lesser amount of not less than £120 is paid before the period of 10 days following the date of the notice.
- 4.4 Section 88 of the Environmental Protection Act 1990 provides for the issue of fixed penalty notices for the offence of leaving litter, under section 87 of the said Act. Litter includes the discarded ends of cigarettes, cigars and like products, and discarded chewing-gum and the discarded remains of other products designed for chewing. The amount of the fixed penalty which has been specified by the Council for its area is £80 but it is reduced to £60 if it is paid within 10 days of the notice being issued. This section is already being used by officers of the Council.

4.5 Legal framework verified by Joyce Golder, Principal Solicitor (Litigation) Tel. 020 7361 2181.

5. PROPOSAL AND ISSUES

5.1 It is proposed that officers should issue fixed penalties notices for leaving litter and waste deposits in the following way:

- For the offence of leaving litter, including up to 1 bag of waste (or equivalent), officers should serve a fixed penalty notice under Section 88 of the Environmental Protection Act 1990. The amount of the fixed penalty which has been specified by the Council for its area is £80 but it is reduced to £60 if it is paid within 10 days of the notice being issued.
- For waste deposit offences (larger deposits of waste and litter), for example 2 bags and above (or equivalent), officers should serve a fixed penalty notice under section 34ZA of the Environmental Protection Act 1990. The fixed penalty payable in pursuance of a notice under this section is recommended to be £200 to be reduced to £150 if paid within 10 days following the date of the notice

This would give two levels of deterrent, with a higher financial penalty applicable to the more serious offence, which should be a greater deterrent.

5.2 Officers have researched what other authorities are doing to deter this anti-social behaviour. Brentwood have put a paper to Cabinet suggesting the use of the £400 fine. Birmingham City Council and LB of Islington have confirmed they will be adopting the full fine. In Islington it will be reduced to £200 if paid within 10 days. Waltham Forest are issuing £400 FPNs. Redbridge officers are submitting a report recommending the £400 FPN, discounted to £350 if paid within 10 days. Bromley officers are submitting a report recommending the £400 FPN with no early payment discount. Brent officers are submitting a report recommending the £400 FPN, and are checking what other authorities are doing before signing off. Westminster has issued 741 FPN's for fly-tipping receiving £130,000 in fines.

5.3 This FPN policy has also been endorsed by London Councils as a measure to tackle small scale fly-tipping.

5.5 The general approach will be:

- a) to issue an FPN for the first two offences. Subsequent offences will be prosecuted (to deter repeat offenders);
- b) if the amount of waste dumped is on a large scale the Council may not issue an FPN at all but prosecute instead;
- c) there is no right of appeal against a fixed penalty notice. However, the Council will consider any representations which may be made in respect a fixed penalty notice which has been issued, on an informal basis

5.6 The proposed commencement date for the new fee structure and approach is 12 December 2017.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1 The legal options are outlined in Section 4 of this report. Alternative options include not using the new powers, or applying the minimum financial level to the FPN instead of the amount recommended in this report. Given that rubbish dumping is a borough-wide issue, and one that is extremely difficult to tackle, officers consider that the penalty of £200, with the early payment discount reducing the fee to £150, is appropriate to act as a deterrent to this anti-social behaviour.
- 6.2 The penalty can be publicised so as to raise awareness amongst the public, and to deter as many would-be rubbish dumpers as possible.
- 6.3 At present Enforcement Officer tackle fly-tipping under the powers used for penalising litter and so the lower level of fines is applied.
- 6.4 Up until September 2017 some £14420 was collected from the issue of FPNs for littering which has included the use of this for fly-tipping. It is estimated that some £10,000 of these fines was for fly-tipping.

7. CONSULTATION

- 7.1 The Cabinet Member has been consulted on this proposal and wished to seek colleagues' views, which is the purpose of this report. LBHF having not yet adopted this ability to issue FPNs was raised by the Leader and so this Cabinet Paper is again submitted for consideration and agreement.

8. EQUALITY IMPLICATIONS

- 8.1 The proposals contained in this report would apply across the whole borough. The only equality issue would be affordability of the new Fixed Penalty Notice. However, a strong, simple, and consistent deterrent is needed to tackle this perennial problem, and a discount is given for early payment. Furthermore, compliance with the law is free (proper waste presentation methods that the majority of people use). There is also the bulky waste collection service that chargeable, but is free for Council tenants through their caretaking service.

9. FINANCIAL IMPLICATIONS

- 9.1 The purpose of the penalty charges proposed in this paper is to maintain or improve the cleanliness of the Council's streets, rather than to generate increased income. Additionally, follow-up prosecutions mean legal costs may also increase as a result of enforcing this new charge. As such, it is not appropriate to introduce a new income target for these charges. Additional costs and income should be monitored and reported through the monthly monitoring cycle.
- 9.2 Implications completed by Kellie Gooch, Head of Finance - Environmental Services, telephone 0208 753 2203.

10. IMPLICATIONS FOR BUSINESS

- 10.1 The proposals contained in this report would apply across the whole borough, to residents and businesses alike. Businesses are obliged by law to make appropriate arrangements to dispose of their wastes and so non-compliance can lead to rubbish dumping that the Council then collects, and pays for disposal. These proposals aim to keep the streets clean. Officers already work hard to engage businesses to make them aware of the implications of rubbish dumping. Publicity of this new power would help to raise awareness and act as a deterrent.
- 10.2 Implications completed by Simon Davis head of Commercial Management. Telephone: 07920 503651

11. OTHER IMPLICATION PARAGRAPHS

- 11.1 Risk Management Implications
The report proposals serve to act as a deterrent for littering and waste dumping offences thus contributing to improvements in the local environment. Offences of this nature can cause other related problems that would impact on the local community and taxpayers including the cost to the council of removal and cleaning of dumped material, additionally there are risks concerning the content of dumped material and the safety of the public and the environment to which it is exposed to.
- 11.2 Implications completed by: Michael Sloniowski, Risk Manager Telephone 020 8753 2587.

12 BACKGROUND PAPERS USED IN PREPARING THIS REPORT

None.

London Borough of Hammersmith & Fulham CABINET 4 DECEMBER 2017		
IMPROVING TRANSITIONS - TASK GROUP FINAL REPORT		
Report of the Chair of the Task Group – Councillor Rory Vaughan		
Open Report		
Classification: Task Group recommendations - for Cabinet endorsement Key Decision: No		
Wards Affected: None		
Accountable Director: Sarah Thomas, Director for Delivery and Value		
Report Author: David Abbott, Scrutiny Manager	Contact Details: Tel: 020 8753 2063 E-mail: david.abbott@lbhf.gov.uk	

1. EXECUTIVE SUMMARY

- 1.1 The Health, Adult Social Care & Social Inclusion Policy and Accountability Committee formed a task group to consider how the council can improve the experience for young disabled people transitioning from social care services for children to social care services for adults.
- 1.2 After considering the shortcomings and challenges of the current arrangements and looking at what parents and professionals thought a good transition experience would be, the task group made recommendations in the following key areas:
 - The creation of a new ‘Preparing for Adulthood’ team that was co-designed with parents and young disabled people – and was accountable to them.
 - Ensuring there was greater transparency and improved communication.
 - Empowering professionals to do their jobs effectively and efficiently.
 - Improving the housing pipeline so young disabled adults had suitable housing available when they needed it.
- 1.3 The task group’s report and recommendations were endorsed by the Children and Education Policy and Accountability Committee on 11 September 2017 – an extract of the minutes from that meeting is attached at Appendix 2.

2. RECOMMENDATIONS

- 2.1 That Cabinet endorses the recommendations of the task group listed below - and tasks officers with implementing the task group's proposals.

Recommendation 1 – A new 'Preparing for Adulthood' team

The key to achieving our vision for a better transition service is the creation of a new 'Preparing for Adulthood' team. Rather than having separate groups in Children's Services and Adult Social Care there should be a single team that brings together professionals from both departments. This team would work with young disabled people throughout their transitions journey - from the age of 14 to 25 - ensuring they have the support and guidance they need to achieve the best possible outcomes.

- 1.1 **Funding** - The team will be funded from pooled budgets from both Children's Services and Adult Social Care but will have the autonomy necessary, through delegated powers, for agile decision making.
- 1.2 **Staffing** - The team would be multi-disciplinary - including staff currently working within Children's Services, Adult Social Care, and SEN key working in Health roles.
- 1.3 **New ways of working** - On creation, this new team would lead a review of the protocols, procedures, and ways of working around transition to improve their clarity, efficiency, and responsiveness.
- 1.4 **Advocacy** - There should be a shared understanding of cases to take the burden off parents. The new team should have an advocacy and understanding role to guide parents through the options and pathways open to them.
- 1.5 **Co-design and accountability** - The new service should be co-designed with parents and young disabled people and once it is up and running they should be able to feed into its management and development. This could be achieved through a 'shadow board', similar in concept to a board of non-executive directors.

Recommendation 2 – Greater transparency and improved communication

- 2.1 Communication with young disabled people and parents should be improved. They need to understand how decisions are made and why. The young person's pathway and the options available to them should be clear and transparent to everyone involved and it should be reviewed on a regular basis. The end goal should always be in sight and parents and professionals should have a shared view.
- 2.2 The new Preparing for Adulthood team should create a new set of forms and documentation that are accessible, clear, and transparent to users.

- 2.3 The transitions information on the LBHF website should be updated to reflect the Preparing for Adulthood team's new ways of working and to bring it in line with best practice examples from around the country.
- 2.4 The council should encourage partners to sign-up to a 'duty to communicate' - an agreement that they will be meaningfully involved in discussions at panels and annual reviews. If professionals are not able to attend meetings they should provide written evidence to ensure important decisions are not delayed.

Recommendation 3 – Empowering professionals

- 3.1 To ensure panel meetings and annual reviews are meaningful and efficient, the council should empower professionals by devolving decision-making down wherever possible. Team managers should be trusted to make the right decisions.

Recommendation 4 – Improve the housing pipeline

- 4.1 The council's Housing department should work closely with the new Preparation for Adulthood team and be involved in the annual assessment process. There should be a clear pipeline, using data from the Preparation for Adulthood team, to accurately predict the numbers of young disabled people coming through the system and their likely housing needs. This would allow for clearer communication with parents about their housing options.

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

None.

LIST OF APPENDICES:

- Appendix 1 – Improving Transitions – Task Group Final Report
Appendix 2 - Children and Education Policy and Accountability Committee extract of the minutes – 11 September 2017

APPENDIX 1 - Improving Transitions

Task Group Final Report

Chair's foreword

The need for the work of the Transitions Working Group stretches back several years.

Disabled young people and their parents have for too long found themselves at the mercy of events rather than shaping them when it comes to the transition from childhood to adulthood.

This was all too apparent in conversations we have had with parents facing that 'cliff edge'. At a time where their children were soon to become adults, there had been no planning, work or joined-up thinking to enable them to move into adulthood without losing access to their current services. And seemingly little vision of what was on offer for them.

This can be extremely stressful for young people and their parents. Changing that is the ambition of this report.

Our recommendations are designed to ensure that professionals work with families from an early stage in identifying the needs of disabled young people and planning for their transition to adulthood. The work needs to involve professionals from a range of disciplines in assessing children's needs, discussing and agreeing the way forward with children and their families, and then reviewing plans on a regular, most likely annual basis.

There are three crucial aspects to this approach.

- The first is interdisciplinary working. The discussions we had in producing this report highlighted that transition involves a wide range of different disciplines (education, children's social care, adult social care, health and housing). But for each of them transition perhaps seems only a small part of their work, so its vital importance can get lost. That's why the establishment of a dedicated team with pooled resources is so crucial – to ensure regular joined-up working, day-in and day-out.
- Communication with young people and their parents is also key. Many of our meetings highlighted the frustration of parents who felt remote and pushed away from decisions being made about their children, and of young people who were not involved in the decisions that affected them. Professionals recognised this problem and are, I believe, committed to finding a way to ensure that young people and their parents have a real voice in transition.
- Regular reviews will also be hugely important. Dialogue with young people about transition and their aims and ambitions should happen regularly. As their ambitions for adulthood change over time, the services and support they

want, whether around work or further education or in other areas, will need to respond.

Ultimately, the success of these recommendations will come if, in time, young people and their families tell us that they have a clear idea about their path for adulthood. One where professionals are assisting them in bringing together their paperwork and reports, discussing their ambitions, brokering opportunities in work and education where appropriate, and regularly reviewing their progress.

Such a vision won't take away all of the difficulties of becoming an adult – there will be all the usual emotional challenges; parents may still have much to do; professionals, parents and young people may on occasion disagree; and this will all take time.

But if put into practice, the recommendations in this report should give disabled young people one of the things they need and deserve – greater and more certain support as they transition to adulthood.

Thanks

This report is the culmination of a number of months of work by the Transition Working Group.

I would particularly like to thank Patrick McVeigh, Sarah Markson and Peter Harden for agreeing to become members of the Group. Their input as parents of children who have been or will be going through transition was invaluable.

I should also like to thank the many dedicated professionals from across children's social care, education, adult social care, health and housing who contributed to our meetings. They gave generously of their time and have helped us to shape some clear recommendations. They are listed in Appendix 1.

The expert guests who attended our meetings also helped to shape the way forward. Their contribution was also invaluable and I should like to thank them sincerely for their time.

I would also like to thank my fellow councillor members of the group, Cllr Caroline Needham and Cllr Marcus Ginn, as well as my colleague Cllr Ben Coleman, for their invaluable contributions.

Finally, this report would not have been possible without the dedication of David Abbott from the Council's Scrutiny Team, who brought the meetings together and drafted the final report. I thank him wholeheartedly for his skilful work.

- Councillor Rory Vaughan, Chair of the Task Group and Chair of the Adult Social Care, Health and Social Inclusion Policy and Accountability Committee

Executive Summary

The Health, Adult Social Care & Social Inclusion Policy and Accountability Committee formed this task group to consider how the council can improve the experience for young disabled people transitioning from social care services for children to social care services for adults.

After considering the shortcomings and challenges of the current arrangements and looking at what parents and professionals thought a good transition experience would be, the task group made the recommendations in the following key areas:

- The creation of a new 'Preparing for Adulthood' team that was co-designed with parents and young disabled people – and was accountable to them.
- Ensuring there was greater transparency and improved communication.
- Empowering professionals to do their jobs effectively and efficiently.
- Improving the housing pipeline so young disabled adults had suitable housing available when they needed it.

The full list of recommendations can be found on page 18 of this report.

Table of contents

Chair's foreword and executive summary	p1
Table of contents	p4
1. Introduction	p5
2. Objectives	p5
3. The current offer	p6
4. The challenges for transition services	p10
5. Recommendations	p18
Appendix 1 – Task Group contributors	p20
Appendix 2 – Task Group Work Programme	p21

1. Introduction

What we mean by 'transition'

“Transition is an essential part of human life and experience. Here the term is used to refer to the process of change for young people, and those around them, as they progress from childhood to adulthood. This movement can be a time of celebration, change and also challenge for all young people. It is a time when young people are considering and making decisions about their continuing education, work and careers, their social life and where and how they will live.”

- Social Care Institute for Excellence (2014)

As young disabled people grow older there comes a point when they have to 'transition' from children's social care services to adult social care services. This transition covers a period before the move, where options are discussed and arrangements are planned, the transfer itself, and then a period of support afterwards. This process has to be carefully planned so young disabled people and their families feel prepared - and to make sure there are no gaps in the vital care and support services that they receive.

2. Objectives of the task group

Why we started the task group

For a variety of reasons, the experiences of young disabled people and their families going through the transitions process is still very variable. For many it is a time of anxiety and uncertainty.

The Health, Adult Social Care & Social Inclusion Policy and Accountability Committee formed this task group of councillors and parents to consider how the council can improve the transition experience and outcomes for young people and their families. During the course of the inquiry the task group met with parental advocacy groups, council officers in children's services, adult social care, health, and housing, education and medical professionals, and representatives from the third sector.

Goals

The task group set itself the following three objectives; to understand the current model and its shortcomings and challenges, to consider what a 'good' transition experience would be, and to make recommendations for improvements.

3. The current offer

Teams and services

Hammersmith & Fulham provides a 'Transition Service' for young people with learning disabilities. This service is made up of the following components:

- Two social workers (one permanently funded by Adult Social Services and one funded by the Clinical Commissioning Group)
- Virtual Team (this has ad-hoc membership supplied by Adult Learning Disability practitioners from Psychology, Psychiatry, Speech and Language Therapy, Nursing, Physiotherapy and Occupational Therapy)
- Key workers for children with Special Educational Needs
- Disabled Children's Team (Children's Social Care)
- Children's Educational Psychology Service

There are additional links with other services, including Looked After Children, the Leaving Care service and the Youth Offending Team, as well as the Child and Adolescent Mental Health Service and the Children's Community Nursing Service.

There are a number of commissioned services for this group of young people including special schools, employment services, further education, short breaks, evening clubs, day opportunities, and young carers' support groups.

Current practice

The current practice is outlined as follows:

Publication of the Local Offer

All local authorities are required to publish a 'Local Offer' outlining the provision that is available for all young people with SEN and disabilities, and are required to offer families the option of a 'personal budget' with which to purchase services. H&F's Local Offer can be viewed online at: www.lbhf.gov.uk/localoffer

Social Care

In H&F the transition team only work with young people with learning disabilities. Children are assessed for eligibility for adult learning disability services as they approach the age of 18, which is generally considered to be too late to enable a well-managed transition to adult services.

Education

The Special Educational Needs Service has recently employed key-workers who have a specific focus on young people aged 16-19 and an Assistant Head of Service who is responsible to development of the Local Offer of education provision for children aged 16-25.

The key-workers are responsible for ensuring that the transition from school into post-16/19 provision is managed for a young person once they exceed statutory

school age and, where appropriate, will liaise with colleagues in Social Care and Health. The key-workers are also trained in providing advice and guidance for preparing for adulthood.

Health

From the age of 0-18 the most significant period of coordinated Health input takes place in the first 4-5 years of a child's life and is managed by the multi-disciplinary Child Development Teams. Young people with enduring needs will continue to receive specialised paediatric support from the service up until their 18th birthday. This can include Occupational Health input, Speech and Language and Physiotherapy, Psychology and Music therapy, in some cases specified in an Education Health and Care Plan. All other young people receive various inputs as and when they are required, and these are usually coordinated by their parents/carers via their local GP surgery.

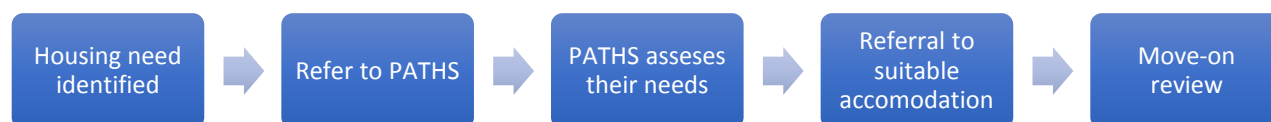
When they turn 18, those young people without complex or enduring needs will continue to access support from their local GP surgery as and when it is needed. Young people with complex needs will also transfer from their specific paediatric support to their local GP. The quality of support that these young people receive from their local GP can vary.

Housing

The Housing Options team manages all aspects of housing advice, assessment, and allocations. Within this section is a specialist team, the Placement and Assessment Team for Homeless Singles (PATHS), who manage referrals to supported housing, including access to the Learning Disability supported accommodation.

PATHS is primarily responsible for trying to prevent homelessness and assess support needs and housing circumstances so that appropriate support can be provided. If appropriate, they will refer individuals moving from residential accommodation, or from their family home, into supported accommodation that will meet their needs.

The process map below shows the route to supported accommodation through PATHS. The PATHS team works closely with ASC to allocate units appropriately.



There are two main providers of supported housing in the borough, Yarrow, and Metropolitan Housing. In addition, there is a quota within the scheme of allocations for 5 general needs homes that are allocated to residents with learning disabilities. There is also up to 40 units available for move on from supported accommodation.

These are separate to the long term residential accommodation, where need is identified and placements matched via social work teams.

Feedback from disabled young people and their families on the current offer

Parents and carers can provide feedback about services through a number of different forums and surveys, including the Children and Families Act Parents Reference Group. In addition the 'customer journey' work undertaken last year by Adult Social Care highlights the frustrations expressed by some parents and outlines challenges for the future.

Most disabled young people and their families are generally satisfied with the local offer, however it is clear that significant frustration is created by overly bureaucratic or unresponsive provision. This feeling is intensified when services fail to coordinate their activities.

The local authority has gathered feedback from parents regarding transition. Below is a summary of the key points from:

- It is essential to have good communication, transparency and clarity from all involved in transition.
- The parents commented that the experience in Hammersmith and Fulham was 'variable'. Those young people already known to Children's services moving to Adult Services had better planning.
- Parents found it hard moving from very child focussed services to adult services which had to cater for the broad spectrum of younger adults to old age.
- A number of parents still felt they had to lead and organise the future plans for their son or daughter but often did not know what was fully available.
- Parents wanted to be empowered but needed to know where to go and what was possible. An effective key worker / coordinator role, having a wide knowledge of transition was needed, guiding parents appropriately on all aspects that affect transition not just placements.
- Parents reported that there was often significant amount of time taken to resolve disputes about future funding of services and this had delayed some young people in receiving the service they needed. 'Parents should not be caught up in this wrangle'.
- Lack of suitable provision of college placements meant that some young people needed to be placed out of borough and that local colleges were only offering four days per week and this was an added pressure to cover for working parents, as well as those at home.
- Parents felt the new EHC process bringing all the agencies together was a positive development.

Young people and parents provided the following feedback on the housing offer:

- They wanted suitable local accommodation that will offer good quality care and support in a safe environment.
- They wanted more options and flexibility to meet their individual needs. For example, some tenancies do not allow hard flooring which might make the accommodation unsuitable - or changes to the environment / eligibility for housing that might enable the family to live together longer (e.g. soundproofing, property size, layout of the property etc.)

- They wanted community supported living, such as a cluster of flats with shared care that enabling living in and being support by the community.
- Families with children have identified the lack of suitable adapted accommodation and challenges with accessing the housing allocations process.
- There is no provision for autism in the borough, such as specialist housing and support services.

Additionally, young people have said that they wanted better opportunities for employment.

Some parents commented on the timing of the involvement of the Transition Team and pointed out that this often occurred too close to the point of transition, creating anxiety about the future.

Young people have also been provided with workshops to enable them to provide views on what they may need or wish for in the design for future commissioned services. A workshop took place last year to which every young disabled person going through transition was invited. The outputs of that workshop are much the same as the issues above - the full report 'Children and Families Act SEN changes' is available on the Hammersmith and Fulham Website.

4. The challenges for transition services

Supporting disabled young people in their transition to adulthood is challenging for service providers the following key reasons:

1. Individual needs

The process is individual to the needs and aspirations of each young person.

2. Changing needs over time

Transition is a fluid process, spread out over a number of years.

3. Multiple transitions

Young people move from one service to another at different ages. For example, a disabled young person may move from paediatric to adult health services at 16, then at 18 move from children's to adult social care. Each of these transitions is likely to occur independently of each other, which means that young people and their families may repeatedly have to deal with new agencies and professionals, re-telling their story each time.

4. Greater demand and more complex needs

Medical advances mean that more young people with a range of different disabilities and complex medical conditions are living into adulthood than ever before.

5. Insufficient planning and reduced support

The point at which young disabled people move from children's to adult services needs to be planned for years in advance, yet planning is often poor. The reduced support which they then get from adult services compared with children's services comes as a shock to many young people and their families, who often compare this to falling off a cliff.

6. Shared responsibility and accountability

Transition is too often seen as something which need to be addressed individually by children's services or adult services, instead of both addressing it equally.

7. Lack of resources

Young disabled people often find the adult services they need inadequate. They want services which enable them to lead ordinary lives, including a social life. They want a feeling of freedom and not being overwhelmed within adult environments and at the same time as being offered appropriate support.

This will only be exacerbated by the extension of some Education Health and Care Plans to the age of 25. The requirement created the following two specific challenges for local authorities:

- The offer of high quality specialist provision for post 16 and post 19 education is currently underdeveloped. Local authorities need to quantify the number of young people who are approaching transition at 16 and at 19 years of age and will qualify for an Education Health and Care Plan and, on the basis of this demand, will need to develop their local offer to support the transition to adulthood, including planning for young people's employment and independence in or near their local community.
- There is no extra funding in the system to deliver this specialist provision; therefore this extension of the age range represents a financial risk to the High Needs Block within the Dedicated Schools Grant if it is not closely managed and delivered economically in partnership with Adult Social Care and Adult Health Services.

To be effective, pathways to employment for Young People with SEND must be personalised. By having an individualised approach, the educational programme will build on existing strengths, and support the young person to learn the skills they need for their next step.

The local offer of FE and third sector provision is intended to provide a continuum of employment opportunities. This continuum can include 'job carving' where a learner may carry out a specific element of a job, voluntary opportunities, paid work, part time work, involvement in a social enterprise or supported employment.

8. Differing eligibility criteria

Young people with autism and those who are considered vulnerable, as well as looked after children, are often seen as falling through gaps when transferring to adult services because the eligibility criteria for access to support is often different to that for children's services.

Furthermore, should a child have a Statement of special educational needs or an Education, Health and Care Plan, the joint assessment and planning process between social care and education at age 14 needs to be coordinated in a more efficient way. There is a need to ensure that eligibility criteria for services are aligned between Children's Social Care and Adult Social Care and that a shared language is used between the services.

9. Sufficiency of the local offer and out of borough placements

The Children and Families Act, enacted in September 2014, extended the age range of eligibility to a formal assessment and support plan for Education, Health and Care needs from 0-16 to 0-25. This means that there is a requirement for local authorities to provide a seamless transition between children's services, adult's services, and health services - and ensure that there is a high quality offer of specific courses and support for young people aged 16-25 with SEN and disabilities.

When there is a lack of specialist local provision that meets the needs of a child of statutory school age, the local authority often has to seek a placement with an independent provider outside of the borough. There are four overarching issues with placing a young person at such a provider:

- The young person will generally need to travel long distances away from home each day (or in the case of residential placements, live away from home), which causes disruption to family life and does not allow for inclusion in the local community.
- The local authority has less influence over the quality of the provider and less powers of intervention to ensure standards are consistently high.
- Health transitions can become more complicated, as providers from other authorities become responsible for the delivery of health support.
- Subsequent transitions to local services are challenging when a young person returns to the borough as he or she will have built up an existing network of support in a location that is a significant distance away from home.

10. Housing

Some of the current supported housing buildings are not fit for purpose. In LD supported housing there are voids because some of the buildings are not accessible for the customer's needs.

There are residents in supported housing with high and complex needs in shared accommodation, where it is difficult to find a suitable match to the void room.

Supported accommodation accessed through the PATHS team is intended as short term, and not designed to give long-term tenancy solutions. Individuals are supported to learn independent living skills to enable them to move-on, although some residents' needs may be best matched to the current environment and may never be able to live independently. There is the provision to support individuals to move on to their own long term tenancies

Insufficient local provision to meet the current customer needs. Largely this is due to the suitability of the buildings, and in some circumstances, the level of care that is available is not sufficient to meet needs.

Low levels of turnover of suitable properties within general needs, and specifically of properties with adaptations or that are suitable for adaptations.

A general lack of affordable housing supply in the borough, due to high land values and restricted delivery generally.

11. Employment - Providing pathways into employment

Employment for adults with a learning disability is nationally monitored and remains at a very low level in Hammersmith & Fulham compared to the rest of London and the UK as a whole. Work needs to be done to improve the opportunities for education leading to meaningful work experience and employment for young people with complex needs.

12. Health

There is often a significant difference between health services for children and those for adults, and the level of support provided to a young person and their family can be seen to reduce once a young person turns 18. Communication between children's health practitioners and, for example, General Practitioners is of paramount importance to ensure a smooth transition between these services.

Furthermore, the recently produced Child and Adolescent Mental Health Service Task & Finish Group Report recommended introducing Transition Champions into Adult Mental Health services to strengthen the pathway for young adults requiring support. This suggestion has been endorsed by Hammersmith & Fulham's Health & Well Being Boards and the Executive Director of Adult Social Care.

13. Projections - Data sharing and projecting the needs of young people approaching transition

Within the Adult Social Care client database, a new area for data collection has recently been set up to capture information on young people aged 14 and above who are in transition. This is being populated manually by transition staff from Adult Social Care based on information provided by Children's Services. This will enable Adult Social Care to plan services for young people and captures information relevant to:

- health condition / disability
- housing need
- if the young person has needs resulting from challenging behaviour

While this new dataset is useful, it doesn't address the new requirements for the Children and Families Act in projecting demand across health and SEN needs and therefore facilitating the development of a medium-to-long-term commissioning strategy.

Active, collaboration between Public Health, CCGs, Adult and Children's Social Care is urgently required to strengthen data capture and analysis to improve planning for transitions and projected need.

5. What good looks like

H&F's vision and options for improving transitions in Hammersmith and Fulham

Our vision is for a Hammersmith and Fulham transition service that is for all children and young people with a physical or learning disability and/or complex medical needs, and their families. We fully endorse the National Institute for Health and Care Excellence's recommendations and principles from their guideline publication, 'Transition from children's to adults' services for young people using health or social care services'.

Our transition services will be based on listening to what young disabled people and their families want and by starting to plan well in advance, we will;

- ensure a smooth transfer for young disabled people from children's to existing adult social care, health and education services and;
- develop new adult services which respond to young disabled people's additional needs.

Once a young disabled person reaches the age of 14, a range of children and adult services will come together to agree a transition plan, encompassing all relevant local agencies. This plan will ideally taper services as needed to make transition less of a 'cliff edge' for families.

Options for improvement

Improving the transition team model in Hammersmith and Fulham

Other models of provision exist and commonly feature shared staff members between Children's and Adult Social Care teams and assessment processes initiated at an earlier stage. A similar model could be implemented in Hammersmith and Fulham, along with changes in practice that would make the coordination of client groups and activity more straightforward, for example undertaking the psychological learning difficulty assessments at the age of 16 rather than at 17 years 9 months as is current practice.

Developing the post-18 local offer for social care services

Support services and respite functions within Adult Social Care provide support for people until old-age - this leads to young people having to spend time in settings which are not age-appropriate. Children's and Adult Social Care should work together to understand how current provision could be used differently to better support this cohort of young people.

There is a risk that this work could essentially move the 'cliff edge' from 18 to 25. However, it is considered that there is much more potential and capability for a 25-year-old to transfer into adult orientated services than an 18 year old.

Improving the quality of the adult health offer

At 18 years old, young people with complex needs will transfer from their specific paediatric support to their local GP. The CCG have recently undertaken an audit of young people aged 16-25 with complex needs in Kensington and Chelsea and have established that there are 24 young people using the adult GP Service. It is estimated that there are roughly 100 young people across Hammersmith and Fulham, Kensington and Chelsea, and Westminster.

The overarching issue for Health is the need to increase the provision of specialist services currently on offer for young people once they become adults (for instance, Speech and Language Therapy). A coordinated approach to the strategic commissioning of such services is of paramount importance.

Officers in Adult Social Care have also highlighted the needs for greater engagement of Adult Mental Health Services in assessment and planning for young people in transition.

Improving the further education offer and pathways into employment

In order to address the need for more local specialist provision that helps promote independence and provides pathways into employment for young people aged 19 and above, the SEN Service have been actively working with Special Schools and Further Education Colleges in Hammersmith and Fulham, Kensington and Chelsea and Westminster. Examples of activities that are currently underway include:

- Providing virtual local authority support teams to train FE providers as well as offering outreach support and guidance in supporting young people with SEND
- Development of post-19 provision at Queensmill Special School specifically for young adults on the autistic spectrum, which will follow the four key pathways in the Preparing for Adulthood Framework: Employment; Independent living; Community inclusion; Health
- Implementation of 'Project Search', which will support young people with special educational needs and disabilities into meaningful supported employment opportunities

The Queensmill offer has been running from September 2015, delivered in partnership with Adult Social Care, using some of their respite facilities, to help ease the transition from Children's Services and a school environment into a more adult orientated setting that promotes independence and employment.

A working group, led by Queensmill Governors, worked in partnership with officers from Children's Services and Adult Social Care to develop a permanent model based on the creation of a charitable incorporated organisation. This was implemented late in 2016. Discussions are also taking place with Jack Tizard to develop a similar model for young people with profound and multiple learning disabilities.

Expanding the supported internships programme

Supported Internships is a study programme specifically aimed at young people aged 16-25 with an EHC plan who want to move to employment but need extra support to do so. The internships are structured study programmes, based primarily at an employer, where most of their time is spent on a work placement (4 days a week, working around 10am until 3.30pm) coupled with a personalised study programme that gives them the opportunity to study for relevant qualifications.

In the first year of delivery the programme took on eight young people and the 2017/18 cohort expanded that to 13. Officers said the increase in interest was due to the Supported Internship Fair held at West London College on 26 January 2017 - where existing interns had a stall and promoted the opportunities across H&F Council and L'Oréal.

Officers reported that all of the interns had developed confidence and employability skills thanks to the support from their job coaches and tutors. Four young people have moved into jobs and Action on Disability are working with the remaining learners to progress them into paid work.

The Council is keen to develop this programme further and are planning to develop more roles in areas such as: a children's centre nursery, ICT, the post room, AMEY, human resources, libraries, parks, and a local leisure centre. L'Oréal are also looking to expand their roles to include their academy, restaurant, post room, and HR. Officers are also in discussions with other businesses to bring them into the programme.

Improving the planning for transition and links between health services for children and adults

An option to improve the quality of support that young people with special educational needs and disabilities receive from their local GP when they turn 18 is to provide specific training for GPs. However, it is not considered that this will offer good value for money as most GPs have either only one or two young people to support, or in some cases they have no young people with enduring or complex needs within their caseload.

The Clinical Commissioning Group is currently undertaking a review of the templates to be used for an annual health check for young people with learning difficulties. Once the templates are finalised, it is envisaged that they will be used by health professionals each year from when the child turns 14, and will ultimately inform transition needs at an early stage, enabling planning processes to be completed in good time. The CCG still need to understand how this will be planned for and implemented in the medium to long term.

The CCG are also developing local coordinating roles for young people with complex needs, based on the existing Primary Care Plus / Care Coordinators Roles. An option is to consider whether there is a need to increase the number of these roles for children and young adults to support effective transition. Furthermore, the 'Connecting Care for Children' initiative is aiming to provide GPs with wider support

when involved in transition work. The programme is at an early stage, but its progress is being monitored.

Improving the supported housing offer for young people aged 18 plus

Service users and advocates want the following:

- To have an option of moving into shared accommodation with their peers.
- To be close to family and friends.
- A supportive housing application process and transparency on banding decisions and reviews.

To make that a reality the council has made housing for disabled people an important element of the draft Housing Strategy 'Delivering the Change We Need in Housing'. Section two of the draft strategy 'Meeting Housing Needs and Aspirations' includes proposed actions for meeting the housing needs of disabled people, including those with Learning Disability'.

The actions are:

- Continue to implement the Learning Disability accommodation and support strategy and work with key stakeholder to deliver this
- Undertake a review and reconfigure learning disabled supported housing provision
- Map the system for updating and maintaining the accessible housing register and make recommendations for improvements
- Review and improve the system for void notification and allocation of adapted properties
- Review affordability of social housing and options for those on disability benefits and who are unlikely to be able to work
- Work with stakeholders to improve access for vulnerable groups and ensure that council staff have appropriate training to enable them to identify and respond to needs
- Explore with Adult Social Care and Health initiatives to provide innovative preventative services
- Improve access to the social housing system e.g. staff training and changes to the registration process

6. Recommendations

We want a transition service that is for all children and young people with a physical or learning disability and/or complex medical needs, and their families. Transition services will be based on listening to what young disabled people and their families want and, by starting to plan well in advance, it will ensure a smooth transfer from children's services to adult social care, health and education services. To make this vision a reality we recommend the following:

1. A new 'Preparing for Adulthood' team

The key to achieving our vision for a better transition service is the creation of a new 'Preparing for Adulthood' team. Rather than having separate groups in Children's Services and Adult Social Care there should be a single team that brings together professionals from both departments. This team would work with young disabled people throughout their transitions journey - from the age of 14 to 25 - ensuring they have the support and guidance they need to achieve the best possible outcomes.

- 1.1 **Funding** - The team will be funded from pooled budgets from both Children's Services and Adult Social Care but will have the autonomy necessary, through delegated powers, for agile decision making.
- 1.2 **Staffing** - The team would be multi-disciplinary - including staff currently working within Children's Services, Adult Social Care, and SEN key working in Health roles.
- 1.3 **New ways of working** - On creation, this new team would lead a review of the protocols, procedures, and ways of working around transition to improve their clarity, efficiency, and responsiveness.
- 1.4 **Advocacy** - There should be a shared understanding of cases to take the burden off parents. The new team should have an advocacy and understanding role to guide parents through the options and pathways open to them.
- 1.5 **Co-design and accountability** - The new service should be co-designed with parents and young disabled people and once it is up and running they should be able to feed into its management and development. This could be achieved through a 'shadow board', similar in concept to a board of non-executive directors.

2. Greater transparency and improved communication

- 2.1 Communication with young disabled people and parents should be improved. They need to understand how decisions are made and why. The young person's pathway and the options available to them should be clear and transparent to everyone involved and it should be reviewed on a regular basis.

The end goal should always be in sight and parents and professionals should have a shared view.

- 2.2 The new Preparing for Adulthood team should create a new set of forms and documentation that are accessible, clear, and transparent to users.
- 2.3 The transitions information on the LBHF website should be updated to reflect the Preparing for Adulthood team's new ways of working and to bring it in line with best practice examples from around the country.
- 2.4 The council should encourage partners to sign-up to a 'duty to communicate' - an agreement that they will be meaningfully involved in discussions at panels and annual reviews. If professionals aren't able to attend meetings they should provide written evidence to ensure important decisions are not delayed.

3. Empowering professionals

- 3.1 To ensure panel meetings and annual reviews are meaningful and efficient, the council should empower professionals by devolving decision-making down wherever possible. Team managers should be trusted to make the right decisions.

4. Improve the housing pipeline

- 4.1 The council's Housing department should work closely with the new Preparation for Adulthood team and be involved in the annual assessment process. There should be a clear pipeline, using data from the Preparation for Adulthood team, to accurately predict the numbers of young disabled people coming through the system and their likely housing needs. This would allow for clearer communication with parents about their housing options.

Task Group Contributors

Members of the task group

Councillor Rory Vaughan, Chair
Councillor Caroline Needham
Councillor Marcus Ginn
Patrick McVeigh, Action on Disability
Sarah Markson, Parentsactive
Peter Harden, expert by experience

Guest experts

Amanda Roles, Senior Manager, HF Mencap
Cathy Welsh, Headteacher of Jack Tizard School
Freddie Adu, Headteacher of Queensmill School
Gabrielle Zepf, Action on Disability
Gina Gerrard, Parentsactive
Nandini Ganesh, Parentsactive
Ranjit Kang, Social Care Lead for Adults in H&F at WLMHT
Suky Macpherson, Senior Clinician, Child & Adolescent Mental Health Services at WLMHT
Zöe Bloomfield, Clinical Business Unit Manager for 0-19 H&F
Steve Buckerfield, Head of Joint Health Commissioning, Children's Joint Commissioning

Supported by

Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care
Councillor Lisa Homan, Cabinet Member for Housing
Steve Miley, Director for Family Services
Ian Heggs, Director for Education
Lisa Redfern, Assistant Director of Integrated Care, Adult Social Care
Mandy Lawson, Assistant Director, SEND and Vulnerable Children's Service
Jo Baty, Programme Manager, Children's Services
Mary Dalton, Head of Complex Needs, Adult Social Care Commissioning
Viv Whittingham, Head of Care and Assessment Service
Becky Powell, Commissioning, Transformation and Contracts Lead
David Burns, Head of Housing Strategy, Housing Growth & Strategy Management
Lucy Baker, PATHS Manager, Housing Advice and Assessment
David Abbott, Scrutiny Manager

References

- A Transition Guide for all Services – Department of Health 2007
- Transition from children's to adults' services for young people using health or social care services - NICE guideline (24 February 2016)
- From the pond into the sea - Children's transition to adult health services - Care Quality Commission (2014)

Task Group Work Programme

Meeting 1 – 21 January – Terms of Reference

The initial meeting of the task group was used to agree the terms of reference. The group was given an initial briefing from officers in Children's Services and Adult Social Care. They then planned a series of meetings on Education, Health, Housing, and a final meeting to agree recommendations.

Meeting 2 – 17 March – Schools and Education

The second meeting looked at the effect of the Children and Families Act and the Care Act on transitions, and the role of schools.

Cathy Welsh (Headteacher at Jack Tizard School), Freddie Adu (Headteacher at Queensmill School), and Nandini Ganesh (Parentsactive) were invited to share their experiences of transitions services from the perspective of schools and parents.

Meeting 3 – 28 June - Health and Mental Health

The third meeting looked at Health and Mental Health services.

Ranjit Kang (Social Care Lead at Hammersmith & Fulham/West London Mental Health Trust), Zoe Bloomfield (CLCH Clinical Business Unit Manager), and Steve Buckerfield (Head of Children's Joint Commissioning - Inner London CCGs and Shared Services) attended to provide insight the perspective of local health service practitioners and commissioners.

Meeting 4 – 28 November – Housing

Officers from H&F's Housing Department outlined the current service, the issues identified by families of disabled young people, the barriers facing the service, and planned improvement projects.

Meeting 4 – 28 March 2017 – Preparation for adulthood team proposal

The final meeting was focused on looking at options for a new 'preparation for adulthood' team – bringing together resources from Children's and Adult's services into a single team. The group also agreed their final recommendations.

APPENDIX 2 - Children and Education Policy and Accountability Committee

Extract of the Minutes – 11 September 2017

7. IMPROVING TRANSITIONS – TASK GROUP FINAL REPORT

- 7.1 Councillor Rory Vaughan, Chair of the Task Group, introduced the report. He explained that the Health, Adult Social Care & Social Inclusion Policy and Accountability Committee formed the task group to consider how the Council could improve the experience for young disabled people transitioning from social care services for children to social care services for adults. Councillor Vaughan thanked everyone involved in the group – including parents, carers, officers, headteachers, medical professionals, and councillors – for their contribution to this important piece of work.
- 7.2 Councillor Vaughan informed the Committee that the key reason for setting up the task group was that parents whose children had moved from children's services to adult social care described the transition as 'a cliff edge'. The necessary planning and support had not been there for them. The task group brought officers, parents, and professionals together to understand the issues in depth and look at how they could be improved.
- 7.3 Through a series of challenging discussions with a range of stakeholders the group formulated four recommendations designed to remove the cliff edge, bring professionals together, and ensure young people and their families get the appropriate support.
- 7.4 Councillor Ben Coleman, Cabinet Member for Adult Social Care and Health, addressed the Committee - noting that this area had been a personal focus for him over a number of years. He drew attention to recommendation one – the creation of a new preparing for adulthood team that would bring together officers and funding from children's services and adult social care. Councillor Coleman hoped that this would become a model for other services across the Council – breaking down silos and focusing on the needs of the customer. He welcomed the report of the task group and said he was determined to make the recommendations a reality.
- 7.5 Councillor Sue Macmillan, Cabinet Member for Children and Education, echoed the words of Councillors Vaughan and Coleman. She said the onus was now on the Cabinet and officers to implement the much-needed improvements recommended by the task group.
- 7.6 Lisa Redfern, Director for Adult Social Care, said she was working with Steve Miley, Director for Children's Services, to make the recommendations a reality. A joint project group was already in place and the new preparing for adulthood team would be co-produced with parents and young people. While planning for the new service was going on, two new transitions workers would be appointed to help close the gaps in the short term.

- 7.7 Councillor Alan De'Ath thanked the task group for their report - noting what an important area this was to get right and how important it was to co-design services with users. He asked how the success of the new service would be measured. Steve Miley said young people's satisfaction and progress would be the key measure. Lisa Redfern added that one of the formal mechanisms that will be put in place would be a steering group, or reference group, of young people and parents. Officers would also undertake regular audits of case plans to make sure we were making a difference. Councillor De'Ath said the Committee would appreciate regular updates on progress.
- 7.8 Nandini Ganesh also welcomed the report of the task group – she said as a parent of a 20-year-old with autism the improvements recommended were badly needed. She added that 'health' was a hugely complex area and needed more attention. Employment was another issue – the current pathways were too rigid and needed to be more flexible in future.
- 7.9 Eleanor Allen noted that young people with SEND in schools would be assigned a teacher or tutor to support them – she asked if mentoring had been considered for when they left school. Mandy Lawson said there would be an individualised approach – if the new team was successful there would be a key worker who knew the child from a young age and supports them along the path to adulthood.
- 7.10 A parent in the audience addressed the committee and said there should be more employment opportunities for the cohort of young people without complex needs (supported in mainstream schools). She asked that H&F consider setting up a specialist employment agency, as other local authorities had, to facilitate this. Lisa Redfern said officers would be looking at good models and practice elsewhere. Councillor Ben Coleman noted that H&F had 'Workzone' but we needed to do more training with their staff so they understood the needs of the individuals coming through.
- 7.11 Another parent in the audience said she was encouraged by the coordinated approach being advocated by the Council. She added that building relationships with hospitals was vitally important because there were a number of issues related to transfer to specialist services.
- 7.12 Councillor Ben Coleman noted that an important element of the task group's report was improving links with health. As Chair of the Health and Wellbeing Board he would take the report forward there to get buy-in from health partners.
- 7.13 The Chair asked that officers wrote to everyone who participated in the task group to thank them for their support and update them on progress made so far.

RESOLVED

That the Committee agreed the recommendations of the task group's report for endorsement by Cabinet.

NOTICE OF CONSIDERATION OF A KEY DECISION

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

NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

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

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

KEY DECISIONS PROPOSED TO BE MADE BY CABINET ON 4 DECEMBER 2017 AND AT FUTURE CABINET MEETINGS UNTIL APRIL 2018

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

Access to Cabinet reports and other relevant documents

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

Decisions

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

Making your Views Heard

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

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2017/18

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

Key Decisions List No.60 (published on 3 November 2017)

KEY DECISIONS LIST - CABINET ON 4 DECEMBER 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>
4 December				
Cabinet	4 Dec 2017	Treasury Mid Year Review Report 2017/18 To update members on the delivery of 2017/18 Treasury Management Strategy approved by Council on 22nd February 2017 and note the Annual Treasury Strategy 2017-18 Mid Year Review.	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Income more than £100,000		Ward(s): All Wards	
Cabinet	4 Dec 2017	2017_18 Corporate Revenue Monitoring Month 5 Corporate Revenue Forecast as at Month 5	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	4 Dec 2017	SUBSCRIPTIONS/AFFILIATIONS FOR EXTERNAL ORGANISATIONS 2018/19 Final decision on the renewal of subscriptions to London Councils, Local Government Association and the London Boroughs Grants Scheme to be delegated to the Strategic Director of Finance in consultation with the Cabinet	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
			Contact officer: Danielle Wragg Tel: 020 8753 4287 Danielle.Wragg@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		Member for Finance to fit in with the LBHF reporting timetable.		papers to be considered.
Cabinet	4 Dec 2017 Reason: Expenditure more than £100,000	<p>IT Transition phase 4 assuring service continuity – Desktop support procurement options</p> <p>The council needs a new desktop service to replace its current solution which expires in October 2018. This paper proposes how the council can the council considers and evaluates three procurement options for the desktop hosting and support strategy for both the thin client and thick client estate.</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 Finance</p> <p>Ward(s): All Wards</p> <p>Contact officer: Howell Huws Tel: 020 8753 5025 Howell.Huws@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	4 Dec 2017 Reason: Expenditure more than £100,000	<p>Sands End Community Trust</p> <p>To gain approval from cabinet to establish the Community Trust for Sands End Arts and Community Centre.</p>	<p>Cabinet Member for Economic Development and Regeneration</p> <p>Ward(s): Sands End</p> <p>Contact officer: Yvonne Thomson Yvonne.Thomson@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	4 Dec 2017	<p>Acquisition Of Freehold And Leasehold Properties In The West Kensington And Gibbs Green Estates</p> <p>The report requests an additional delegated authority of £6m to purchase the leasehold or freehold interest in properties from owners on the two Estates. The £6m budget has already been approved by Full Council.</p>	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: Expenditure more than £100,000		Ward(s): North End	
Cabinet	4 Dec 2017	<p>Protecting the borough's parks and open spaces</p> <p>In 2014 the Labour Party made a manifesto commitment in their 'The change we need' document that if elected they would seek to afford the borough's parks and open spaces with better protection.</p> <p>This report seeks Cabinet approval enter an individual Deed of Dedication with Fields in Trust (where appropriate) to protect the borough's parks and open spaces.</p> <p>This approach has been endorsed by both the Parks Commission and the Community Safety, Environment and Residents Services Policy and Accountability Committee.</p>	Cabinet Member for Environment, Transport & Residents' Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	4 Dec 2017	<p>Report of the Disabled Peoples Commission</p> <p>Final report of the resident-led commission for disabled people</p>	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	4 Dec 2017	<p>Improving Transitions - Task Group Report</p> <p>The Health, Adult Social Care & Social Inclusion Policy and Accountability Committee formed a task group to consider how the Council can improve the experience for young disabled people transitioning from social care services for children to social care services for adults.</p> <p>After considering the shortcomings and challenges of the current arrangements and looking at what parents and professionals thought a good transition experience would be, the task group made the recommendations in the following key areas:</p> <ul style="list-style-type: none"> • The creation of a new 'Preparing for Adulthood' team that was co-designed with parents and young disabled people – and was accountable to them. • Ensuring there was greater transparency and improved communication. • Empowering professionals to do their jobs effectively and efficiently. • Improving the housing pipeline so young disabled adults had suitable housing available when they needed it. 	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: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	4 Dec 2017	<p>PROPOSAL FOR THE FINANCIAL LEVEL OF NEW RUBBISH DUMPING FIXED PENALTY NOTICES</p> <p>This report seeks agreement to use the maximum Fixed Penalty amount of £400 for waste deposits of 2 bags and above (or equivalent), discounted to £200 if paid within 10 days from the date of the FPN. Such an approach would demonstrate the administration's commitment to even cleaner streets.</p>	Cabinet Member for Environment, Transport & Residents' Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
15 January 2018				
Cabinet	15 Jan 2018 Reason: Expenditure more than £100,000	Annual S106 Drawdown Report A report seeking authority for the drawdown of S106 and CIL monies for 2017/18	Cabinet Member for Economic Development and Regeneration 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.
Cabinet	15 Jan 2018 Reason: Expenditure more than £100,000	Resolution to appropriate land at Edith Summerskill House and Watermeadow Court from housing to planning purposes The report requests approval for delegated authority to grant resolution to appropriate rights affecting Edith Summerskill House and Watermeadow Court in order to deliver new housing. 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 Economic Development and Regeneration Ward(s): All Wards Contact officer: Matthew Doman Tel: 02087534547 Matthew.Doman@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	15 Jan 2018 Reason: Expenditure more than £100,000	Integrated Healthy Lifestyles Service Procurement Strategy This procurement Strategy is requesting approval to proceed with the procurement of an Integrated Healthy Lifestyles Services in LBHF. This is to ensure improved outcomes for	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Christine Mead, Neil	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

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		<p>residents; streamline systems; and make efficiencies.</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>Colquhoun Tel: 020 7641 4662, Tel: SOCNECO cmead@westminster.gov.uk , Neil.Colquhoun@rbkc.gov.uk</p>	<p>and / or background papers to be considered.</p>
Cabinet	<p>15 Jan 2018</p> <p>Reason: Expenditure more than £100,000</p>	<p>Renewal of Enhanced Policing Contract</p> <p>Recommendation to renew the enhanced policing contract to March 2019</p>	<p>Deputy Leader</p> <p>Ward(s): All Wards</p> <p>Contact officer: Pat Cosgrave Tel: 020 8753 2810 Pat.Cosgrave@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>15 Jan 2018</p> <p>Reason: Affects 2 or more wards</p>	<p>Chargeable Services Policy</p> <p>This policy explains how the Housing Services Department will deal effectively with recharges, including those arising from damage, non-standard alterations or for the cost of clearing abandoned possessions left behind by tenants / leaseholders or where unauthorised works have been carried out and there is a cost of correcting those works, making safe or returning to property to its original state.</p> <p>The policy covers recharges arising from those works which lie outside of the landlord responsibilities, including where</p>	<p>Cabinet Member for Housing</p> <p>Ward(s): All Wards</p> <p>Contact officer: Vivien McKnight, David McNulty, Liz Byron Vivien.McKnight@lbhf.gov.uk, David.McNulty@lbhf.gov.uk, elizabeth.byron@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		<p>costs are involved for dealing with applications for landlord's consent to alterations to Council properties or costs involved for the council in investigating unauthorised alterations including houses of multiple occupation (HMOs)</p> <p>PART OPEN</p> <p>PART PRIVATE This report is part exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		
Cabinet	<p>15 Jan 2018</p> <p>Reason: Expenditure more than £100,000</p>	<p>Implementation of the Recommendations of the Poverty and Worklessness Commission</p> <p>This report sets out proposals for the implementation of the recommendations of the H&F Poverty and Worklessness Commission. It seeks funding for a Policy and Project Officer post and community capacity building resources to establish 'community hubs' in areas of deprivation across the borough. It also seeks funding for a review of volunteering across the borough.</p>	<p>Deputy Leader</p> <p>Ward(s): All Wards</p> <p>Contact officer: Peter Smith Tel: 020 8753 2206 peter.smith@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>15 Jan 2018</p> <p>Reason: Expenditure more than £100,000</p>	<p>Home Meals and Frozen Food Delivery Service</p> <p>To submit the Procurement Strategy to the Cabinet for approval of the Home Meals and Frozen Food Delivery Service, otherwise known as the Meals on Wheels Service.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Frank Hamilton Frank.Hamilton@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</p>

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		<p>PART OPEN</p> <p>PART PRIVATE This report is part 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>		papers to be considered.
Cabinet	<p>15 Jan 2018</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p>Corporate Property Services Framework</p> <p>The report outlines revised LOTS to ensure external advice can be secured on a wide range of property advice to ensure the administrations outcomes on assets are delivered</p>	<p>Cabinet Member for Finance</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Nigel Brown Tel: 020 8753 2835 Nigel.Brown@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>15 Jan 2018</p> <hr/> <p>Reason: Affects 2 or more wards</p>	<p>Procurement Of Contract Framework For The Planned Upgrade Of Existing Controlled Access Systems Serving Housing Properties And The Provision Of New Systems</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: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	15 Jan 2018	<p>60 Benworth Road - educational capital investment</p> <p>Capital investment in the schools largely funded by the Academy with a capital receipt from an asset of the caretakers house next to the school to allow</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information</p>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): North End	
Cabinet	15 Jan 2018	<p>Procurement Of Contract Framework For The Planned Refurbishment And Upgrade Of Communal Or District Heating Plant Rooms, Boilers, Controls, Pipework And Associated Plant</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>	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	15 Jan 2018	<p>Community Asset transfer - Talgarth Road</p> <p>Next phase of Community Asset transfer.</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</p>	Cabinet Member for Social Inclusion	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be
	Reason: Expenditure more than £100,000		Ward(s): North End	

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>)
		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.		considered.
Cabinet	15 Jan 2018 Reason: Expenditure more than £100,000	<p>Contract Award Decision to appoint the construction contractor for the redevelopment of the Bridge Academy site for the provision of a range of young people services</p> <p>Following a procurement exercise over the summer 2016 this decision will be to award the contract to the successful contractor</p> <p>PART OPEN</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 Children and Education</p> <p>Ward(s): Palace Riverside</p> <p>Contact officer: Dave McNamara david.mcnamara@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	15 Jan 2018 Reason: Expenditure more than £100,000	<p>FutureGov FamilyStory Phase 2</p> <p>LBHF, WCC and RBKC Children's Services have completed a 6 month engagement with supplier FutureGov to explore how technology for social care could be radically redesigned to meet the needs of families, young people and practitioners. The next phase of work is to move the design from a concept to workable solutions. It</p>	<p>Cabinet Member for Children and Education</p> <p>Ward(s): All Wards</p> <p>Contact officer: Amy Buckley Tel: 0207 361 2202 Amy.Buckley@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

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		<p>is for a 12 month engagement to change the front-end user experience by developing task driven tools and a lightweight integrations layer across child protection.</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>		considered.
Cabinet	<p>15 Jan 2018</p> <p>Reason: Expenditure more than £100,000</p>	<p>King Street Town Hall Regeneration Project</p> <p>This report will give a update on the King Street Town Hall Regeneration Project. This includes an update on the new proposal for this site.</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 Economic Development and Regeneration</p> <p>Ward(s): Hammersmith Broadway</p> <p>Contact officer: Archie Adu-Donkor</p> <p>Archie.Adu-Donkor@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	15 Jan 2018	<p>Designation of conservation area extensions and conservation area boundary amendments and adoption of conservation area character profiles</p> <p>Designation of conservation area extensions and boundary amendments affecting 11 existing conservation areas and adoption of conservation area character profiles for four existing conservation areas.</p>	Cabinet Member for Environment, Transport & Residents' Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): Avonmore and Brook Green; College Park and Old Oak; Fulham Broadway; Fulham Reach; Hammersmith Broadway; Munster; Parsons Green and Walham; Shepherds Bush Green; Town; Wormholt and White City	
	Contact officer: Paul Goodacre, Adam O'Neill Tel: 020 8753 3314, paul.goodacre@lbhf.gov.uk,			
Cabinet	15 Jan 2018	<p>Database Management & Tracking NEET</p> <p>Report to outline and seek agreement to extend Hammersmith & Fulham's current contractual arrangements for the provision of tracking young people not in education, employment or training.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in 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>	Councillor Sue Macmillan	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Income more than £100,000		Ward(s): All Wards	
	Contact officer: Rachael Wright-Turner Tel: 020 7745 6399 Rachael.Wright-Turner@rbkc.gov.uk			

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	15 Jan 2018	2017_18 Corporate Revenue Monitoring Month 6 Corporate Revenue Forecast as at Month 6	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Gary Ironmonger Tel: 020 8753 2109 Gary.Ironmonger@lbhf.gov.uk	
Cabinet	15 Jan 2018	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2017/18 (SECOND QUARTER) This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations as at the end of the second quarter, 2017/18.	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	
Cabinet	15 Jan 2018	H&F Air Quality Management Plan H&F's 5 year plan to improve air quality in line with statutory requirements and air quality commission's recommendations	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		Ward(s): All Wards Contact officer: Richard Buckley richard.buckley@lbhf.gov.uk	
Cabinet	15 Jan 2018	Rough Sleeping Commission Final Report The findings and recommendations of the independent expert-led Rough Sleeping Commission. PART OPEN PART PRIVATE Part of this report is exempt from	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Peter Smith, Fawad Bhatti Tel: 020 8753 2206, Tel: 020 8753 7346 peter.smith@lbhf.gov.uk, Fawad.Bhatti@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		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.		considered.
Cabinet	15 Jan 2018 Reason: Expenditure more than £100,000	Older People Preventative Support Services LB Hammersmith & Fulham is seeking to commission housing support and social inclusion services for residents in the borough aged 55 years and over. This will include; floating support to enable people to maintain their accommodation and independence; signposting and making referrals to other services; advice on housing; maximising income and managing independence; reducing social isolation through the provision of activities and connecting people to local services and activities.	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	15 Jan 2018 Reason: Expenditure more than £100,000	Procurement of Home Care Services Procurement strategy and business case for the procurement of a regulated spot purchase of home care services throughout Hammersmith and Fulham to ensure demand for the service is fully met and contingency arrangements exist in the event of provider failure. 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	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Tim Lothian Tel: 020 8753 5377 tim.lothian@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>)
		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	15 Jan 2018 Reason: Expenditure more than £100,000	Procurement strategy for Integrated Management Systems Confirm the procurement strategy for the replacement of systems for Housing, Revenues and Benefits, Self Service, Electronic Document Management and Income Management	Cabinet Member for Finance Ward(s): All Wards Contact officer: Veronica Barella Tel: 020 8753 2927 Veronica.Barella@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	15 Jan 2018 Reason: Affects 2 or more wards	London Borough of Hammersmith and Fulham's Council Tax Support Scheme 2018/19 Full council has to agree our council tax support scheme by 31st January 2018. There are no proposed changes from previous years	Cabinet Member for Finance Ward(s): All Wards Contact officer: Paul Rosenberg Tel: 020 8753 1525 paul.rosenberg@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	15 Jan 2018 Reason: Expenditure more than £100,000	84 – 90B FULHAM HIGH STREET – SECTION 106 HIGHWAYS WORKS The Installation of a new footway buildout, with inset 'Loading' bays, 'Disabled Parking bays and associated highway works	Cabinet Member for Environment, Transport & Residents' Services Ward(s): Palace Riverside Contact officer: Stephen Daway Tel: 020 8753 2954 Stephen.daway@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	15 Jan 2018	<p>ICT Transition phase 4 assuring service continuity - Funding for Mobile Telephony Supplier Change</p> <p>This paper proposes the replacement of the existing Mobile Phone Contract and its supplier for a period of two years from the end of February 2018 to the end of February 2020. The project includes the provision of professional services and support implementing the supplier changeover.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	15 Jan 2018	<p>ICT Transition - Assuring service continuity Phase 4 – Telephony Network Services Upgrade</p> <p>The council last updated its telephony network equipment in 1999 with a major refresh funded by a capital spend of over £1 million. This paper proposes that the council installs new desk telephone handsets, secures telephony hardware support and licences procurement and upgrade the Openscape Unified Communications system.</p>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	15 Jan 2018	COUNCIL TAX BASE AND COLLECTION RATE 2018/2019 & DELEGATION OF THE BUSINESS RATE ESTIMATE This report contains an estimate of the council tax collection rate and calculates the council tax base for 2018/19.	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework		Ward(s): All Wards	
Contact officer: Jamie Mullins Tel: 020 8753 1650 Jamie.Mullins@lbhf.gov.uk	Cabinet	15 Jan 2018	Report of the H&F Biodiversity Commission The final draft report of the resident-led Biodiversity Commission	
Reason: Affects 2 or more wards		Ward(s): All Wards		
Contact officer: Peter Smith Tel: 020 8753 2206 peter.smith@lbhf.gov.uk				

5 February 2018

Cabinet	5 Feb 2018	Extension of Elm Grove Extra Care Housing Contract Elm Grove is an extra care housing scheme for 14 older people who require 24 hour care and support. It is recommended the contract is extended for a period of 2 plus 1 years. 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	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway	
Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk				

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		outweighs the public interest in disclosing the information.		
Cabinet	5 Feb 2018 Reason: Expenditure more than £100,000	2017_18 Corporate Revenue Monitoring Month 7 Corporate Revenue Forecast as at Month 7	Cabinet Member for Finance Ward(s): All Wards Contact officer: Gary Ironmonger Tel: 020 8753 2109 Gary.Ironmonger@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Feb 2018 Reason: Expenditure more than £100,000	FOUR YEAR CAPITAL PROGRAMME 2018-22 This report presents the Council's four-year Capital Programme for the period 2018-22.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Feb 2018 Reason: Income more than £100,000	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2017/18 (THIRD QUARTER) This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations as at the end of the third quarter, 2017/18.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Feb 2018 Reason: Affects 2 or more wards	Planning Guidance Supplementary Planning Document (SPD) The Planning Guidance SPD contains supplementary Planning guidance to the Local Plan and will be used to help determine planning applications.	Cabinet Member for Environment, Transport & Residents' Services Ward(s): All Wards Contact officer: Matt Butler	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

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>)
		We are seeking Cabinet approval of the Planning Guidance SPD for adoption.	Tel: 020 8753 matt.butler@lbhf.gov.uk	and / or background papers to be considered.
5 March 2018				
Cabinet	5 Mar 2018	2017_18 Corporate Revenue Monitoring Month 8 Corporate Revenue Forecast as at Month 8	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Gary Ironmonger Tel: 020 8753 2109 Gary.Ironmonger@lbhf.gov.uk	
16 April 2018				
Cabinet	16 Apr 2018	2017_18 Corporate Revenue Monitoring Month 9 Corporate Revenue Forecast as at Month 9	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Gary Ironmonger Tel: 020 8753 2109 Gary.Ironmonger@lbhf.gov.uk	