

Cabinet

Agenda

MONDAY
1 APRIL 2019
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 Larry Culhane, Cabinet Member for Children and Education
Councillor Andrew Jones, Cabinet Member for the Economy and the Arts
Councillor Wesley Harcourt, Cabinet Member for the Environment
Councillor Max Schmid, Cabinet Member for Finance and Commercial Services
Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care
Councillor Lisa Homan, Cabinet Member for Housing
Councillor Adam Connell, Cabinet Member for Public Services Reform
Councillor Sue Macmillan, Cabinet Member for Strategy

Date Issued
21 March 2019

If you require further information relating to this agenda please contact:
Katia Neale, Committee Coordinator, tel: 020 8753 2368 or email:
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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 that it may want to hold part of this meeting in private to consider the exempt elements of items 6 and 7 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 item numbers 4-7 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 27 March 2019.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 3 April 2019**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 8 April 2019 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 8 April 2019**.

Cabinet Agenda

1 April 2019

<u>Item</u>	<u>Pages</u>
1. MINUTES OF THE CABINET MEETING HELD ON 4 MARCH 2019	5 - 16
2. APOLOGIES FOR ABSENCE	
3. DECLARATION OF INTERESTS	
<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.</p>	
4. CORPORATE REVENUE MONITOR 2018/19 MONTH 9 - 31ST DECEMBER 2018	17 - 70
5. LAND ADJACENT TO NO. 245 BECHTEL HOUSE, HAMMERSMITH ROAD, W6 - SECTION 278 HIGHWAY IMPROVEMENT WORKS & SECTION 38 HIGHWAY WORKS	71 - 82

6. AGREEMENT FOR DIRECT CONTRACT AWARD OF CONTRACTS FOR THE PROVISION OF DAY SERVICES FOR OLDER PEOPLE 83 - 91

This report has an appendix which contains information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and is not for publication. The appendix has therefore been circulated to Cabinet Members only.

Any discussions on the contents of an exempt appendix will require Cabinet to pass the proposed resolution identified at the end of the agenda to exclude members of the public and the press from the proceedings for that discussion.

7. DRUG AND ALCOHOL WELLBEING SERVICE CONTRACT EXTENSION AND VARIATION; AND THE ALCOHOL SERVICE CONTRACT EXTENSION 92 - 105

This report has an appendix which contains information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and is not for publication. The appendix has therefore been circulated to Cabinet Members only.

Any discussions on the contents of an exempt appendix will require Cabinet to pass the proposed resolution identified at the end of the agenda to exclude members of the public and the press from the proceedings for that discussion.

8. FORWARD PLAN OF KEY DECISIONS 106 - 116

9. ANY OTHER BUSINESS

LOCAL GOVERNMENT ACT 1972 - ACCESS TO INFORMATION

Proposed resolution:

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.

London Borough of Hammersmith & Fulham

Cabinet

Minutes



Monday 4 March 2019

PRESENT

Councillor Stephen Cowan, Leader of the Council
Councillor Sue Fennimore, Deputy Leader
Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care
Councillor Adam Connell, Cabinet Member for Public Services Reform
Councillor Larry Culhane, Cabinet Member for Children and Education
Councillor Wesley Harcourt, Cabinet Member for the Environment
Councillor Andrew Jones, Cabinet Member for the Economy and the Arts
Councillor Lisa Homan, Cabinet Member for Housing
Councillor Sue Macmillan, Cabinet Member for Strategy
Councillor Max Schmid, Cabinet Member for Finance and Commercial Services

ALSO PRESENT

Councillor Adronie Alford
Councillor Andrew Brown

143. MINUTES OF THE CABINET MEETING HELD ON 4 FEBRUARY 2019

RESOLVED:

That the open and exempt minutes of the meeting of the Cabinet held on 4 February 2019 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

144. APOLOGIES FOR ABSENCE

There were no apologies for absence.

145. DECLARATION OF INTERESTS

There were no declarations of interest.

146. FINAL REPORT OF THE OLDER PEOPLE'S COMMISSION

Councillor Ben Coleman stated that the Older People's Commission (OPC) was created to examine ways of improving the quality of life for all older residents. Following engagement with the community, the OPC report presented recommendations with the aim of improving support and services for older people and giving them greater involvement in the production of services and policies. Councillor Coleman recommended the report for approval.

RESOLVED:

That the Cabinet endorses the recommendations of the Older People's Commission and commends the report to stakeholders and partners.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

147. APPROVAL TO DRAW DOWN SECTION 106 RECEIPTS TO FUND THE ACTIVITIES OF THE WORK MATTERS (EMPLOYMENT & SKILLS) AND BUSINESS INVESTMENT TEAMS 2018-2020

Councillor Andrew Jones stated that the Work Matters (Employment and Skills) and Business Investment services would play a key role in the delivery of the Council's Industrial Strategy, helping businesses thrive, encouraging enterprise and supporting residents into high quality training and employment.

RESOLVED:

1. To approve the drawdown of Section 106 funding to support the following services:

Employment and Skills (Work Matters)

- 2018/19: £486,200 - relevant s106 ref AKA: 733/827
- 2019/20: £570,900 - relevant s106 ref AKA: 733/827

Business Investment and Growth

- 2018/19: £406,000 - relevant s106 ref AKA 733/777
- 2019/20: £607,100 - relevant s106 ref AKA 733/777

2. To note that the drawdown for 2019/20 includes additional funding to support increased activity, including the Extended Markets programme and the Supply Chain project.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

148. DECISION TO JOIN A GOVERNMENT AND LONDON COUNCILS SPONSORED COMPANY TO CENTRALISE THE PROCUREMENT OF TEMPORARY ACCOMMODATION LEASED FROM PRIVATE LANDLORDS

On a procedural point, Councillor Lisa Homan advised that this report had already been approved by Full Council.

RESOLVED:

1. That Members delegate authority to the Chief Housing Officer and the Strategic Director, Finance, and Governance in consultation with the Cabinet Member for Housing to enter into the required membership agreements and contracts including the nomination of an officer to be a director to sit on the Board of the new company if considered appropriate.
2. That Members note that a further report will be presented concerning the contract to be awarded to the new company and associated arrangements once the company is established.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

149. BUSINESS CASE & PROCUREMENT STRATEGY IN RELATION TO LIGHTNING PROTECTION

Councillor Lisa Homan stated that the proposal was to ensure all Council buildings within the housing stock that required lightning protection were fitted with adequate lightning protection, which complied with the regulations and the Council's Health and Safety policy. Councillor Homan recommended the report for approval.

RESOLVED:

1. That following completion of the remaining surveys and due to the specialist nature of the work a restrictive procurement exercise be implemented to carry out lightning protection remedial work to all Council blocks of residential dwellings that do not comply with current regulations.
2. That the expenditure of £472,000 be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

150. BUSINESS CASE & PROCUREMENT STRATEGY: THE PROCUREMENT OF LED LIGHTING FOR RESIDENTIAL BLOCKS AND ESTATE COLUMN LIGHTING

Councillor Lisa Homan stated that the main drivers for investing in LED Lighting were to reduced energy consumption, reducing the Council's carbon footprint and lower maintenance costs. This was a positive step towards becoming the country's greenest borough.

RESOLVED:

1. That the existing residential block and estate lighting be replaced with LED equivalent which is consistent with the Council's aim of being the Greenest Borough in the Country.

2. That the Business Case and Procurement Strategy for LED Lighting for Residential Blocks and Estate Column Lighting procurement (at Appendix 1) be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

151. BUSINESS CASE & PROCUREMENT STRATEGY IN RELATION TO THE PROCUREMENT OF A LANDSCAPE CONTRACTOR FOR FRANK BANFIELD PARK

Councillor Wesley Harcourt stated that the proposed landscape works to Frank Banfield Park would provide high quality outdoor space for residents. The Friends of Frank Banfield park proposed the creation of a community garden within the park, and worked closely with Parks officers to agree improvements to the park.

RESOLVED:

1. That in accordance with the Council's Contracts Standing Orders 8.12 and 10.2 Cabinet approves the Business Case & Procurement Strategy for the procurement of a contractor complete landscaping works at Frank Banfield Park as set out in Appendix 1.
2. To note that the works have an estimated value of £300,000.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

152. AWARD OF CONTRACT FOR CONTRACTS AND PROCUREMENT LEGAL ADVICE

Councillor Max Schmid stated that this report proposed to award a further contract for 12 months to Sharpe Pritchard Solicitors to carry on providing contract and procurement legal advice to the Council. Councillor Schmid recommended the report for approval.

RESOLVED:

1. That the Council call off the London Boroughs Legal Alliance (“LBLA”) Framework in order to award a 12 months contract for contract and procurement legal advice from 1st April 2019.
2. That Cabinet award a contract to Sharpe Pritchard Solicitors for contract and procurement legal advice from 1st April 2019 and that the value of the contract outlined in the exempt appendix A be noted.
3. That authority be delegated to the Assistant Director of Legal and Democratic Services, in consultation with the Cabinet Member for Finance and Commercial Services, to finalise the terms and conditions of this contract and to take any other necessary steps to implement the decision in 2 above.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

153. COSTS OF THE INTERIM HOUSING REPAIRS DELIVERY MODEL

Councillor Lisa Homan stated that this report updated on progress and recommended the approval of additional expenditure.

RESOLVED:

- 1 To approve a one-off annual revenue budget of £22.2m for the interim repairs model, of which £18.1m will be funded from existing Property & Compliance division budgets within the Housing Revenue Account for 2019/20 and £4.1m will be funded as a one-off appropriation from the Housing Revenue Account General Reserve.

- 2 To approve additional implementation and mobilisation costs of £782,000, in addition to the £930,000 already approved by Cabinet. The additional £782,000 will be funded from the Housing Revenue Account Transformation earmarked reserve.
- 3 To approve the transfer of the Housing Revenue Account Parking Charges Review earmarked reserve balance of £500,000 to the Transformation earmarked reserve.
- 4 To approve (within the annual revenue budget of £18.1m supplemented by a one-off reserve payment of £4.1m, referred to above) the creation of the following posts:
 - (a) the new Customer Service Centre posts, detailed in section 4.5, at a cost of £1,700,491 per annum
 - (b) the new posts within the Council's in-house Direct Labour Organisation (DLO), detailed in section 4.23, at a cost of £2,351,960 per annum
 - (c) the new posts within Growth and Place's clienting structure, detailed in section 4.30 at a cost of £607,319

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

154. COMMUNITY SCHOOLS PROGRAMME - APPROVAL OF SCHOOL RENEWAL STRATEGY AND PROCUREMENT OF INCLUSIVE DESIGN TEAM

RESOLVED:

1. That Cabinet approves the strategic case for a school renewal programme which has three core aims:
 - to re-provide modern, fit for purpose schools to support the borough's ambition to give children the best start in life;
 - to support the funding of education in Hammersmith and Fulham including the future repair and planned maintenance requirements across the school community; and

- to fund school development through the creation of badly needed affordable housing which will help maintain the borough's vibrant social mix.
2. That Cabinet approves Flora Gardens Primary School and Avonmore Primary Schools being the first projects within this programme and that further work be undertaken to produce a business case and proceed to planning application stage as appropriate.
 3. That Cabinet approve the procurement strategy to appoint a design team, client design advisor, and cost consultant for the re-provision of Flora Gardens Primary School and Avonmore Primary School as set out in the exempt Appendix A, and delegate the decision as to which of the two recommended frameworks to use to the Strategic Director for Growth and Place.
 4. That Cabinet approves associated budget of up to £2,534,757 required for the initial business case, design and survey costs.
 5. That Cabinet approves the design and survey costs of up to £2,534,757 will be funded from grants, developer contributions and reserves and delegates identification and approval of funding to the Strategic Director of Finance and Governance in consultation with the Cabinet Member for Finance and Commercial Services.
 6. That Cabinet approves the initial allocation of £506,000 of the total £2,534,757, from unallocated capital grant balances to fund design and survey costs to RIBA stage 1 (outline scheme plan).
 7. That Cabinet delegates the decision to commit expenditure to progress from RIBA stage 1 (outline scheme plan) to RIBA stage 3 (developed design) to the Strategic Director for Growth and Place, in consultation with the Strategic Director for Finance and Governance and the Strategic Director for Children's Services.
 8. To delegate the award of the contract for design services to the Strategic Director for Growth and Place in consultation with the Cabinet Member for the Economy and the Arts.
 9. That Cabinet notes the recommended approach to stakeholder and resident engagement in the design process.
 1. That Cabinet approves the strategic case for a school renewal programme which has three core aims:
 - to re-provide modern, fit for purpose schools to support the borough's ambition to give children the best start in life;

- to support the funding of education in Hammersmith and Fulham including the future repair and planned maintenance requirements across the school community; and
 - to fund school development through the creation of badly needed affordable housing which will help maintain the borough's vibrant social mix.
2. That Cabinet approves Flora Gardens Primary School and Avonmore Primary Schools being the first projects within this programme and that further work be undertaken to produce a business case and proceed to planning application stage as appropriate.
 3. That Cabinet approve the procurement strategy to appoint a design team, client design advisor, and cost consultant for the re-provision of Flora Gardens Primary School and Avonmore Primary School as set out in the exempt Appendix A, and delegate the decision as to which of the two recommended frameworks to use to the Strategic Director for Growth and Place.
 4. That Cabinet approves associated budget of up to £2,534,757 required for the initial business case, design and survey costs.
 5. That Cabinet approves the design and survey costs of up to £2,534,757 will be funded from grants, developer contributions and reserves and delegates identification and approval of funding to the Strategic Director of Finance and Governance in consultation with the Cabinet Member for Finance and Commercial Services.
 6. That Cabinet approves the initial allocation of £506,000 of the total £2,534,757, from unallocated capital grant balances to fund design and survey costs to RIBA stage 1 (outline scheme plan).
 7. That Cabinet delegates the decision to commit expenditure to progress from RIBA stage 1 (outline scheme plan) to RIBA stage 3 (developed design) to the Strategic Director for Growth and Place, in consultation with the Strategic Director for Finance and Governance and the Strategic Director for Children's Services.
 8. To delegate the award of the contract for design services to the Strategic Director for Growth and Place in consultation with the Cabinet Member for the Economy and the Arts.
 9. That Cabinet notes the recommended approach to stakeholder and resident engagement in the design process.

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.

155. PURCHASE THE FORMER WHITE CITY HEALTH CENTRE ON WHITE CITY ESTATE FROM NHS PROPERTY SERVICES

Councillor Andrew Jones stated that the acquisition of the adjoining site to the White City Estate area would provide the opportunity to develop and deliver genuine affordable housing.

RESOLVED:

1. To agree to delegate authority to the Strategic Director of Growth & Place in consultation with the Cabinet Member for the Economy and the Arts, the Cabinet Member for Housing and the Assistant Director of Legal and Democratic Services, to negotiate with the NHS Property Services and finalise any legal documents necessary to complete the purchase of the site.
2. To acquire the White City Health Centre and note that the initial valuation set out in the exempt Appendix 2 is subject to further negotiations. The authority to commit to this budget to purchase the site is partly from the existing approved capital budget for Decent Neighbourhood Schemes.
3. To approve an addition to the Capital Programme Decent Neighbourhood Schemes to be funded from RtB 1-4-1 receipts and borrowing in respect of this purchase.

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.

156. DIRECT AWARD OF HEALTH VISITING AND SCHOOL NURSING CONTRACTS

RESOLVED:

1. That Cabinet grants a waiver of the usual tendering requirements of Contract Standing Orders (CSO) on the grounds of extreme urgency and because this is in the Council's overall interests, as provided for in CSO 3, in relation to the School Nursing Service and the Health Visiting Service.
2. That Cabinet approves a direct award of contract to Central London Community Healthcare NHS Trust (CLCH) from 1 April 2019 to 31 March 2020 with provision for four contract extensions each of three months at the contract price set out in the exempt appendix.
3. That Cabinet delegates to the Strategic Director of Social Care & Public Services Reform in consultation with Cabinet Member for Health and Adult Social Care the decisions on whether the contract extensions set out in paragraph 2 should be exercised.

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.

157. FORWARD PLAN OF KEY DECISIONS


The Key Decision List was noted.

158. ANY OTHER BUSINESS

None.

Meeting started: 7.00 pm
Meeting ended: 7.07 pm

Chair

<p style="text-align: center;">London Borough of Hammersmith & Fulham CABINET 1 APRIL 2019</p>	
<p style="text-align: center;">CORPORATE REVENUE MONITOR 2018/19 MONTH 9 – 31st DECEMBER 2018</p>	
<p>Report of the Cabinet Member for Finance and Commercial Services – Councillor Max Schmid</p>	
<p>Open Report</p>	
<p>Classification - For decision and for information Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Hitesh Jolapara – Strategic Director, Finance & Governance</p>	
<p>Report Author: Emily Hill, Assistant Director, Corporate Finance</p>	<p>Contact Details: Tel: 020 8753 3145 Emily.Hill@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. 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 2018/19. 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, the Chief Executive, and Directors in discharging the statutory responsibility. It is essential that additional steps are taken to manage the serious ongoing budget pressures facing the Council.
- 1.2. To facilitate the closing of the Accounts in line with statutory deadlines a significant amount of activity is required in a short period of time. A number of actions will be required which normally require Cabinet approval, for example final budget carry-forwards, use of reserves, budget virements, level of bad debt provision etc. To meet the final accounts deadline, it is recommended that decision making in relation to these issues is delegated to the Strategic Director, Finance and Governance in consultation with the Cabinet Member for Finance and Commercial Services.

- 1.3. A key element of Ruthless Financial Efficiency is ensuring that the Council properly identifies, and collects, income owed to it. This will be reviewed as part of the Closure of Accounts process.
- 1.4. The General Fund forecast outturn variance is an unfavourable **£6.208m**. Action plans of **£0.914m** are proposed as partial mitigation. If delivered they will reduce the forecast overspend to **£5.294m**.
- 1.5. The High Needs Block and Early Years Block, funded through Dedicated Schools Grant (DSG), is forecast to be overspent by a cumulative £14.2m at the close of 2018/19. This is an increase of £0.7m since month 7. Mitigating actions of up to £0.1m have been identified which would bring the cumulative overspend down to £14.1m.
- 1.6. After allowing for known commitments and the King Street development the forecast available reserves, including general balances, are **£54.9m**. Should the £6.208m not be eliminated by year-end, any overspend will need to be funded from the Council's revenue reserves, or other eligible one-off resources.
- 1.7. The 2019/20 budget addresses some of the significant budget pressures faced in 2018/19 with growth of £3.3m for Children's Service and £2.6m to realign Public Service Reform (PSR) income targets. However, no growth has been provided for other areas of overspend, such as for Residents Services, other PSR budgets, Social Care, Finance and Governance and Corporate Services, robust action needs to be taken now to understand and manage the current pressures and to ensure spend will be kept within budget for 2019/20.
- 1.8. Several underlying insights can be drawn from the report. These include:
 - The Council remains in a difficult financial situation. The current forecast gross overspend is £6.1m. At month 9 last year the gross forecast overspend was £6.4m.
 - Mitigating action plans of £0.914m are identified of which £0.554m (60%) represent a potential draw down from reserves rather than action to control expenditure or realise additional income.
 - The Departmental appendices identify underachievement against past savings targets. Business case development, delivery, monitoring and mitigating actions need improvement.
- 1.9. The HRA forecast is a favourable variance of **£4.490m**.

2. RECOMMENDATIONS

- 2.1. To approve that decision making in relation to production of final accounts to be delegated to the Strategic Director, Finance and Governance in consultation with the Cabinet Member for Finance and Commercial Services.
- 2.2. To note the forecast General Fund outturn.
- 2.3. To note the HRA forecast underspend.
- 2.4. To agree the virements detailed in appendix 10.

3. REASONS FOR DECISION

- 3.1. To report the revenue expenditure position and comply with Financial Regulations.

4. MONTH 9 GENERAL FUND

- 4.1. The forecast month 9 overspend is **£6.208m** with risks of £8.049m identified. This compares to a forecast overspend of £6.4m at month 9 last year.

Table 1: 2018/19 General Fund gross forecast outturn variance

Department ¹	Revised budget £m	Forecast outturn variance month 9 £m	Forecast outturn variance month 7 £m
Children's Services	40.359	3.200	2.916
Corporate Services	0.409	0.229	0.018
Finance & Governance	2.967	0.337	0.412
Growth & Place	10.173	(0.430)	(0.313)
Public Service Reform	2.707	4.646	4.658
Residents' Services	63.473	2.476	2.064
Controlled Parking Account	(23.331)	(1.837)	(1.699)
Social Care	52.112	0.502	1.028
Centrally Managed Budgets	20.440	(0.290)	(0.380)
Total	169.309	8.833	8.704
Adjustment for limiting use of the unallocated contingency to 50% and not distributing the contingency held for the 2018/19 pay award	0.000	(2.625)	(2.625)
TOTAL	169.309	6.208	6.079

¹ Figures in brackets represent underspends/ favourable movements

5. MONTH 9 - HOUSING REVENUE ACCOUNT

- 5.1. The Housing Revenue Account is currently forecasting a favourable outturn variance of £4.490m at Month 9 (Appendix 9).

Table 3: Housing Revenue Account forecast outturn

Housing Revenue Account	£m
Balance as at 31 March 2018	(9.946)
Less: Budgeted (contribution) / appropriation from balances	1.835
Add: Forecast favourable outturn variance	(4.490)
Projected balance as at 31st March 2019	(12.601)

6. DEDICATED SCHOOLS GRANT (DSG)

- 6.1. The cumulative total DSG deficit balance carried forward to 2018/19 was £7m with an additional £7.2m deficit now forecast in 2018/19, an increase of £0.7m since month 7. 2018/19 mitigating actions of up to £0.1m have been identified which would bring the forecast cumulative overspend down to £14.1m.
- 6.2. The £14.2m cumulative deficit represents spending more money than grant available and will impact on future school and council resources. Cabinet previously approved that reserves of £14.432m be set aside against the forecast deficit. It is recommended that this be reviewed at the financial year end.
- 6.3. A dedicated project team has identified potential options to reduce the underlying funding deficit.

Table 4: Dedicated Schools Grant

	£m
DSG deficit brought forward from prior years	7.032
In-year forecast deficit	7.187
Forecasted deficit at end of 2018/19 financial year	14.219

7. GENERAL FUND RESERVES UPDATE

- 7.1 Reserves can only be spent once. The latest forecast for earmarked reserves is summarised in Table 5. The forecast assumes that future year's budgets will be balanced without any further calls on reserves.

Table 5 – Earmarked Reserves forecast to 2021/22

General Fund summary	Opening balance	Budgeted contributions to 2021/22	Commitments to 2021/22	Total
	£m	£m	£m	£m
Earmarked reserves	(79.146)	(7.691)	77.567	(9.270)
Estimated profit: King Street Joint Venture				(11.100)
Forecast earmarked reserves				(20.370)
General balances				(19.004)
Earmarked restricted reserves				(15.583)
Total reserves				(54.957)

7.2 Within the table the known commitments (including the recently approved King Street decant costs) are where approval has been given to use a reserve for a specific purpose (for example implementing the IT strategy, incentive payments to landlords or managed services implementation).

8. VIREMENTS & WRITE OFF REQUESTS

8.1. Cabinet is required to approve all budget virements that exceed £0.1m. Within this report General Fund virements of £2.353m are requested. These are predominantly drawdowns from reserves requested to fund demand led pressures reported throughout the year.

9. CONSULTATION

9.1. All departments.

10. EQUALITY IMPLICATIONS

10.1. As required by Section 149 of the Equality Act 2010, the Council has considered its obligations regarding the Public-Sector Equality Duty and it is not anticipated that there will be any direct negative impact on groups with protected characteristics, as defined by the Act, from the adjustments to the budgets required because of this Corporate Revenue Monitor.

10.2. In the event that any such adjustments might lead to a service change that could have a negative impact on groups with protected characteristics then an Equality Impact Assessment will need to be carried out.

10.3. Implications completed by Peter Smith, Head of Policy & Strategy, tel. 020 8753 2206.

11. LEGAL IMPLICATIONS

- 11.1. There are no legal implications for this report.
- 11.2. Implications verified by: Rhian Davies, Borough Monitoring Officer, tel. 07827 663794.

12. FINANCIAL IMPLICATIONS

- 12.1. This report is financial in nature and those implications are contained within.
- 12.2. Implications completed by: Gary Ironmonger, Finance Manager, tel. 0208 753 2109.
- 12.3. Implications verified by: Emily Hill. Assistant Director, Corporate Finance, tel. 020 8753 3145.

13. IMPLICATIONS FOR BUSINESS

- 13.1. There are no implications for local businesses.
- 13.2. Implications verified/completed by: Alben Karameros, Economic Development Team, tel. 020 7938 8583.

14. COMMERCIAL IMPLICATIONS

- 14.1. The report seeks the approval of strategies developed to bring any staffing overspends in line with allocated budgets.
- 14.2. There are no procurement implications. Commercially, these strategies will have a positive impact on the Council's budgets and spending.
- 14.3. Implications completed by: Andra Ulianov, Procurement Consultant, tel. 0208 753 2284.

15. IT STRATEGY IMPLICATIONS

- 15.1. There are no IT implications for this report.
- 15.2. Implications verified/completed by Howell Huws, Head of Contracts and Operations, tel. 020 8753 5025.

16. RISK MANAGEMENT

- 16.1. The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.

- 16.2. Revenue expenditure against budget is monitored by regular reports to the Strategic Leadership Team and Cabinet. These reports provide a snapshot of the revenue position for each Department and for the Council, and provide details of any projected additional budget pressures and risks, or any significant under or overspends. As the Section 151 Officer, the Strategic Director, Finance and Governance is required to keep under review the financial position of the Authority. The monthly revenue monitoring is a key part of this review process. If required, measures will be put in place to address any risks identified through the monitoring process and to contain expenditure within approved budgets.
- 16.3. Effective monitoring assists in the provision of accurate and timely information to Members and officers and allows services to better manage their resources. Corporate Revenue Monitoring contributes to the delivery of all Council Priorities but chiefly Being Ruthlessly Financially Efficient and sound risk management.
- 16.4. The effective use of financial resources underpins the Council's activities in support of its strategic priorities. Plans to take remedial action to manage a number of the significant issues highlighted in this report where they approach and exceed our financial risk appetite and risk tolerance have been identified.
- 16.5. There are a number of general risks to the Council being able to match expenditure with resources this financial year and over the medium term:
- Austerity imposed by national government and its impact on Local Government.
 - Brexit and the state of the UK economy.
 - Commissioning and procurement outcomes.
 - Achievement of challenging savings targets.
 - Impact of the fall in the pound on inflation and pay.
 - Demand-led service pressures E.g. Adult Social Care, Child Protection etc.
 - Potential adjustments which may arise from the various Grant Claims.
 - Movement in interest rates.

Risks associated with specific services are mentioned elsewhere in this report.

- 16.6. Implications verified/completed by: Michael Sloniowski, Risk Manager, tel 020 8753 2587, mobile 07768 252703

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	Title
Appendix 1	Children's Services Revenue Monitor
Appendix 1a	Dedicated Schools Grant
Appendix 2	Corporate Services Revenue Monitor
Appendix 3	Finance & Governance Revenue Monitor
Appendix 4	Growth & Place Revenue Monitor
Appendix 5	Public Service Reform Revenue Monitor
Appendix 6	Residents' Services Revenue Monitor
Appendix 6a	Controlled Parking Account Revenue Monitor
Appendix 7	Social Care Revenue Monitor
Appendix 8	Centrally Managed Budgets Revenue Monitor
Appendix 9	Housing Revenue Account Revenue Monitor
Appendix 10	Virement proposals

APPENDIX 1: CHILDREN'S SERVICES
BUDGET REVENUE MONITORING REPORT MONTH 9

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 9	Variance Month 7
	£000	£000	£000
Family Services	28,013	2,595	2,491
Special Educational Needs and Disabilities	7,306	778	623
Education	1,077	-154	-168
Assets, Operations & Planning	3,963	-19	-30
School Funding	0	0	0
TOTAL	40,359	3,200	2,916

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Family Services		
<p>Family Services Social Care Placements - continued increase in service demand, higher unit costs and more complex needs. Funding is not through a formula based on head count changes meaning that as demand is rising and the budget is reduced for savings, there is limited possibility to contain expenditure within budget.</p> <p>Looked after children numbers have increased to 246 in December 2018 compared with 185 in March 2015. An increase of 61 children at an average cost of £50,000 per child.</p> <p>As with other London Boroughs, we are seeing a rise in demand from adolescents at risk due to knife crime, child sexual exploitation and children being used for drug trafficking (County lines). Work continues both to ensure that the forecast is robust and that young people are placed in the most appropriate placement type for their need.</p> <p>The net increase from period 7 is predominantly caused by 3.4 FTE new placements totalling £0.130m.</p> <p>Forecast reductions including ended placements, step downs, reductions in contingency held and income forecast increases net off against other increases such as step ups and increases to end dates.</p> <p>The forecast currently assumes contingency of £0.270m or circa 1.9 FTE which is modelled on 2017/18 net new placements.</p>	2,249	2,118

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
<p>The special project to take additional children has been grant and centrally funded (where costs exceed the grant) as it sits outside the usual remit of children's services. Additional in year application of unallocated contingency of £0.169m has been factored into the forecast removing the net overspend on DUBs.</p> <p>Additional funding will need to continue and increase in 2019/20 as costs are expected to rise to £0.260m above base budget based on the full year cost of placements and changes to the grant income associated with them. Cost rise as young people become care leavers as the grant income falls significantly.</p>	(2)	(2)
<p>Family Support and Child Protection</p> <p>Staffing pressures caused by the level of have meant sustaining a fifth team and 7 social workers above the budgeted establishment. The requirement to use agency staff whilst permanent recruitment is taking place have caused additional pressures. These are being covered in year through the one-off use of reserve funding of £0.419m. A growth bid to fund this team in 2019/20 is being made through the MTFs process.</p> <p>The increase in the forecast (£0.041m) from period 7 is partly due to staffing cost forecasts being updated for 5 social care workers who have now qualified to become social workers.</p>	178	137
<p>Contact and Assessment Service underspend (against a staffing budget of £2.182m) is due to a number of part year vacancies.</p>	(35)	(30)
<p>LAC and Leaving Care Non- placement costs overspend relates to service user related travel expenses, interpreter's fees, and legal fees.</p>	154	138
<p>Contact Centre</p> <p>The service has been disaggregated from Tri-Borough during summer 2018 with a sovereign manager role being established. A favourable movement on agency staff costs is the cause of the decrease from period 7.</p>	43	71
<p>Other minor variances</p> <p>Minor adverse variances are spread across services including Assessment and MASH, Virtual School, the Emergency Duty Team and Families Forward. These are partly offset by favourable variances in fostering and adoption, safeguarding and the Youth Offending Service. The movement from period 7 is predominantly from ongoing review of fostering and adoption staffing forecasts.</p>	9	59
Total of Family Services	2,595	2,491

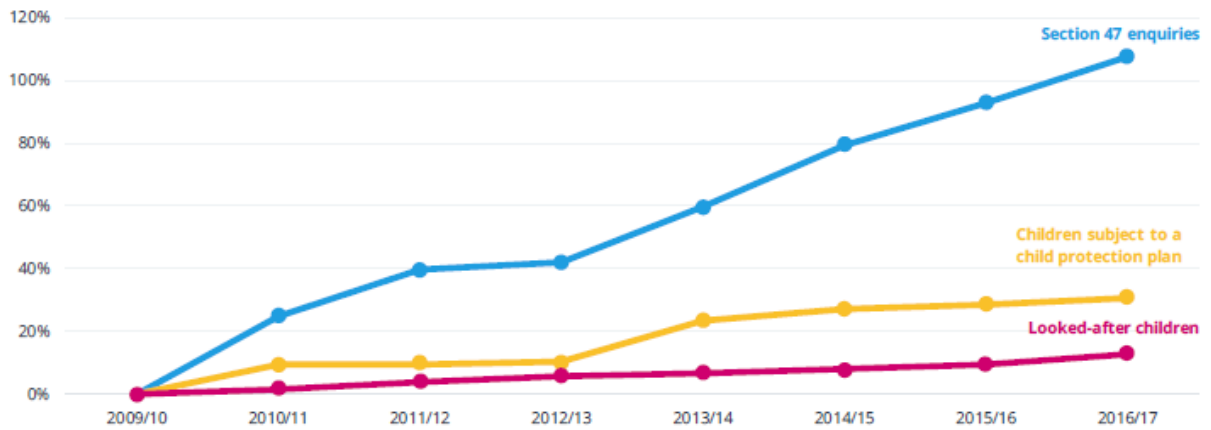
Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Special Educational Needs and Disabilities		
Children with Disability Placements - Ongoing placement pressure from prior years in relation to complex needs of the current cohort. The total budget for residential children's homes is £1.1m of which one placement accounts for £0.6m. This placement is due to age out of Children with Disability Care in 2019/20.	465	373
The increase from period 7 is caused by 9 new care packages costing £0.067m for the remainder of the year. Revisions to 2 existing packages have added £0.023m.		
DCT, Short Breaks and resources - one off in year pressure on contract expenditure following the delayed opening of the Stephen Wiltshire Centre.	40	40
Travel Care and Support - This year has seen higher growth than expected as well as a higher intake of students requiring single occupancy transport. 44% of the new starter costs are for single occupancy transport (13 students), of which only one student is single occupancy because of their needs. The other 12 students are single occupancy due to either schedule timetabling variances or because that they are the only student attending the destination.	233	228
An independent travel program to reduce costs on travel and significantly improved planning by the now sovereign Education Health Care Planning team aims to prevent reoccurrence of such expenditure in future years.		
Other minor variances. The adverse movement from period 7 is caused in part by additional agency staff required in the Stephen Wiltshire Centre (£0.028m) and the Haven (£0.008m) as well as increases in the Haven's vehicle hire and insurance costs (£0.009m)	40	(18)
Total of Special Educational Needs and Disabilities	778	623
Education Service		
The favourable variance is predominantly caused by part and full year vacancies as the service fills the new posts in the redesigned service.	(154)	(168)
Total of Education	(154)	(168)
Assets, Operations & Planning		
Minor underspends are reported in Assets, Operations & Planning on legal cost budgets which offset legal overspend elsewhere in the department.	(19)	(30)
Total of Assets, Operations & Planning	(19)	(30)

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
TOTAL VARIANCE	3,200	2,916

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
Tower Hamlets Judgement - the likely liability should all connected carers be paid carers fees for prior years back to 2011 is estimated to be in the region of £2.1m. Three families (6 children) have brought claims in previous financial years via the same solicitors totalling £141,000. In 2018/19 one family has brought a claim in April with costs expected to be c£20,000.	2,100	2,100
New Burdens funding - The introduction of the Children and Social Work Act 2017 provides all care leavers up to the age of 25 with access to a personal advisor. We now have a duty to provide a service to young people who are 21 or over and not in education. Previously our involvement would have ended. The main impact and cost will be the additional social work resource required to support this new cohort. The 2018/19 New Burdens grant has allocated £15,000 for this additional support. Initial calculation based on the DfE's assumptions of level of support required have costed the social work resource required as £65,000. As this is a new duty on local authorities, it is not yet clear what the likely impact will be.	45	45
Children with Disability Placements - the current forecast contains £0.060m contingency for demand led growth. Any net increase in demand above this will increase the overspend on the service. The risk estimate is based on one additional placement with significant complex needs. This risk will decrease each month as new placements are built into the forecast.	60	100
Children with Disability Placements - the current forecast includes £0.866m of income from the Clinical Commissioning Group (CCG) based on agreements to part fund a number of care packages. The income is not yet guaranteed for 5 placements so there is a risk around receiving the full amount projected.	180	300
Unaccompanied Asylum Seeking Children - Risk of cases moving into Care Leavers with ongoing costs.	TBC	TBC

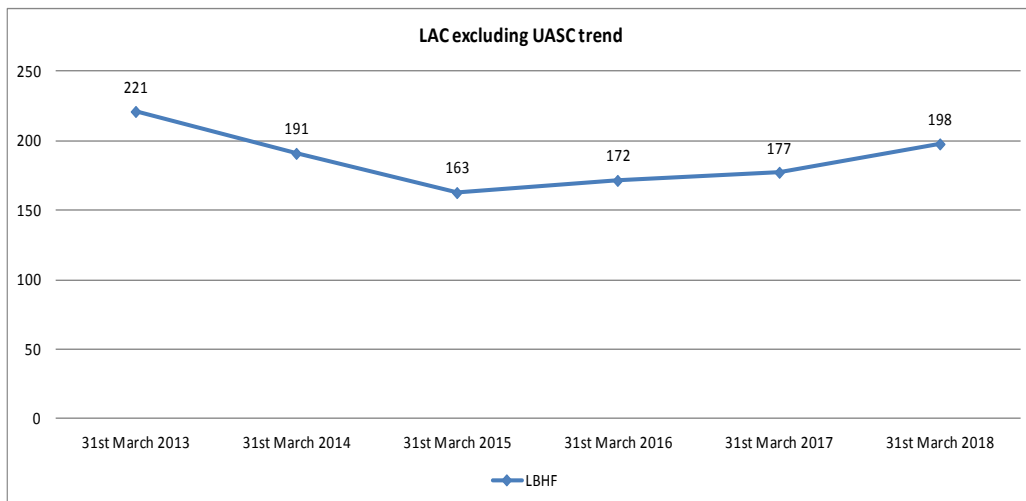
Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
Placements - Savings through LAC and Family Assist needs to continue to be monitored to ensure that delivery of savings is on track. The continuing high cost placements forecast puts pressure on this activity being delivered. The number of young people in residential care remains small, however, they are often complex highly expensive cases meaning that LAC Assist have to work with the young person for some time before they can even be considered for step-down or non-residential placement. In addition to the contingency for net placement increase in year of £0.28m, there is a risk of further exceptional demand growth, particularly from high cost residential placements This risk will decrease each month as new placements are built into the forecast.	150	250
A recent review of the finance regulations that informs DSG budget allocations, has meant central spend previously funded by DSG, now has to be funded by either traded income, additional fees, or general fund. Charging an admin fee to other authorities who place pupils in LBHF maintained schools, was previously put forward as mitigation towards the forecast overspend on the HNB. However, this has since been applied against the general fund SEND budget to ensure central services are fully funded as part of the regularisation of the use of DSG. There is a risk to the general fund if this income is not achieved in 2018/19 and future years.	275	275
The Leader has agreed that Hammersmith & Fulham will place an additional 10 Dubs children. Work is being done to access their level of need and identify placements. We will then be able to work out the difference between the costs and the Home Office funding.	TBC	TBC
TOTAL RISKS	2,810	3,070

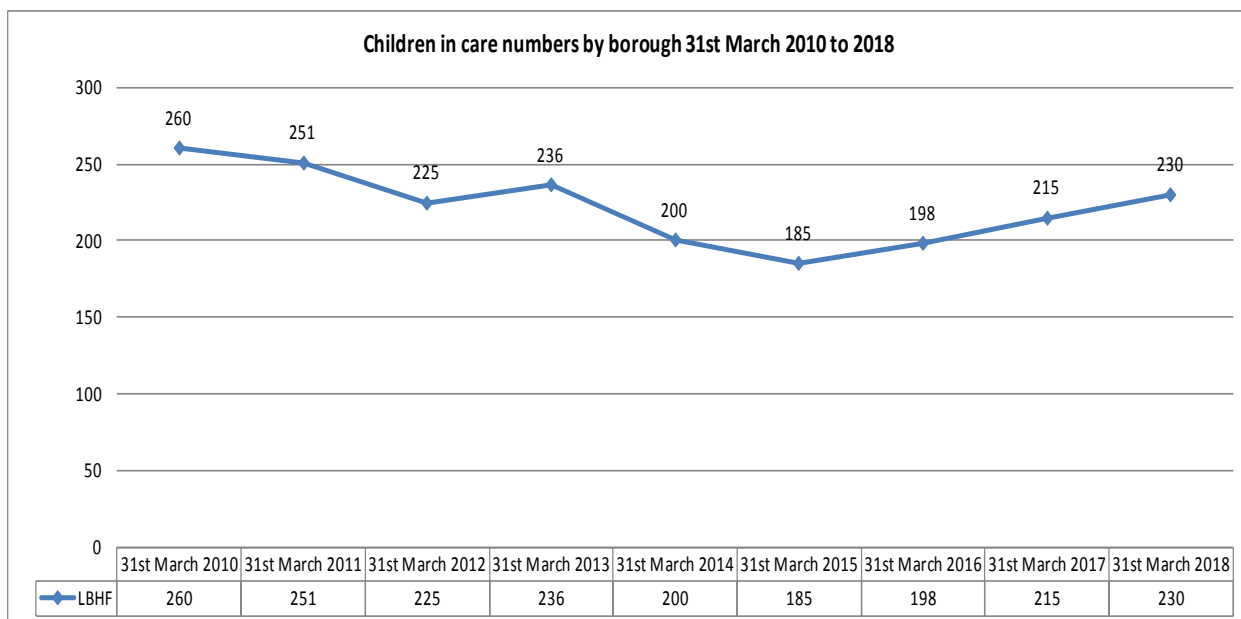
Supplementary Monitoring Information
Changes in the number of child protection enquiries, children subject to a child protection plan and looked-after children, since 2009/10
Extracted from CIPFA Performance Tracker 2018. This shows the national picture which reflects the growth in demand experienced by the LBHF Children's Services department.



Source: Department for Education, 'Children in Need Survey', Table A1; Department for Education, 'Children Looked After in England Including Adoption', Table H1

LBHF Trend data for Looked After Children (LAC) is presented in the graphs below.





	Children in Care numbers					Children in Care rates					Decrease/ increase
	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017	
England	68,070	68,820	69,500	70,450	72,670	60	60	60	60	62	3%
London	10,080	10,110	9,980	9,860	9,910	54	54	52	51	50	-7%
LBHF	235	205	185	200	215	72	61	55	58	61	-15%

**APPENDIX 1a: DEDICATED SCHOOLS GRANT
BUDGET REVENUE MONITORING REPORT MONTH 9**

Table 1 - Variance by Departmental Division			
Dedicated Schools Grant - Paid in support of the Local Authority's School Budget	Revised Budget	Variance Month 9	Variance Month 7
	£000	£000	£000
High Needs Block Expenditure	18,406	6,982	6,388
Early Years Block Expenditure	15,774	150	150
Schools Block Expenditure	38,083	0	0
Central School Services Block Expenditure	4,430	55	(3)
DSG Income	(76,693)	0	0
TOTAL	0	7,187	6,536

DSG deficit brought forward from prior years	7,032
Forecasted deficit at end of 2018-19 financial year	14,219

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
High Needs Block (<i>High Needs funding supports provision for children and young people with special educational needs from their early years to age 25 and in addition the Alternative Provision</i>)		
A full system review has been undertaken to reconcile activity, funding and expenditure. A project team and governance was put in place to identify opportunities and work streams to recover the financial position on the High Needs Block for the Local Authority and to support Special Schools with their financial planning and efficiency.		
The forecast overspend presents an increase of £952,000 in expenditure, offset by an increase in the High Needs block funding allocation from the ESFA of -£358,000, announced in January 2019. The adverse movement on the forecast is as a result of an increase in the Home Tuition forecast of £316,000 from P7, additional place funding payments of £120,000 and additional £520,000 expenditure related to out of borough pupils in high cost independent or specialist residential placements, some of which relate to commitments for prior financial years (c£900,000).	6,982	6,388
Total of High Needs Block	6,982	6,388
Early Years Block (<i>Funding for Early Years including Two Year Old funding and Early Years Pupil Premium</i>)		

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
<p>There is pressure on the Early Years Block of the DSG in 2018/19 as a result of the commitment to protect funding to school nurseries. Maintained Nursery schools and primary school and academy nurseries are paid a budget share based on the 2016/17 baseline rather than being paid on a participation basis. The local authority receives funding on a participation basis only, hence the shortfall in funding. All Early Years budgets are subject to detailed review and it is anticipated that further opportunities to reduce this overspend may be possible.</p> <p>The precise pressure on the budget will be understood following the January 2019 census which will determine final grant allocations. Opportunities to partially mitigate the likely pressure and risk are being modelled.</p>	150	150
Total of Early Years Block	150	150
Schools Block (<i>This budget of the DSG forms the core funding for mainstream maintained schools</i>)		
Nil variance forecast. The budget has been set for 2018/19 on available activity data.	0	0
Total of Schools Block	0	0
Central School Services Block (<i>Funding for the Local Authorities ongoing responsibilities</i>)		
£0.003m variance forecast.	55	(3)
Total of Central School Services Block	55	(3)
TOTAL VARIANCE	7,187	6,536

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
<p>Early Years Dedicated Schools Grant Funded Expenditure 2018/19 Risk</p> <p>£0.15m of cost pressure is included in the period 7 forecast position and any further risk has now been eliminated. Detailed work undertaken as described above in the forecast has shown that expenditure is expected to be contained within the £0.15m reported.</p>	0	0
The risk of an increase in Home tuition packages and placement costs has been included in the forecast in P9.	0	200
Through a process of reconciliation between various data sets,	800	0

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
has identified 55 SEND pupils, who have not been included in the finance forecast. The team is working with the service to identify a full year cost for these pupils, which in some instances could also include payment of prior year amounts in the current financial year. The pupils relate predominantly to pupils in other LA mainstream schools and as a result the possible risk at a unit cost of £14,500 per pupil per annum, is thought to be in the region of £800,000.		
The CCG has confirmed that the contract value for SALT in 2018/19 will remain the same as in 2017/18. There is however a risk of a significant increase in the LA contribution to the SALT contract from 2019/20 onwards.	0	330 - 500
2018/19 RISKS	800	530 - 700
<p>Early Years Dedicated Schools Grant Funded Expenditure 2019/20 Risk</p> <p>There is an emerging risk for 2019/20 with respect to the Early Years National Funding Formula. A change in the NFF requires all LAs to passport funding via the Early Years Dedicated Schools Grant (EY DSG) to all providers based on a participation (activity model) with standard unit rates. This will have an adverse financial impact on the budgets of schools in LBHF who have benefitted from protected payments via lump sum payments until 2018/19. Private and voluntary nursery providers in the borough are likely to see a benefit from this change.</p> <p>Maintained Nursery School - Current risk of £750,000 is the FYE of the EY DSG funding regulations in 2019/20. Children in Need (CIN) provision for under 3s is currently situated at one of the maintained nurseries and has been funded from EY DSG to date. Information from DFE relating to CIN expenditure indicates that a disapplication request to fund this expenditure from EY DSG in 2019/20 is required. Work is being undertaken to establish the detailed costings of these activities which will need to be submitted as part of the request. Disapplication requests go to the Minister for consideration and there is a risk that it will be denied. The deadline for the disapplication request is expected to be Mid January 2019. An announcement on EY DSG funding will be made in December and then the risk will be reviewed in the light of information available</p>	750 (2019/20)	750 (2019/20)
There is a risk of an increase in Speech and Language Therapy (SALT) contract contributions next year of between £0.8m to £1.2m at this stage and depending on whether or not	800 – 1,200	0

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
we will be able to recharge other LA's for SALT input provided to their pupils. PSR is working with CLCH to understand the current provision fully, and requests for additional usage related information have been made to understand what our possible liability might be in this area in 2019/20.		
2019/20 RISKS	1,550 – 1,950	750

APPENDIX 2: CORPORATE SERVICES
BUDGET REVENUE MONITORING REPORT MONTH 9

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 9	Variance Month 7
	£000	£000	£000
Human Resources	(412)	513	225
Executive Services	333	(184)	(182)
Communications	(41)	148	223
Project Management Office	529	(248)	(248)
TOTAL	409	229	18

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
COMMUNICATIONS		
Mainly underachievement of traded income within the print service. It is expected that activity will be in line with that incurred in 2017/18.	148	223
TOTAL COMMUNICATIONS	148	223
EXECUTIVE SERVICES		
Underspends are forecast on salaries across the division.	(184)	(182)
TOTAL EXECUTIVE SERVICES	(184)	(182)
HUMAN RESOURCES		
£200,000 agency savings not expected to be met £133,000 schools traded income shortfall £395,000 overspend on salaries across HR £(250,000) underspend on supplies and services budgets £35,000 small variances across the service	513	225
TOTAL HUMAN RESOURCES	513	225
PROJECT MANAGEMENT OFFICE		
Underspends on staffing costs	(248)	(248)
TOTAL PROJECT MANAGEMENT OFFICE	(248)	(248)
TOTAL VARIANCE	229	18

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
None to report		

Supplementary Monitoring Information
None to report.

**APPENDIX 3: FINANCE AND GOVERNANCE
BUDGET REVENUE MONITORING REPORT MONTH 9**

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 9	Variance Month 7
	£000	£000	£000
Facilities Management and Building Control	403	83	83
Legal and Democratic Services	(83)	254	139
IT Services	539	0	190
Finance	2,140	0	0
Audit, Fraud, and Insurance	(33)	0	0
TOTAL	2,967	337	412

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
FACILITIES MANAGEMENT AND BUILDING CONTROL		
Building Property Management (BPM) Business Support - underspend in staffing costs due to a vacant post in the second half of the year.	(36)	(36)
Depot Recovery: Unachieved rent income - unable to recharge Amey for the usage.	10	10
Facilities Management: projected underspend on Amey Contract costs of £934,000, however this underspend will be utilised to offset Health and Safety compliance works of £438,00, change control costs of £549,000 and variable repairs costs which are in dispute of £30,000. The net effect is an unfavourable variance of £83,000. It is proposed to fund the net overspend from reserves established for facilities management.	0	(15)
Civic Accommodation: Overall overspend due to unachieved savings of £75,000 on Ravenscourt Stores due to lack of vehicle access rights £30,000 overspend due to the proposed saving for 181 King Street which will be delayed for renting, plus other small variances (£4,000)	109	124
TOTAL FACILITIES MANAGEMENT AND BUILDING CONTROL	83	83
IT SERVICES		
The improvement in the forecast position is due to the ending of agency contracts and the renegotiation to the Virtual Desktop Infrastructure (VDI) contract as part of the desktop strategy. However, there remain additional external support costs for the Office 365 platform and shared service staffing required to support the current IT service.	0	190

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
TOTAL IT SERVICES	0	190
LEGAL AND DEMOCRATIC SERVICES		
<p>Coroners – In spite of increased recharges to Partner Boroughs, LBHF is overspending by £53,000. The overspend is mostly due to increased activity which has resulted in additional costs for coroners’ expenses and supplies and services.</p>	0	0
<p>Mortuary – Underspend of £53,000 due to revaluation of the Mortuary which results in higher recharge to Hounslow for the opportunity cost.</p>		
<p>Legal Services: Overall the service is forecasting an under recovery of £230,000 on income for the year and an additional £24,000 overspend mainly related to off site storage and IT costs.</p> <p>- External income received to date is below the targeted level, especially with work related to conveyancing charges where demand has fallen. The forecast overspend on income represents 7% of the total income target for the service (£3.23m forecast income compared to a £3.46m income target).</p> <p>- Income from external conveyancing work is now charged out to clients at the solicitor rate per hour rather than the previous fixed fee of £400 per case. Income received has been lower than originally forecast and as such, there is now a revised forecast for the remainder of the year at an average of £15,000 per month. This would mean a forecast outturn of £138,000 against a target of £229,000.</p> <p>- External planning income is charged out only on completion of work. In this financial year, £331,000 worth of chargeable time has been completed up to end of December but only £233,000 income has been received from clients whilst the service awaits final completion.</p> <p>- In the previous financial year, planning income was accrued with the expectation that would be recovered from clients. This income has not materialised in full and has now manifested itself as a one-off pressure in year of £75,000. The level of income is expected to be lower than targeted and the forecast external planning income for the year is now expected to be £236,000 against the £475,000 target.</p>	254	139

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Election Services: The service has received a 58% reduction in government grant for Individual Electoral Registrations since 2015/16, whilst the costs of statutory services relating to contacting residents have been increased due to the growth in the borough profile.	60	60
Governance and Scrutiny: Underspends across the service mainly due to vacancies held.	(60)	(60)
TOTAL LEGAL AND DEMOCRATIC SERVICES	254	139
TOTAL FINANCE	0	0
TOTAL AUDIT, FRAUD, AND INSURANCE	0	0
TOTAL VARIANCE	337	326

Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
TFM Contract: Unplanned costs arising from the termination of the LINK shared service.	400	400
Lila Huset building - If rent arrears dispute not resolved and a new tenant not found.	450	450
There is also a risk that additional resource may be required to fund the Coroner's service to clear a backlog of cases. This has not been factored into the forecasts at this stage.	TBC	TBC
TOTAL RISKS MANAGED	850	850

Supplementary Monitoring Information

Facilities Management and Building Control transferred over to Finance and Governance effective from the 9th July.

A change in conveyancing billing has meant that cases which commenced before the change have been charged under the old billing rate rather than the newer rate. Legal Services are reviewing the conveyancing cases to ensure that billing is truly in line with time spent and enforcing a stricter billing process. New starters to the legal property team should also result in an increase in anticipated income.

Finance and Governance is a support function. Trends used to inform expenditure forecasts include number of employees and their monthly cost, including those recruited via agencies, any other expenditure in prior periods and financial years and contract payments, including fixed and variable amounts. Trends used to inform income forecasts (mainly services recharged to other departments for legal, IT, property works etc) are demand related, examples include number of hours of case work, number of devices or log ins and property charges above the fixed contract level.

APPENDIX 4: GROWTH AND PLACE
BUDGET REVENUE MONITORING REPORT MONTH 9

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 9	Variance Month 7
	£000	£000	£000
Housing Solutions	8,338	(769)	(583)
Housing Strategy & Growth	308	0	0
Economic Development, Skills Service	877	0	0
Planning	1,087	319	243
Finance & Resources	57	0	0
Programme Management	19	0	0
Property Services	87	0	0
Development & Regeneration	5	0	0
Building and Property Management	(605)	20	27
TOTAL	10,173	(430)	(313)

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Housing Solutions		
There is a forecast increase in average client numbers (from a budget of 921 units to a forecast of 1,054 compared to 1,055 at CRM7) in Private Sector Leased (PSL) temporary accommodation schemes. The forecast has been revised to take account of lower than expected inflationary pressures on PSL rents in recent months. This has reduced the forecast for rent payments to landlords by (£454,000) compared to CRM7. The forecast bad debt provision has reduced by (£63,000) (from budget of 8.5% to a forecast of 8% compared to 8.5% at CRM7) to reflect an improvement in the collection rate over the last few months.	(1)	516
There is a forecast reduction in average client numbers (from a budget of 190 clients to a forecast of 126 compared to 128 at CRM7) in Bed and Breakfast (B&B) temporary accommodation. It is also expected that there will be an increase in the bad debt provision of £55,000 compared to £87,000 at CRM7 due to an increase in the proportion of former tenants as client numbers fall.	(322)	(289)

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Flexible Homelessness Support Grant provided by central government to cushion the impact of the removal of the management fee for Temporary Accommodation (after allocating £207,600 to B&B, £2,253,400 to PSL and deducting an assumed £110,000 which we expect Registered Providers to claim to cover lost management fees). Government 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 2018/19 (£3.38m) and 2019/20 (£2.81m) so there is a risk of significant budget pressure thereafter.	(810)	(810)
It is expected that repair/dilapidation and furniture costs on PSL properties will exceed the budget by £160,000, and legal costs relating to procurement/management and complex cases will overspend by £107,000. Supporting People terminated £45,000 contribution to Single Team and Rough Sleeping EIOS Project 2017/18 cost of £52,000.	364	0
TOTAL of Housing Solutions	(769)	(583)
Housing Strategy & Growth		
TOTAL of Housing Strategy & Growth	0	0
Economic Development & Skills Service		
	0	0
TOTAL of Economic Development & Skills Service	0	0
Planning		
Development Management - The division is predicting an income shortfall of £701,000. This is partly due to a decision to transfer £270,000 of planning application fees to Planning Regeneration division (see below). Also, a review of the forecast for pre-application fees has shown that the projected income this year is expected to be up to £340,000 below the budgeted income target. The additional overspend of £200,000 relates to exceptional costs for Counsel, legal and other specialist advice on a number of specific applications. Other variances of (£64k) relate to staffing costs.	837	765

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Planning Regeneration -There are a number of minor staffing and running cost variances of £78,000, which are offset by a favourable income variance of (£542,000). The additional income is in part due to a transfer of (£270,000) of planning application fees from Development Management. Also, a review of the forecast for planning application fees and planning performance advice fees indicates an increase in income over budget of (£272,000).	(464)	(462)
Policy - this relates to staffing vacancies mainly arising from interim arrangements pending senior management recruitment.	(54)	(60)
TOTAL of Planning	319	243
TOTAL of Finance & Resources	0	0
TOTAL of Programme Management	0	0
TOTAL of Property Services	0	0
TOTAL of Development & Regeneration	0	0
Building and Property Management (BPM)		
Rent and Other Properties: There is a forecast unachievable rental income of £42,000, repairs and maintenance for Lyric Theatre of £20,000 and unachieved savings on rental income at Pennard Road of £75,000.	137	123
Valuation Services: there are a number of forecast underspends on legal costs (£95,000), staffing recharges of (£15,000) and carbon reduction energy rebates (£10,000) offset by other minor overspends of £3,000.	(117)	(96)
Total of BPM	20	27
TOTAL VARIANCE	(430)	(313)

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
Overall Benefit Cap	36	60
Direct Payments (Universal Credit)	12	20

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
There is a risk of a further increase in the number of households in Temporary Accommodation - based on an additional 100 households this year above the current forecast	163	271
Inflationary pressures on Temporary Accommodation landlord costs, based on an extra 1.5% rental inflation above the current forecast	68	113
There is a risk of large families in need of homelessness provision	65	108
Homelessness Reduction Bill - increase in households in temporary accommodation - extra 70 households this year above the current forecast	127	211
Several Economic Development schemes are awaiting formal approval to use Section 106 funds	871	871
Adult Learning & Skills Service - If the Adult Community Learning Centre (ACLC) is decanted from present site and no alternative site is confirmed, then total fees income shortfall could be £62,500 (£250,000 full academic year /12*3 months January to March)	62	62
Earmarked reserves have been utilised in recent years to accommodate the accumulated effect of annual reductions in grant funding for the Adult Learning & Skills service. A review of the risks for this year indicates that the earmarked reserve holds sufficient funds to contain costs.	0	0
Affordable housing and regeneration projects - feasibility studies on GF land	0	0
There is a risk that the costs of current and future work in producing Supplementary Planning Documents will exceed the budgets and funding available	50	50
In recent years, the cost of judicial reviews and major planning appeals has been met from earmarked reserves but these funds are now exhausted and therefore, there is an ongoing risk of an overspend against the budget	300	300
Expenditure incurred on disposed assets cannot be met by disposal receipts and on properties not being sold	0	20
Lyric Theatre - Unfunded repairs and maintenance costs above the agreed cap of £50,000	100	100
TOTAL RISKS MANAGED	1,853	2,186

Supplementary Monitoring Information

Long Term Trends:

The Temporary Accommodation service faces a long-term trend of:

- rising rents,
- constraints on income collection because of Welfare Reform
- increases in demand from homeless families.

The number of households in Temporary Accommodation is increasing annually (1,214 at April 16; 1,324 at April 17; 1,444 at April 18). The current number of households in Temporary Accommodation is 1,419 and this represents a rise of over 17% since April 2016 at a time when the London average has increased by only 5%. TA numbers are projected to increase to 1,449 at April 19; 1,250 at April 20 and 1,300 at April 21.

Since the Homelessness Reduction Act came into effect in April 2018, there has been a significant increase in homelessness approaches and caseloads. 694 new Part 7 homeless applications were made between April 18 and November 18, an average of 87 per month, which is a slight increase on the 77 being reported up to October. This compares to 253 for April 17 to November 17, an average per month of 32 and an average of only 27 per month in the last quarter of 2017/18. This is an increase of 174% when compared to the same period last year.

The number of housing enquiries has also more than doubled (128% increase) when April to November 18 are compared with the same period in 2017, with the average now being 237 approaches per month, compared with 104 per month for the same period last year. This covers unique visits to Assessment and Prevention for housing related advice and assistance, either in person, by phone or by email. It includes instances where a homeless application being made, as well as those where just advice was provided. This pattern has been repeated across all West London Authorities since the HRA began, with all seven reporting October as being their busiest ever month. This coincides with the Duty to Refer being introduced in October, which accounted for 66 new cases*.

[*November stats for Duty to Refer hadn't been compiled at the time of writing]

Another significant pressure on the service, is the new requirement within the Homelessness Reduction Act, to carry out individual Personal Housing Plans with each eligible person who is either homeless or threatened with homelessness. This is a completely new duty, so direct comparisons cannot be made with previous years. However, these more tailored plans, created around the unique requirements of each person are taking an average of 2 hours each. (This length of time is being commonly reported across London). Even with a third of cases failing to engage (which again is comparable with other London authorities), this represents an increase of 4.3 hours of work per day.

The service is focussing on tightly managing its acceptance duty. Cost are being managed and the risk of further cost pressures is being monitored and managed closely as part of a package of measures within the Temporary Accommodation strategy.

Supplementary Monitoring Information

The Flexible Homelessness Support Grant provided by central government is cushioning the Council from the impact of the removal of the management fee for Temporary Accommodation. This and other related government grants will diminish next year and potentially disappear from 2020/21 as Government has not confirmed any further allocations beyond next year. This could result in the loss of at least £4.2m and potentially up to £9.3m of grant between this year and 2021/22 and a worst-case scenario of £4m per year thereafter if no new Government grant allocations are confirmed. Cabinet in October have been asked to approve an investment in private rented sector accommodation to reduce numbers in temporary accommodation, however assuming this mitigating procurement strategy is successful, there remains a risk of a net loss of income on the General Fund of at least £2.1m and potentially up to £7.2m over the same period.

Planning income in recent years has fluctuated between £3.5m (2016/17), £3.1m (2017/18) and is currently forecast to reach £3.7m in 2018/19. The forecast is being closely monitored and any variance from the income target will be reported here.

The inherent volatility of planning income means it is difficult to predict future income expectations due to several factors including:

- Changes to the statutory charging schedule
- Economic factors such as the impact on planning activity of Brexit
- Changes in legislation e.g. permitted development rights, Planning Performance Agreement regulation
- Changes to pre-application charging fees and Planning Performance Agreement templates
- Local and wider market conditions
- Availability of development sites in the borough
- Developers by-passing the pre-application process as it is not compulsory
- Reduced developer confidence in the service through reduced staffing - may be less likely to fund Planning Performance Agreements
- Government schemes to encourage house building, including grant schemes
- Developers' responding to current and pipeline housing supply in borough (they don't want to flood the local market)
- Adverse weather conditions

APPENDIX 5: PUBLIC SERVICES REFORM
BUDGET REVENUE MONITORING REPORT MONTH 9

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 9	Variance Month 7
	£000	£000	£000
Public Services Reform	2,707	4,646	4,646
TOTAL	2,707	4,646	4,646

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Public Services Reform		
Underachievement on external sales of commercial products. Discussions continue to take place on potential sales of products however these are now not expected to be delivered before the end of the financial year and therefore sales income has been excluded from forecasts	2,482	2,482
Family Support. £1m of this overspend relates to unachieved savings. The forecast is calculated assuming no contracts novate to the Family Support in 2018/19 and working capital payments of £310,00 each month. While there is the potential for the delivery of these savings to be passed over to Family Support it is highly unlikely that they will be able to deliver savings this financial year. An open book arrangement has been introduced	1,369	1,369
Advertising Hoardings: The adverse variance is mainly due to shortfall in income from profit sharing sites, (L'Oreal, Bentworth Road and Woodstock Grove) and new sites that did not proceed (Fulham Palace Road and Lyric Square).	646	646
Supporting People - £209,000 of 2018/19 savings target of £359,000 relating to Mental Health Contracts have been identified.	150	150
TOTAL VARIANCE	4,646	4,646

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

Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
Family Support - three contracts expire at the end of September, renewal of these budgets are not factored into the forecast. If the decision is taken to renew them at the current rate there is a risk the forecast will increase by £64,000.	64	64
Contract management savings – reported as high risk against delivery in April. Therefore 50% of savings (£1,000,000 budget change 2018/19) to be delivered reported as a risk. A plan has been received which details how this is to be achieved however no income or budget changes have been progressed at October.	500	500
Potential costs of legal challenge (Hammersmith Flyover Advertising Hoarding/Two Towers). Although the council won the recent case there are 21 days for the judgement to be challenged. Therefore, the risk remains until this time has lapsed.	2,145	2,145
Advertising Hoardings – potential challenge to rental charges. The risk reflects the full cost of non-recovery of income from the tenants.	1,285	1,285
TOTAL RISKS MANAGED	3,994	3,994

Supplementary Monitoring Information

Much of the expenditure in PSR relates to contract payments or regular payments to third sector providers. Information used to forecast includes a schedule of commitments, contract documentation and any changes in demands for services. For income streams a pipeline of opportunities is used to forecast for commercial activity. The advertising hoarding forecast is calculated on a site by site basis.

**APPENDIX 6: RESIDENTS' SERVICES
BUDGET REVENUE MONITORING REPORT MONTH 9**

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 9	Variance Month 7
	£000	£000	£000
Cleaner, Greener & Cultural Services	8,951	(61)	42
Transport and Highways	12,912	86	69
Leisure & Parks	4,395	36	30
Environmental Health, Community Safety & Emergency Planning	6,302	622	429
Other LBHF Commercial Services	(238)	240	240
Executive, Finance, and Contingency	774	(77)	(81)
Building Control and Technical Support Services	1,207	274	280
Street Cleansing and Street Enforcement	11,969	311	87
Customer Services	14,548	799	703
Libraries	2,628	246	265
Prevent	25	0	0
TOTAL	63,473	2,476	2,064

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Cleaner, Greener & Cultural Services		0
Salary budget pressure as 2% pay award now being absorbed.	18	18
Underspend mainly due to continuation of the reduced recycle processing rate for waste disposal. Forecast assumes tonnages in line with 2017/18.	(485)	(378)
£100,000 income for Parks and Markets Events not expected to be delivered (rolled forward from 2017/18).	100	100
Filming +£121,000 adverse shortfall in Filming as outturn is forecast in line with last year. Events +£190,000 adverse income shortfall: Hammersmith Town Hall Lettings £72,000 and +£86,000 shortfall on funfairs (due to restrictions on using Shepherds Bush Green at certain times); -£6,000 on concessions in parks and +£37,000 on miscellaneous income. £7,000 Security (Amey) underspend and an underspend on the Head of Culture post due to the reduced costs of the temporary backfill arrangements (-£5,000).	306	302
Total of Cleaner, Greener & Cultural Services	(61)	42
Transport & Highways		
Salary budget pressure as 2% pay award is to be funded by	64	64

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
departmental budgets.		
Metro Wireless WIFI income has not achieved the amounts originally estimated. Additional £60,000 received in 2017/18, is no longer forecast for 2018/19	133	73
Network Management FPN income. Rule changes following developments in case law mean that the FPN target cannot be achieved in full.	(11)	(9)
Network Management licence income.	43	43
Forecast shortfall in recharges to projects. Additional projects may arise in year that will reduce this overspend.	159	150
Unachieved MTFS targets.	179	0
Electric vehicle charging point income for 2016/17 and 2017/18 received. Not previously forecast.	(152)	0
Street Naming and Numbering income, large receipts recently received.	(105)	0
General Maintenance: cheaper materials to be used in road repairs.	(100)	(100)
Land Survey underspend due to IT charges to TFL.	(40)	(40)
Streetlighting Energy: Ongoing reduction in energy use from LED replacement project.	(66)	(66)
Temporary Traffic Order surplus.	(32)	(25)
Other overspends.	14	(21)
Total of Transport & Highways	86	69
Leisure and Parks		
Salary budget pressure as 2% pay award is to be funded by departmental budgets.	8	8
Increase in recharge to Wormwood Scrubs.	(29)	(29)
Forecast legal and consultancy fees on new contract for Leisure Contracts.	46	46
Ground Maintenance recharges to Housing improvement to forecast.	(16)	(16)
Cemeteries inspection programme implementation delayed until 2019/20.	(20)	(20)
Overspend on Grounds Maintenance and repairs.	12	6
Overspend on historic maintenance charges from Amey.	42	42
Salaries net underspend (secondment and vacant posts not filled).	(71)	(71)
Additional water charges due to installation of meters.	22	22
Energy costs £10,000 for Linford Christie and £55,000 for Parks & Open Spaces (£20,000 historic costs)	65	65
Additional cemeteries income.	(13)	(13)
Additional parks income.	(6)	(6)
Other underspends.	(4)	(4)
Total of Leisure and Parks	36	30

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Environmental Health, Community Safety & Emergency Planning		
<p>Private Housing & Health: underachievement of income in Additional & Selective HMO Licensing due to a lower than anticipated uptake of new licensing schemes introduced in June 2017. A recent change in legislation has reduced the forecast income shortfall as the definition of what constitutes an HMO subject to mandatory licensing changed from 1st October to include properties under three storeys, meaning more properties will now require a mandatory licence. As this will result in a spike in income in 2017/18 followed by a fall in the following years it is proposed that the accounting treatment of the Mandatory Licensing income is changed to accrue the income and spread it over the 5-year life of the licence period. This has resulted in an adverse movement of £132,000 in P9.</p> <p>There an emerging risk that income levels will be further impacted by recent case law: LB Richmond vs Gaskin stipulated that LA's must only charge for the cost of processing the licence whereas the current fee includes the cost of setting up and maintaining the scheme as well as processing the application. LA's are seeking but there is a significant risk that a revision of the fee structure and hence income will be necessary.</p>	267	155
Community Safety: +£120,000 income shortfall due to non-delivery of commercial income savings rolled forward from 2017/18 (£100,000 deployable CCTV and £20,000 Professional Witness). Additional CCTV income for CCTV footage shortfall (+£24,000) and loss of internal SLA income +£11,000.	155	144
Overspend mainly due to salary budget pressures.	159	146
Additional income in Noise & Nuisance and Environmental Quality largely due to recharges for officer time to Thames Tideway and Trading Standards for FPN's and management fees for work undertaken on behalf of London Trading Standards, anticipated overachievement of income in Registrars, offset by income shortfall from Licensing fees.	(138)	(131)
Legal fees overspend including the HS2 appeal and advocacy work related to bonfires in Environmental Quality resulting in a £32,000 overspend, and overspends in trading standards (£14,000) and Licensing (£20,000) related to bringing cases to court.	66	56
Supplies and services overspend.	103	49
Other minor net (under)/overspends.	5	10
Mayoral expenses budget moved to Resident's Services.	5	0
Total of Environmental Health, Community Safety &	622	429

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Emergency Planning		
Other LBHF Commercial Services		
Forecast shortfall on CCTV ducting contract (£50,000 income v £290,000 income budget). New contract being negotiated likely to be in the region of £50,000 pa. Shortfall can be funded from one off departmental reserves this year.	240	240
Total of Other LBHF Commercial Services	240	240
Executive, Finance, and Contingency		
Underspend having transferred heads of service to home Cost Centres, vacant posts, and unspent contingency funds. However, consideration needs to be given to the ongoing funding of the new Director of Resident's Services post for which only a partial budget has been identified.	(77)	(81)
Total of Executive, Finance, and Contingency	(77)	(81)
Building Control and Technical Support Services		
Building Control: income shortfall mainly due to reduction in demand. Due to the general downturn in the economy and Brexit, the number of building projects and house transactions have gone down this year; resulting in lower level of construction activity which has had a direct impact on Building Control income. Remedial plans include improved marketing to potential customers.	288	294
Technical Support: underspend in supplies and services.	(14)	(15)
Total of Building Control and Technical Support Services	274	280
Street Cleansing and Street Enforcement		
Underspend mainly on supplies and services, transportation costs and third-party payments.	(50)	(14)
Shortfall in income for fixed penalty notices as the Night Enforcement team has ceased to operate impacting on income and bulky waste income as a result of reduced activity on this scheme.	(16)	(69)
Overspend on salaries mainly as a result of the recruitment of a new position of Director of Contracts and Procurement not in the establishment at the beginning of the. The new position will help in the delivery of savings on contracts especially the Serco (waste management contract) and other contracts in Residents Services.	113	23
Additional spend on smartbanks, bulky waste, dayworks and bags due to increase in new developments and events.	105	63
Forecast assumes no savings (previously £75,000 was	159	84

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
meant to be delivered in Dec. 2018) will be achieved for now on the £159,000 saving regarding the review of the Serco contract. This has been flagged as high risk during 2018/19. This saving is now being reviewed.		
Total of Street Cleansing and Street Enforcement	311	87
Customer Services		
£597,000 overspend on staffing due to unfunded pay award and a delay in delivery of savings. An overspend of £32,000 due to an additional manager in H&F In touch. £20,000 in year pressure due to new Out of Hours contract (unit cost increased from £2.56 to £6.08 per telephone call). £150,000 overspend due to the delay in delivering Channel Shift savings.	799	703
Total of Customer Services	799	703
Libraries and Archives		
Overspend of £135,000 from historic decisions not to pursue a trust model due to concerns about quality (£115,000) and the decision not to charge a market rate to the Law Centre (£20,000). £100,000 income shortfall, primarily due to expected income gains from advertising not being realised. £100,000 delay in the delivery of savings from the Smart Open programme and the need to reshape the programme over the medium term. Offset by mitigating actions by the service through reducing expenditure on library resources (£89,000).	246	265
Total of Libraries and Archives	246	265
Prevent		
Expenditure is funded via Home Office as part of the counter terrorism strategy (CONTEST). Budget is for SLAs no variance to report.	0	0
Total of Prevent	0	0
TOTAL VARIANCE	2,476	2,064

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
Serco saving assumed by Ernst & Young may not be achieved.	159	84
TOTAL RISKS MANAGED	159	84

Supplementary Monitoring Information

The biggest financial pressure in this report is the £799,000 adverse position in Customer Services. The transfer of this service into Residents Services this year and a full review of the finances of this service has been completed. £481,000 of budget savings will not be delivered this year. The service is working on the delivery, but it will take longer than this year. Residents Services must fund pay awards of over £568,000 and it is managing to do that in most areas except Customer Services. These costs will be budgeted for as part of the budget process for 2019/20. The service is absorbing non-delivery of savings, except for Customer Services where they have proved to be too big. One of the mitigations is that the £639,000 total adverse variance can be brought down to £399,000 adverse with the use of the reserve for the duct asset concession. Residents Services continue to restrict all but service critical recruitment to help balance the budget in 2018/19.

APPENDIX 6a: CONTROLLED PARKING ACCOUNT

BUDGET REVENUE MONITORING REPORT MONTH 9

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 9	Variance Month 7
	£000	£000	£000
Controlled parking income	(37,144)	(1,720)	(1,566)
Controlled Parking Account expenditure	13,813	(117)	(119)
TOTAL	(23,331)	(1,837)	(1,685)

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Parking Control		
Controlled parking income		
Pay and display income overachievement	(1,613)	(1,685)
Permits income overachievement	(101)	(137)
Parking PCN Income overachievement	(785)	(607)
Towaways Income achievement	(28)	(17)
Suspensions Income underachievement	807	880
Controlled Parking Account expenditure		
An underspend on supplies and services primarily due to reduction in cost as result of completion rollout of cashless parking: reduction in cash collection and maintenance cost.	(44)	(119)
Salary underspend	(73)	(14)
TOTAL VARIANCE	(1,837)	(1,699)

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 7 £000	Risk At Month 6 £000
None to report		
TOTAL RISKS MANAGED	0	0

Supplementary Monitoring Information
Parking is managing to absorb the £112,000 cost of the 18/19 pay award. The adverse variance on parking suspensions suggests that general economic conditions in the borough are not as good as they were two or three years ago.

**APPENDIX 7: SOCIAL CARE
BUDGET REVENUE MONITORING REPORT MONTH 9**

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 9	Variance Month 7
	£000	£000	£000
Care and Assessment	22,330	(728)	(490)
Learning Disability	11,950	366	461
Mental Health	6,642	342	306
In-House Services	2,869	222	222
Community Independence & Hospital Service	1,695	0	0
Resources	5,953	0	0
Directorate & Support Service	572	0	0
2% pay-award increased Impact on service budgets and other staffing cost pressures.	0	140	389
Commissioning	100	160	140
	52,112	502	1,028

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Care and Assessment		
Similar to the previous year, there are continued overall service pressures in social care resulting from the need to discharge a high volume of people from hospital at a much earlier stage. Within the Care and Assessment section are pressures in home care and supported living of £218,000 & Physical support placements of £24,000. This is offset by the net recharging in the PFI contracts for beds occupied by Bi-Borough to maximise the capacity within contract of (£970,000). The main reasons for the increase in the underspend since Month 7 is due to the tighter managerial controls and the focus of supporting residents at home rather in residential care.	(728)	(490)
Total of Care and Assessment	(728)	(490)
Learning Disability		
The overspend is mainly due to full year effect of Placements and Direct Payments which started at the end of last year. Since last month the forecast has improved by (£95,000) due to decreased costs following service reviews. The service aims to continue to reduce this overspend through planned managerial actions.	366	461
Total of Learning Disability	366	461
Mental Health		

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Mental Health is projecting overspend due to an increase of 5 placements since April 2018. Since last month the reassessment of care needs has resulted in the increased costs. There is a tight operational and strategic plan in place to address the overspend.	342	306
Total of Mental Health	342	306
In-House Services		
Careline provides but is not funded to provide a 24-hour service. This continued overspend will be met by reductions elsewhere in the service and further review of the options will be presented to the Cabinet Member. There is a tight operational plan in place to address it.	222	222
Total of In-House Services	222	222
Commissioning		
There is an overspend of £140,000 in the safeguarding services due to increase in the demand for Independent Mental Capacity Assessments and an increase in the contract in addition to increased safeguarding assessments. The additional £20,000 overspend relates to the meals service because of greater number of service users	160	140
Total of Commissioning	160	140
2% Pay-Award Impact and other Staffing Cost		
This projected overspend is due to 2% pay award increase in costs and following an in-year post level costing exercise other staffing pressures. This was initially advised during the moving on costing work and the service was requested to review in year. Cabinet have approved a virement of £277,000 from ASC reserves to partly manage this pressure in 2018/19 and this is reflected in the forecast for month 9.	140	389
Total 2% Pay-Award Impact and other Staffing Cost	140	389
Directorate & Support Services		
Total of Directorate & Support Services	0	0
TOTAL VARIANCE	502	1,028

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

Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
Estimated costs relating to Learning Disability service users transitioning from Children Services to Adult Social Care.	243	316
Year on year savings from Transformation Commissioning Programme are difficult to deliver and the department is concerned given the overall budgetary position.	650	650
TOTAL RISKS MANAGED	893	966

Supplementary Monitoring Information

The Government recently announced additional Winter pressure funding for 2018/19 intended to prevent unnecessary emergency admissions and enable patients to leave hospitals when medically fit and for LA's to be able to invest in social care packages, reablement & adaptations to people's homes. The departments allocation is £918,381 with the winter plan in place and the forecasts are included in the report.

At this stage of the year, the department is highlighting a maximum risk of £893,000 due potential additional transitional service users and difficulty of some in year savings at risk of non-delivery which has been reviewed since month 7 and reduced by (£73,000).

Trend Data

Placements

	Number of Clients	Unit Costs				
April 2017	472	£862.51				
March 2018	500	£895.57				
December 2018	508	£929.64				

There were 28 new placements in 2017/18 which creates a net increase in forecast of over £600,000 if we assume all clients are in placement for half the year.

The weekly cost of placements has increased by £34.07 per week and there has been 8 placements net increase in clients over a 9-month period in 2018/19.

Home Care

	0-7hrs p/w	7-14hrs p/w	14-28hrs p/w	28+hrs p/w	Total	
April 2017	515	372	330	125	1342	
March 2018	489	347	317	155	1308	

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December 2018	512	372	365	159	1408	
Home Care activity breakdown by Service users age range						
April 2017		18-64	65-74	75-84	85+	Total
0-7hrs p/w		145	94	156	120	515
7-14hrs p/w		86	59	128	99	372
14-28 hrs p/w		62	44	104	120	330
28+ hrs p/w		15	13	41	56	125
Total		308	210	429	395	1342
March 2018						
		18-94	65-74	75-84	85+	Total
0-7hrs p/w		130	82	150	127	489
7-14hrs p/w		74	58	108	107	347
14-28 hrs p/w		68	50	87	112	317
28+ hrs p/w		23	21	52	59	155
Total		295	211	397	405	1308
December 2018						
		18-64	65-74	75-84	85+	Total
0-7hrs p/w		159	82	144	127	512
7-14hrs p/w		80	69	117	107	373
14-28 hrs p/w		69	60	105	130	364
28+ hrs p/w		22	22	50	65	159
Total		330	233	416	429	1408

From the above tables you can see increasing / more complex needs in Home care customers, demonstrated by the increase in 34 cases of 28hrs+ per week. This might be explained by some Home Care customers who are discharged from Hospital straight back into the community and increasing number of 85+ living at home.

Direct Payments activity breakdown by Service users' age range.

	18-64	65-74	Age 75-84	Age 85+	Number of Clients	Average Weekly Cost
April 2017	268	67	70	79	484	£315.00
March 2018	256	63	75	77	471	£322.

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						00
December 2018	258	65	74	76	473	£322. 00

There has been a drop in client numbers since the beginning of 2017/18 however the increasing weekly cost implies that clients' needs have been increasing leading to higher care packages.

Assumptions

1. Projections based on client numbers on Mosaic as at the end of December 2018 (assumes Mosaic data is up to date and correct).

2. Assumes no further increase in clients in 2018/19 therefore we only forecast based on clients on Mosaic. This is a more risker approach than in previous years when clients not in Mosaic were factored into the forecast.

3. LD Transitions for 2018/19 have been calculated but are not included in the forecast until Care Package is reflected in Mosaic.

APPENDIX 8: CENTRALLY MANAGED BUDGETS
BUDGET REVENUE MONITORING REPORT MONTH 9

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Forecast Variance Month 9	Forecast Variance Month 7
	£000	£000	£000
Corporate & Democratic Core	3,708	120	120
Housing Benefits	(328)	0	0
Levies	1,570	(40)	(40)
Net Cost of Borrowing	282	0	0
Other Corp Items	6,160	(210)	(300)
Pensions & redundancy	9,048	(160)	(160)
TOTAL	20,440	(290)	(380)

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Corporate & Democratic Core		
There is a forecast overspend of £120,000 on net Shared Accommodation costs after factoring in the changed accommodation profile post Moving On.	120	120
Corporate & Democratic Core Total	120	120
Housing Benefits Total	0	0
Levies		
Corporately funded Levies are forecast to be £40,000 under budget.	(40)	(40)
Levies Total	(40)	(40)
Net Cost of Borrowing Total	0	0
Other Corporate Items		
Quarter three analysis of Land Charge income indicate a potential under achievement of income.	290	200
A contingency budget was held for the impact of Pensions auto enrolment. Analysis of employers' pension contributions indicate there has been no change in the cost of employee contributions in relation to total salaries post implementation so the impact appears to me minimal.	(250)	(250)
The NNDR charging schedule has been received and an underspend is forecast for this area.	(250)	(250)
Other Corporate Items Total	(210)	(300)

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Pensions & redundancy		
Corporately funded pension costs from historic redundancy decisions are forecast to under budget.	(160)	(160)
Pensions & redundancy Total	(160)	(160)
TOTAL VARIANCE	(290)	(380)

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 9 £000	Risk At Month 7 £000
As a result of 'moving on' the shared accommodation budget pressure has reduced. However, the costs for 2018/19 have still to be calculated and negotiated with RBKC so there is a risk that these costs may be higher than forecast.	300	300
TOTAL RISKS MANAGED	300	300

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After reviewing some older commitments, £1.1m of the Unallocated Contingency remains uncommitted after allowing for remaining commitments and applying £0.85m of the budget to cover the council wide forecast overspend.

APPENDIX 9: HOUSING REVENUE ACCOUNT

BUDGET REVENUE MONITORING REPORT MONTH 9

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Forecast Variance Month 9	Forecast Variance Month 7
	£000	£000	£000
Housing Income	(74,523)	(84)	(192)
Finance and Resources	7,844	(17)	8
Housing Services	10,997	201	0
Property Services	2,932	0	0
Housing Repairs	14,820	243	477
Housing Solutions	217	0	0
Housing Strategy	297	70	70
Adult Social Care	48	0	0
Regeneration	362	0	0
Safer Neighbourhoods	622	0	0
Capital Charges	25,356	(297)	(297)
Operations	1,915	(104)	7
SLA recharges	6,385	61	0
Revenue Contribution to Capital	4,563	(4,563)	(4,563)
(Contribution to) / Appropriation From HRA General Reserve	1,835	(4,490)	(4,490)

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Property Services		
Fire Safety Expenditure - additional revenue expenditure on fire safety is now being funded from the earmarked Fire Safety Plus reserve.	0	0
Total: Property Services	0	0
Housing Repairs		
The out of scope element of the repairs contract with MITIE is predicted to overspend by £348,000 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. Of this, it is estimated that £105,000 will be recoverable from insurance and this will be confirmed by the loss adjustors in the coming months.	243	477
Total: Housing Repairs	243	477

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Housing Income		
<p>This relates to mainly favourable variances on income from commercial property of £166,000 mainly due to backdated invoicing and income from property at Pennard Road previously expected in the General Fund asset. Also, income from Estates Pay & Park is predicted to exceed the budget by £70,000.</p> <p>This is offset by a forecast shortfall in rental income from garages of £117,000 due to slippage in appointing a garages refurbishment contractor. At the time the budget was produced, the contractor was expected to be in place by mid-February 2018, however no competitive tenders were received on time. The work was re-tendered and the new contractor is on site and is expected to refurbish up to ten garages per month. The forecast has improved by £20,000 since the previously reported period as new lettings have been agreed. In addition, there is an anticipated shortfall on income from advertising hoardings of £35,000.</p>	(84)	(192)
Total: Housing Income	(84)	(192)
Housing Services		
<p>The overspend is mainly due to ongoing decanting and compensation to tenants £89,000, Trade Waste and Refuse Collection £18,000, staffing overspend due to interim arrangements £37,000, Service charges payable to freeholders £25,000, and other overspend categories including internal recharges for Pest Control £32,000.</p>	201	0
Total: Housing Services	201	0
Finance & Resources		
<p>There is a forecast underspend on staffing costs within the Finance team of £100,000 primarily due to delays in recruitment to vacant permanent positions which are now filled. This underspend is off-set by the loss of cross departmental recharge income of £83,000 following the decanting of Fulham North Housing Office.</p>	(17)	8
Total: Finance and Resources	(17)	8
Total: Safer Neighbourhood	0	0
Total: Adult Social Care	0	0
Total: Housing Solutions	0	0

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
Housing Strategy		
This relates to an increase in valuation costs following the expiry of the previous Home Buy (RTB) valuation contract.	70	70
Total: Housing Strategy	70	70
Total: Regeneration	0	0
Capital Charges		
The charge for depreciation this year is expected to be lower than budgeted. This follows the annual revaluation of the Council's homes which has recently been updated based on the value as at 31st March 2018 and this has resulted in a minor change from the budgeted figure approved by Cabinet in February 2018.	(297)	(297)
Total: Capital Charges	(297)	(297)
Revenue Contribution to Capital		
A revenue contribution to capital is not expected to be necessary this year due to a low level of spend within the HRA capital programme. This is mainly due to many schemes being in the planning phase and with officers gaining the necessary sign off for approvals to scope as per Council's Standing Orders. There is also a degree of uncertainty and compliance checks needed to inform the planned programme especially around the long-term Fire Safety Plus programme.	(4,563)	(4,563)
Total: Revenue Contribution to Capital	(4,563)	(4,563)
SLA Recharges		
This relates to an additional charge from Human Resources in supporting the department with changes to the divisional structures and the new repairs delivery model.	61	0
Total: SLA Recharges	61	0
Operations		
A forecast overspend on staffing costs of £102,000 due to unbudgeted recruitment required for operational delivery purposes is currently offset by other staffing underspends of £102,000, resulting from existing vacancies within the systems and performance improvement teams. In addition, delays in Residents' Involvement activities have resulted in an underspend of £104,000.	(104)	7
Total: Business and Programme Management	(104)	7

Table 2 - Variance Analysis		
Departmental Division	Month 9 £000	Month 7 £000
TOTAL VARIANCE	(4,490)	(4,490)

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 9 £000	Risk At Month 8 £000
Additional Fire Safety Costs - following the fire at the Grenfell housing tower block in Kensington and Chelsea, the Council has put in place the Fire Safety Plus Programme to make fire safety improvements to the housing stock above and beyond the current legal minimum standards. There remains a risk that more work may be needed following the outcome of the Grenfell Public Enquiry.	unknown	unknown
The implementation of the Hampshire Integrated Business Centre systems and its impact on service delivery - most notably in terms of risks to income collection, arrears management and the associated bad debt risk, financial and management reporting, systems assurance and reconciliation reporting, the time taken to resolve payment issues, the opportunity cost of officer time in managing issues arising and other factors.	unknown	unknown
MITIE Out of Scope - 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. Officers are reviewing the position monthly in detail.	TBC	TBC
The impact of the Growth & Place restructure: most notably additional resource requirement in the Property Services, Operations, and Direct Delivery team and the further roll out of the concierge service. Finance are working closely with the project team costing the emerging proposals. The reason for the restructure and the additional resource requirement is to ensure the service is fit for purpose with regards to the Council's obligation around Health and Safety and the emerging priorities around Fire Safety.	unknown	unknown
TOTAL RISKS MANAGED	Not Quantified	Not Quantified

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Repairs and Maintenance: Expenditure on the Out of Scope (OOS) element of the contract with MITIE is forecast at £3.49m for 18/19 which would result in a £0.24m overspend. General repair works account for roughly 50% of all OOS expenditure. The projected number of general repair work orders is expected to remain fairly static at around 6,800 orders per year.

Earlier in the year, we saw a steady increase in the average job cost for general repairs over the past year rising from an average cost of £269.19 in 17/18 to £320.55 by May 18. Officers closely scrutinised these costs in order to mitigate against these increases and bring costs back within budget for this year and for future years. Actions already implemented include additional resourcing to check jobs and costs for MITIE OOS works. Since July average job costs for general repairs have steadily reduced to £234.05 in November.

Debt servicing (interest) costs have steadily been managed downwards in recent years as maturing debt is repaid to the Public Works Loan Board and refinanced by internal borrowing. Interest payments made have fallen from £10.5m (15/16), £9.7m (16/17) and £8.9m (17/18) to £8.7m this year. The interest rate applicable to the remaining debt has also fallen from an average of 5.34% (15/16) to 4.74% (18/19) as the Council has repaid the highest interest-bearing loans as they mature.

Debt servicing costs are currently expected to be £8.4m for 19/20 and £7.8m in 20/21 (assuming continued access to the Earls Court funds for internal borrowing). No significant reductions in the loan servicing costs for existing debt are expected after 20/21 as the bulk of high interest rate loans will be repaid (historically the Council has borrowed on fixed rate terms with the loans becoming repayable upon maturity).

The Housing Revenue Account business plan currently assumes debt repayments of £3.8m (8.875% interest rate) in 18/19, £8.0m (average rate 6.9%) in 19/20 and £9.5m (4.04% interest rate) in 20/21 and that these loans are replaced by internal borrowing from housing funds, therefore not attracting any interest charge in the accounts. If Council successfully negotiates an exit from the Earls Court agreement then this internal borrowing from housing funds would need to be replaced by interest bearing borrowing from existing GF cash and / or additional PWLB borrowing, the impact of which would be substantially offset as a result of no longer having to take out additional borrowing to deliver vacant possession of the estates.

It will be important to fully understand the Council's overall long term cashflow forecasts to enable the treasury management decisions required especially in the context of other large projects such as King Street.

Council Homes voids: the number of void dwellings not available for rent has increased from 110 (April 2017), to 140 (April 2018) and has increased to 189 as at December. The void rate has historically been low (0.84% in 16/17 and 0.98% in 17/18) but has increased to 1.5% largely due to a deterioration in the works turnaround time which is controlled by MITIE and an increase in the number of decants. The contracted works turnaround time is 10 days but although current performance had improved by 5 days between May and June 18, it has now deteriorated as the figures for the year to October show that works are taking on average 36 days to complete. Officers continue to implement the service improvement plan with MITIE, with MITIE having brought in a

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new voids manager, and this is expected to bring the works turnaround time down to 20 days in the coming months. The current budget for voids allows for a 1.3% void rate, so if a reduction in void days is not delivered, this will result in an overspend.

Commercial income: the income generated has increased since 16/17 from £1.15m to £1.46m in 17/18 and is expected to increase to £1.640m this year. In part, this is due to windfall income from Pennard Road which has been identified as an HRA property (£37,500 in 2018/19) and also some windfall income due to delayed invoicing (£35,000). The improvement is also as a result of better management by the Council and GVA Grimley in achieving tenancies and minimising voids. GVA Grimley have been managing the Council's commercial properties since May 2015.

Garages income: the income generated has been increasing steadily in the last few years as a result of improvements in the management of the garages portfolio (£0.95m in 16/17; £1.02m in 17/18). The void rate has improved also, falling from 35% in 16/17, to 27% in 17/18, to 21% for the year to date. Garages income is forecast to reach £1.05m this year though that will be a shortfall against budget of £136k. As the garages refurbishment programme is progressed, this variance is expected to be eliminated in future years and the expected garages void rate by 2021/22 is 2.4%.

APPENDIX 10 - VIREMENT REQUEST FORM
BUDGET REVENUE MONITORING REPORT – MONTH 9

Details of Virement	Amount (£000)	Department
GENERAL FUND:		
Corporate funding for additional cost of Dubs cases.	169 (169)	Children's Services – Unallocated Contingency
Drawdown from corporate demands and pressures reserve for SEN Enhancements (an existing commitment within the current reserves forecast)	290 (290)	Children's Services - Reserves
Drawdown from efficiency projects reserve (Transforming Services for Children and Young People with Special Educational Needs (SEN) & Disabilities) (an existing commitment within the current reserves forecast)	417 (417)	Children's Services - Reserves
Drawdown from unringfenced contingency reserve - SEN Reform Grant (funded through grant receipt).	33 (33)	Children's Services - Reserves
Drawdown from efficiency projects reserve (Maximising Social Care Effectiveness) (an existing commitment within the current reserves forecast)	642 (642)	Children's Services - Reserves
Family Support & Child Protection Services demand led caseload pressure to be met from application of children's services demands and pressures reserve.	419 (419)	Children's Services - Reserves
Drawdown from Supporting People Reserve to support the savings target (not an existing commitment within the current reserves forecast)	300 (300)	Social Care Social Care Reserves
Transfer from TFM reserves to Revenue to fund the net Facilities Management overspend	83 (83)	Finance & Governance (FG) FG Reserves
Total of Requested Virements (Debits)	2,353	
HRA:	0	
Total of Requested Virements (Debits)		
	0	

<p align="center">London Borough of Hammersmith & Fulham</p> <p align="center">CABINET</p> <p align="center">1 APRIL 2019</p>	
<p>LAND ADJACENT TO NO. 245 BECHTEL HOUSE, HAMMERSMITH ROAD, W6 – SECTION 278 HIGHWAY IMPROVEMENT WORKS & SECTION 38 HIGHWAY WORKS</p>	
<p>Report of the Cabinet Member for the Environment - Councillor Wesley Harcourt</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Consultation Consultation was undertaken during the planning process.</p>	
<p>Wards Affected: Hammersmith Broadway</p>	
<p>Accountable Director: Mahmood Siddiqi - Director for Transport and Highways</p>	
<p>Report Author: Solomon Castillo – Project Engineer</p>	<p>Contact Details: Tel: 020 8753 1972 E-mail: solomon.castillo@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report seeks Cabinet approval to implement the Section 278 highway improvement works outside no. 245 Bechtel House, Hammersmith Road, and approval for the expenditure of the estimated costs for the work, being £721,600. Funding for the highway improvement work has been secured from the developer by way of entering a section 278 agreement dated 2nd May 2018 (“Initial s278 Agreement”).
- 1.2. This funding will be used to drive key Council objectives including; greening the borough with new planters, low level shrubs and trees to improve biodiversity. Creating surface water run-off alignment to feed the new planters from the highway, reducing the demand on the combined sewer system. Improving public health by creating enhanced walking and accessibility for pedestrians through the area, providing additional cycle parking and for community safety improving street lighting and local CCTV coverage.

- 1.3. This report also seeks approval to enter into a highway adoption agreement under section 38 (s38) of the Highways Act 1980, whereby the public/private boundary will be realigned to reflect the new layout of the highway. (Refer to the plan in Appendix C)
- 1.4. The highway works set out within this report are derived from the Heads of Terms set out within the s278 agreement, which focus on improvements to walking, accessibility and landscaping. Officers have addressed these requirements through the design development process and presented the recommendations within this report.

2. RECOMMENDATIONS

- 2.1. To approve the expenditure of £721,600, being the cost for the s278 highway improvement works on Hammersmith Road, Shortlands and Chalk Hill Road.
- 2.2. To note that the main construction works are to be carried out by the Council's Principal Highways Contractor, F.M Conway Ltd, under the existing Term Contract.
- 2.3. To approve entering into a legal agreement with the developer under section 38 of the Highways Act 1980 for the purpose of the Council adopting land and creating a new section of highway land.

3. REASONS FOR DECISION

- 3.1. The estimated value of the s278 highway work is £721,600. As the value of the proposed s278 works is over £100,000 a Cabinet decision is required to approve the expenditure.
- 3.2. The Council are the highway authority for all highways within the borough ("Highway Authority"). The Highway Authority has various statutory duties under various act of parliament such as the Highways Act 1980 and Traffic Management Act 2004. Duties include but are not limited to maintain and carry out improvement works to the public highway, maintain adequate records of works and repairs carried out on the road and to maintain the volume and type of traffic use.
- 3.3. The formulation, management, and maintenance of a Local Implementation Plan ("LIP") is a statutory duty for all London boroughs under the 1999 Greater London Authority Act. The LIP sets out how the borough will deliver the Mayor's Transport Strategy including the improvement of highway roads.

4. PROPOSAL AND ISSUES

Background

- 4.1. Hammersmith Road (A315) is on the Strategic Road Network and spans east/west through the Borough from the eastern side of Hammersmith Gyrotory towards Olympia. The location of where the works are to take place is, no. 245

Bechtel House, which is located on the southern side of Hammersmith Road between Butterwick and Shortlands (“the Site”).

- 4.2. In August 2014 planning permission was granted for the demolition of the existing building and redevelopment of the Site in the form of a new part 10-storey, part 12-storey office building, with some retail and/or restaurant floor space at ground/first floor level (planning reference 2014/04242/FUL).
- 4.3. Subsequently, on 2nd May 2018 the Council entered in to a s278 agreement with the developer. The Heads of Terms set out in the agreement include highway improvements on Hammersmith Road, Shortlands and Chalk Hill Road.
- 4.4. The s278 works on the public highway focuses on improvements to walking, accessibility and landscaping. Officers have addressed these requirements through the design development process and have provided details of the proposed improvements in section 4.5 (below).

Proposals

- 4.5. The Initial Section 278 agreement works represent a significant improvement to the street environment, which include:
 - Repaving of the footway on Hammersmith Road with York Stone
 - Improvements to existing street lighting and CCTV cameras
 - Installation of planters with seating
 - A sustainable drainage system for surface water runoff.
 - Installation of two semi-mature trees, low level planting and irrigation
 - Walking & accessibility improvements including reducing crossing width for pedestrians on Chalk Hill Road at the junction with Shortlands
 - Repairing the footway paving at the rear of the Site on Chalk Hill Road
- 4.6. Details of the proposed highway improvements are shown on the plan in Appendix A and the visualisations in Appendix B. The main construction works are to be carried out by the Councils Principal Highways Contractor, F.M Conway Ltd, under the existing Term Contract.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. In May 2018 the officers reviewed the developer’s proposals for the public highway and recommended changes in line with the Council’s current street-smart design guidance. The main considerations by officers are outlined below.
- 5.2. The existing planter contains low level planting with mature trees and spans the length of the development site on Hammersmith Road. Keeping the planter in its current form would create a physical barrier for pedestrians and make access to the development difficult. The proposed layout shows six separate

planters with seating which will improve accessibility for pedestrians to/from the development and give the public highway a more open feel.

- 5.3. The existing highway boundary follows the jagged line of the former development site. Given the open nature of the proposed footway space, an explicit public/private boundary line is required. The proposed s38 highway adoption agreement rationalises the public/private boundary by adopting a small amount of private area, which will become maintainable at public expense. (Refer to plan in Appendix C)
- 5.4. Walking & accessibility improvements on Shortlands at the junction with Chalk Hill Road are set out under the Heads of Terms set within the s278 Pedestrian Environment Review System (PERS) audit.

6. CONSULTATION

- 6.1. Residents, businesses and other stakeholders have been consulted on the development proposals via the planning process.
- 6.2. Some 1,500 homes and business, ward councillors (both Hammersmith Broadway and Avonmore and Brook Green) and key stakeholders were invited to the developer's exhibition events in July 2014. A series of pre-application meetings were also held with neighbouring occupiers/landowners, including those with land interest in the podium deck.
- 6.3. The feedback and comments received were largely supportive of the scheme proposals and no major objections were noted during the Planning and Development Control Committee meeting held 12 November 2014. In summary the development provides an opportunity to redesign the street & planting such that it benefits the public's experience rather than being used merely to discourage pedestrians from interacting with the base of the building. In terms of public benefit, the scheme also creates a new vision for the podium deck with improved public routes to it. Officers are satisfied that the design would ensure that the space is activated and people are drawn into it.
- 6.4. During the Council's Public Consultation, the planning application was publicised by way of press and site notices in September 2014 and 760 notification letters were sent to individual properties in surrounding buildings or streets. No responses were received from individual neighbours (residents or businesses) to the planning application.
- 6.5. Prior to implementation of the highway works residents and businesses will be sent a further letter informing of the proposed highway improvements.

7. EQUALITY IMPLICATIONS

- 7.1. The Council has had regard to its public sector equality duty contained in Section 149 of the Equality Act 2010. Hammersmith and Fulham Action on Disability (AoD) will be consulted on the proposed highway works.

7.2. Implications verified/completed by Peter Smith, Head of Policy & Strategy, tel. 020 8753 2206.

8. LEGAL IMPLICATIONS

8.1. Under Section 278 of the Highways Act 1980, a Local Highway Authority may, if they are satisfied it will be for the public benefit, enter into an agreement with any person for the execution of the works on the public highway on the terms that the person pays for the costs of the works.

8.2. Under Section 38 of the Highways Act 1980, a Local Highway Authority has the power to adopt a way, which is constructed by a person and proposes to dedicate the way as a highway and on adoption of the highway, that highway becomes maintainable at public expense.

8.3. Implications verified/completed by: Twahid Islam, Planning and Highways Solicitor, tel. 073 4205 4834.

8.4. Additional legal comments: Assuming that the proposed works are within the scope of the Highways Term contract with FM Conway, there are no further legal implications of a contracts/procurement nature.

8.5. Additional legal implications provided by Deborah Down, Senior Associate with Sharpe Pritchard solicitors, on secondment to the Council: ddown@sharpepritchard.co.uk

9. FINANCIAL IMPLICATIONS

9.1. The Section 278 agreement between the Council and the developer has been signed and funding for the Council's estimated costs has been secured. There are therefore no additional financial implications for the Council.

9.2. The estimated cost of the Section 278 highway work is £721,600 which includes a 10% contingency sum. This sum excludes the cost of any underground utility diversions which will be provided to the developer in due course.

9.3. Payment of the Council's estimate for underground utility diversion will be secured from the developer prior to the commencement of any site works, as per the conditions set out in the s278 agreement.

9.4. Implications completed by: Gary Hannaway, Head of Finance, tel. 0208 753 6071.

9.5. Implications verified by Emily Hill, Assistant Director, Corporate Finance, tel. 020 8753 3145.

10. IMPLICATIONS FOR LOCAL BUSINESS

10.1. The proposed highway improvements which include footway and carriageway repaving, new street lighting, and will be carried out by the Council's Term Contractor FM Conway Ltd. Local businesses will have been consulted via the

planning process and will be notified by letter prior to works commencing on site.

- 10.2. Implications verified/completed by: Albena Karameros, Economic Development Team, tel. 020 7938 8583.

11. COMMERCIAL IMPLICATIONS

- 11.1. There are no direct procurement implications arising from this report. The orders are to be placed under the existing measured term contracts: the main construction work is to be carried out by the Highways Principal Framework Contractor (F.M Conway).
- 11.2. Implications verified/completed by: Joanna Angelides, tel. 0208 753 2586 on behalf of Simon Davis, Assistant Director Commercial Management.

12. IT IMPLICATIONS

- 12.1. IT Implications: There are no apparent IT implications arising from the proposal in this report.
- 12.2. Implications verified/completed by Karen Barry, Strategic Relationship Manager, tel. 020 8753 3481.

13. RISK MANAGEMENT

- 13.1. Specific risks have been identified and managed on the Project Risk Register. There are no significant risks affecting the secured funding allocation and implementation of the proposed improvements next financial year 2019/2020.

Risk	Mitigation measure(s)
Cost increase/budget reduction	Designs are developed to be flexible to allow amendments to reflect budget reduction whilst still maintaining principle of the project objectives
Lack of stakeholder support	Designs are developed to meet the project objectives and Council's LIP objectives which can justified with support from the stakeholders.
Policy compatibility	To develop bespoke policy compliance tool that all potential proposals will be assessed against
Lack of resources to deliver	Maintain working relationships with framework consultants and contractors to ensure resources are in place to deliver the project

- 13.2. This report proposes physical improvements to the public highway and programmes of work designed to reduce congestion, manage traffic, and

promote road safety, which fall within the Council's statutory duties under a variety of Acts of Parliament including the Traffic Management Act 2004.

13.3. Implications verified/completed by: David Hughes, Director of Audit, Fraud, Risk and Insurance, tels. 078 1750 7695 and 020 7361 2389.

14. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

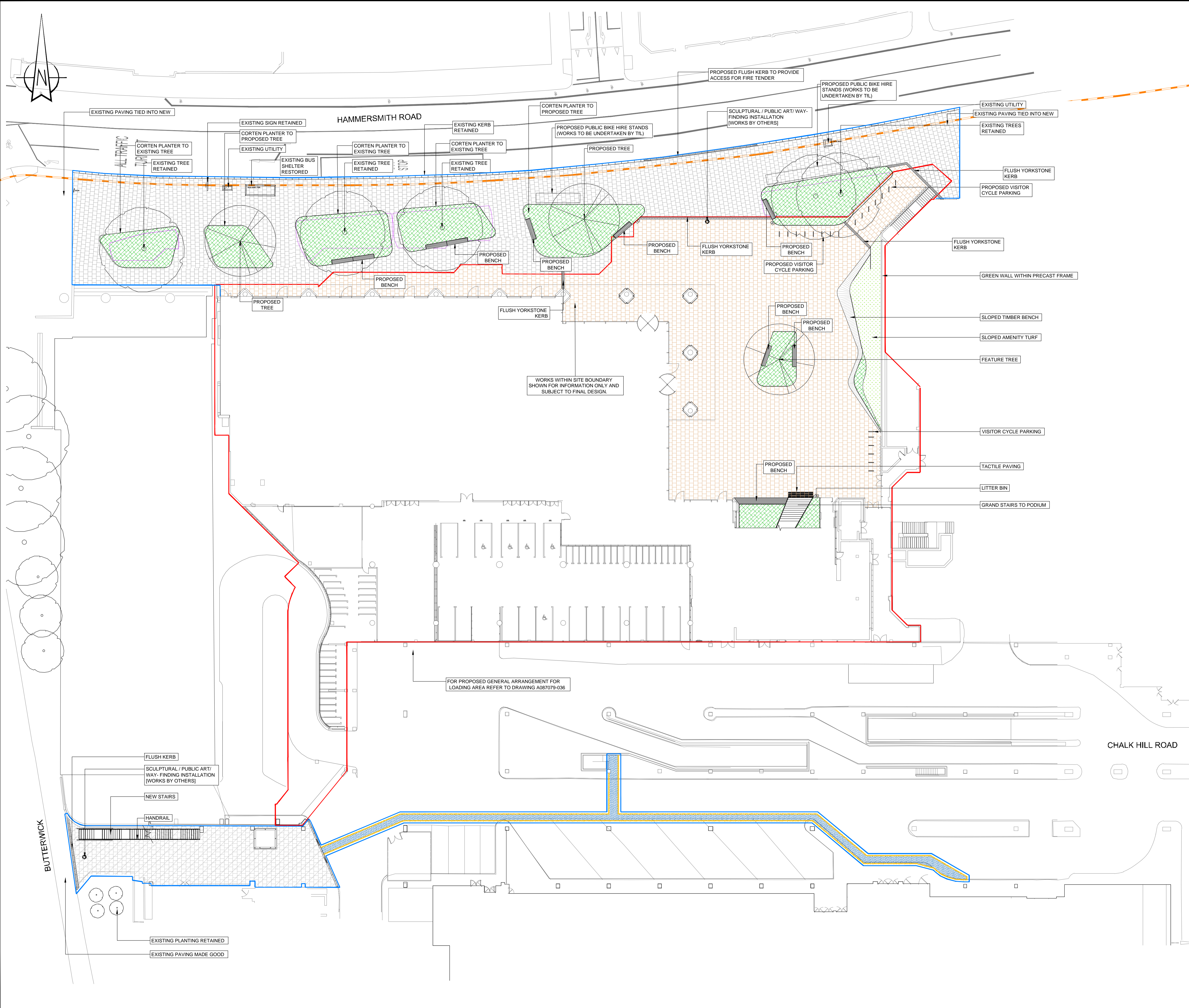
No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
	None		

LIST OF APPENDICES:

Appendix A – General Arrangement (Drawing No. A087079-100 rev A)

Appendix B – Proposed concept visuals

Appendix C – Proposed s38 Adoption of Highway (Drawing No. 83300/43)



- NOTES:**
- Do not scale from this drawing.
 - All dimensions are in metres, unless stated otherwise.
 - This drawing is to be read in conjunction with other contract drawings.
 - The survey grid is site orientated.
 - All street furniture to be set back from face of kerb 450mm minimum.
- DISCLAIMERS:**
- This drawing is based on 205624-EA-DWG-90-001-00 - Landscaping General Arrangement Plan Level 00 provided by Potter Raper Partnership on 29.01.16
 - This drawing is based on 205624-EA-DWG-01-001-ML - Landscaping General Arrangement Plan provided by Exterior Architecture on 06.06.17.
- KEY:**
- Site Boundary
 - Proposed Extent of works
 - Yorkstone (Scoutmoor) Paving - Adoptable - 600mm x 600mm x 75mm
 - Yorkstone (Scoutmoor) Paving - Non-Adoptable - 600mm x 600mm x 50mm
 - Conservation Paving - 600mm x 600mm x 63mm
 - Anti-Slip paint
 - Proposed planting
 - Proposed planting
 - Existing Tree
 - Proposed Tree
 - Tree protection Zone
 - Litter Bin
 - Cycle stands
 - Proposed Public Bike Hire Stands
 - Proposed future Cycle Superhighway 9 (CS9) kerb

REV	DETAILS	DRAWN BY	CHECKED BY	DATE
A	DRAWING UPDATED TO SUIT LANDSCAPE ARCHITECTS CHANGES TO CORTEN PLANTER DUE TO FUTURE KERB REALIGNMENT FOR CYCLE SUPERHIGHWAY.	HL	JN	08.06.2016

CLIENT: **Legal & General Investment Management**

PROJECT: **Bechtel House
245 Hammersmith Road**

DRAWING TITLE: **S278 General Arrangement**

SCALES:	1:250	SHEET SIZE:	A1
DRAWN:	JM	CHECKED:	RL
		DATE:	01.08.16

WYG Transport
part of WYG group

100 St. John Street London EC1M 4EH
t: 0207 250 7500 f: 0207 250 7501 e: transport@wyg.com

DRAWING NUMBER: **A087079-100** REVISION: **A**

VIEW FROM HAMMERSMITH ROAD TO THE PLAZA AND STREET FRONTAGE



Page 79

VIEW FROM HAMMERSMITH ROAD TO THE CENTRAL PLAZA AND GRAND STAIRS

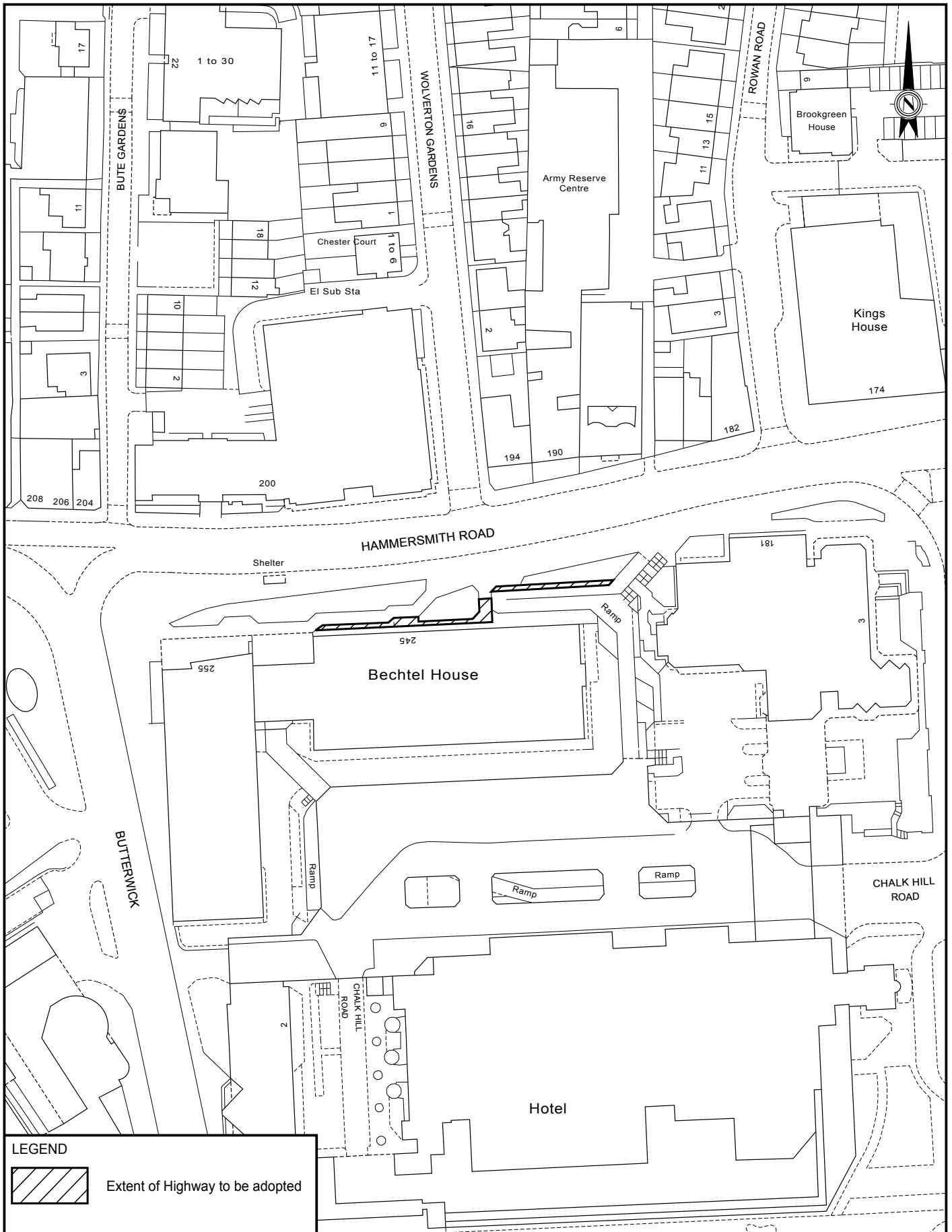


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VIEW FROM NOVOTEL TO THE PODIUM GARDEN



Page 81



LEGEND

 Extent of Highway to be adopted

LONDON BOROUGH OF HAMMERSMITH & FULHAM		
TRANSPORT & HIGHWAYS		
TOWN HALL, KING STREET		
LONDON, W6 9JU		
Telephone 020 8748 3020		
Drawn	Checked	Approved
BPD	HOR	-
Scale	Original Sheet Size	
1 : 1250	A4	
DWG No.	Revision	Date
83300/43	-	Aug.'18

PROJECT

**245 HAMMERSMITH ROAD
(BECHTEL HOUSE)
LONDON W6**

PROPOSED ADOPTION OF HIGHWAY

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NOTES	Date	Rev	Init

This drawing is Copyright.
Devised and created by the Land & Asset Survey Team.

London Borough of Hammersmith & Fulham CABINET 1 APRIL 2019		 h&f hammersmith & fulham
AGREEMENT FOR DIRECT CONTRACT AWARD OF CONTRACTS FOR THE PROVISION OF DAY SERVICES FOR OLDER PEOPLE		
Report of Cabinet Member for Health and Adult Social Care – Councillor Ben Coleman		
Open Report with Exempt Appendix Appendix A to this report is currently 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.		
Classification - For Decision Key Decision: Yes		
Other services consulted: None		
Wards Affected: All		
Accountable Director: Lisa Redfern – Strategic Director of Social Care		
Report Author: Lisa Henry Strategic Lead Public Service Reform	Contact Details: Tel: 07584 522 952 E-mail: lisa.henry@lbhf.gov.uk	

1. EXECUTIVE SUMMARY

1.1. This report seeks:

1.1.1. a waiver from the Council's Contract Standing Orders (under CSO 3.1) of the requirement to seek competitive bids and approval for the direct award of 12-month contracts to the following providers of day services to older people in Hammersmith & Fulham (H&F):

- Nubian Life
- London Care
- Alzheimer's Society

- 1.1.2. a waiver from the Council's Contract Standing Orders (under CSO 3.1) of the requirement to seek competitive bids and approval for the direct award of a six-month contract to the following providers of day services to older people in Hammersmith & Fulham (H&F):
 - Notting Hill Genesis (also known as Elgin)
- 1.2. The contract values for the services are included in the exempt appendix A.
- 1.3. H&F CCG had historically part funded the Nubian Life day centre, however from April 2019 they are withdrawing their element of £75,440. To maintain service continuity and service viability the Council is assisting to fund this gap.
- 1.4. Contracting Notting Hill Housing to provide services until October 2019 and decommissioning thereafter, will give rise to a contract saving and will allow the Council to make a contribution towards existing in-year savings, and also establish a grant fund that will encourage small community groups to provide day services for older people.
- 1.5. The contracts for day services were extended, by a Leader's Urgent Decision, from April 2017 to March 2018, following which a three Borough wide review was initiated. In March 2018 providers were issued letters of comfort requesting that they continue with existing arrangements.
- 1.6. The direct awards will cover the period April 2019 – March 2020 for Nubian Life, London Care and Alzheimer's Society; and April 2019 – October 2019 for Notting Hill Genesis. During this time a local strategic review of the preferred model of future provision will be undertaken. Then through a competitive procurement exercise to establish a primary provider of day services for older people (including those with dementia), and the establishment of a grant fund that will fund smaller, local community organisations. This is with the intention of increasing the plurality of providers, and embedding services within the community.
- 1.7. These day services support older people who have been assessed as eligible for support from Adult Social Care. Through this support people are able to continue living at home with relative independence and carers are enabled to continue in their caring role.

2. RECOMMENDATIONS

- 2.1. To approve a waiver under Contract Standing Order 3.1 for the requirement for seeking competitive tenders for the reasons set out in section 3 below.
- 2.2. To approve a direct award for 12 months from April 2019 to March 2020 for Nubian Life, Alzheimer's Society and London Care, and six months for Notting Hill Genesis, from April 2019 to October 2019, whilst a review and procurement exercise is undertaken.
- 2.3. To approve the establishment of a £35,000 grant fund from October 2019 to fund day service provision by local community groups.

3. REASONS FOR DECISION

- 3.1. The contracts for each of the four service providers expired in March 2017, at which time a three Borough review of older people's day centres was underway, covering WCC, RBKC and LBHF.
- 3.2. During 2017 - 2018 the disaggregation of the shared services arrangement meant that the review no longer included Hammersmith & Fulham.
- 3.3. In March 2018 the then Director of PSR issued providers with letters of comfort and provision has continued.
- 3.4. A competitive procurement exercise is required in line with the Council's Standing Orders and competition rules, but this must follow a strategic review of current provision, future demand, best practice and ultimately Hammersmith & Fulham's preferred model of provision to ensure that what is procured is fit for purpose, sustainable and financially efficient.
- 3.5. During this review and subsequent procurement, residents require continuity of services that provide a care and support system that promotes health and wellbeing, maximises individuals' independence and prevents escalation to more costly services.
- 3.6. Due to H&F CCG withdrawing their £75,440 investment in Nubian Life day centre the Council has had to increase its funding of this service to maintain financial sustainability and ensure service viability as the service is at capacity.
- 3.7. Failure to provide these services would compromise the Council's compliance with the Care Act 2014.

4. PROPOSAL AND ISSUES

The Services

- 4.1. The four services in question are based on a traditional building based model. Services do provide older people who have an eligible social care need with care and support in a safe environment. A range of different interventions, such as personal care, health promotion and meals, are delivered in the centres. Annual contracted capacity and indicative utilisation metrics are included in the table below.

Table 2: Annual contracted capacity

Service	Capacity/ Utilisation 2018-19
Nubian Life	15 places Tues-Fri (over-subscribed)
London Care	12 new referrals per quarter
Alzheimer's Society	16 places Mon-Fri
Notting Hill Genesis	25 places Mon-Fri

	15 places Sat-Sun (under-utilised on all days)
--	---

Statutory requirements

- 4.2. Under the Care Act 2014 local authorities have a duty to:
- promote diversity and quality in the care market
 - must support local providers; and,
 - ensure there are a range of providers who can deliver services in accordance with needs and customers' requirements.
- 4.3. The Care Act 2014 also directs local authorities to extend support to carers. Day centres provide a valuable respite resource for carers.

Performance, strategic relevance and case for change

- 4.4. The current model of building based day service provision is becoming anachronistic and limits the choice residents would like to see emerge through greater independence models. Alternative models that give residents greater choice of activity.
- 4.5. Performance reporting suggests that some services may be underutilised, can operate inefficiently and that greater value for money could be achieved.
- 4.6. The Council's legal advisors have noted the Council is not currently compliant with Standing Orders given that all four existing services are provided out of contractual arrangements.
- 4.7. The Council will make a £75,000 saving in 2019 – 2020. By embarking on a procurement exercise subsequent to local strategic review, the Council will seek to make a 15% efficiency saving on the current cost of existing services in support of the Council's efficiency target. This is in addition to absorbing additional cost as a result of H&F CCG withdrawing funding from Nubian Life.
- 4.8. Residents require continuity of services throughout this period of review and re-procurement. Failure to ensure this would compromise compliance with the Care Act 2014.

Future model and procurement strategy

- 4.9. In transforming services the Council intends to move away from commissioning only traditional building based day centres to create plurality of providers offering more diverse activities embedded within the community that facilitate and support personalisation.
- 4.10. This presents an opportunity to retain existing strengths in prevention whilst improving the use of resources and offering greater value for money, as well as variety.

- 4.11. The review will better articulate the preferred model of provision but early thought has focused on the procurement of a primary provider of traditional building based services and the creation of a grant fund to encourage smaller community based groups to provide alternative services. Engaging the primary provider in a five year contract would provide financial stability and, with correctly aligned incentives, encourage innovation and a relentless focus on outcomes.
- 4.12. Funding that is currently directed towards Elgin (Notting Hill Genesis) will be used to create a community grant fund that will support provision from local community groups ensuring that day services, in whatever guise (e.g. allotment schemes, lunch clubs etc.) are absolutely embedded within the community.
- 4.13. The review is an opportunity for commissioners to work closely with older people and their carers in service design and procurement and for commissioners to challenge themselves to genuinely co-produce the future model.
- 4.14. The proposed new model should be presented to Cabinet early in the 2019 -2020 financial year in order to ensure that there is adequate time to engage the market in procurement, embed new providers and support transition across services.
- 4.15. The table below sets out an indicative timetable for service review and procurement, based on receiving permission to proceed in January 2019; note that some activities will run concurrently.

Table 3: Draft procurement timetable, prepared by Tim Lothian.

Activity	Start date	End date
Pre- tender activities		
Set up Service Review Team	February 2019	February 2019
Publish PIN (Prior Information Notice)	February 2019	February 2019
Engage with internal stakeholders, provider market, customers and carers. Confirm budget position.	March 2019	March 2019
Draft Procurement Strategy & Business Case, to include procurement route	March 2019	March 2019
Governance process, approval by July 2019 Cabinet	April 2019	July 2019
Drafting of contract documentation (in conjunction with Legal Services and Procurement)	April 2019	July 2019
Obtain TUPE information from incumbent providers	June 2019	June 2019
Tender period		
Publish ITT	July 2019	July 2019
Tender period, including responding to tenderers' clarification questions	July 2019	August 2019
Post tender activities		
Evaluation of tenders	September 2019	September 2019
Draft Recommendation of Contract Award report	October 2019	October 2019

Governance process, award by Cabinet Member	November 2019	November 2019
Notify tenderers of outcome and standstill period	December 2019	December 2019
Three-month contract mobilisation period (including Contract Award Notice and Contracts Finder, TUPE consultation and execution of contract)	January 2020	March 2020
Contract start	April 2020	April 2020

4.16. Officers consider that the proposed contract awards are in the best interests of vulnerable residents and the provider market. Risks associated with not agreeing an award are set out below:

- Not agreeing the waiver and the proposed direct contract awards would create a gap in service provision and leave eligible borough residents and their carers without the necessary support required to live as independently as possible in the community.
- The Council has a statutory duty under the Care Act 2014 to promote vulnerable peoples' health and wellbeing in order to maximise their independence.
- Subject to approval, these contract waivers and direct awards will safeguard the Council against challenge due to ceasing these services without appropriate consultation and undertaking equalities impact assessments.

4.17. The analysis of options considered and their associated risks is set out in section five (5) below.

5. OPTIONS AND ANALYSIS OF OPTIONS

Option One: Contract extension.

This is the recommended option

- 5.1. Agree to directly awarding 12 month contracts to three providers (Nubian Life, Alzheimer's Society, London Care), with a three month break clause in each.
- 5.2. Agree to directly awarding a six month contracts Notting Hill Genesis with a three month break clause.
- 5.3. The establishment of a £35,000 grant fund from October 2019 to fund day service provision by local community groups.
- 5.4. This will enable the strategic review to conclude whilst ensuring continuity of provision. The review will inform the development of a new model of provision that represents value for money and is fit for purpose, including the resilience to adapt to increasing need.

- 5.5. The Council will make an approximate £75,000 saving in 2019 – 2020. Subsequently, by embarking on a procurement exercise subsequent to local strategic review, the Council will seek to make a 15% efficiency saving on the current cost of existing services in support of the Council's efficiency target.
- 5.6. Officers have reviewed the risk and, whilst acknowledging the possibility of legal challenge, still consider this option to be the preferred course of action as it will ensure the Council remains compliant with the Care Act 2014, and ensure business continuity.
- 5.7. The Council has received correspondence from legal advisors to the Council with specific reference to the Alzheimer's Society, explaining that we are currently exposed to risk by being out of contract and advising that we must take action imminently. Further detail is included in the exempt appendix.
- 5.8. A PIN notice will be placed in OJEU at a later date to indicate future procurement activity and will reduce the risk of legal challenge.

Option Two: Contracts lapse and continue based on implied contract terms.

This is not the recommended option.

- 5.9. The 'Do Nothing' option, which allows the current contracts to lapse and to continue on implied Terms and Conditions until the review and tender process are concluded, represents risks due to the lack of surety of service, and the consequent exposure to risk and uncertainty for the Council.
- 5.10. The Council has received advice from legal advisors to the Council with specific reference to the Alzheimer's Society, explaining that we are currently exposed to risk by being out of contract and advising that we must take action imminently.

6 CONSULTATION

- 6.1 Service providers are being consulted on the options and advised of the proposed continuation of service. All providers have been delivering services for H&F Council for a number of years, early conversations show a keenness to continue delivery.
- 6.2 Operational managers and those referring to these services have also been consulted as part of this process, and are key stakeholders in the review process.

7 EQUALITY IMPLICATIONS

- 7.1 The award of these contracts will have a neutral or positive impact on certain protected groups, under the terms of the Equality Act 2010. It is not anticipated that the services received by customers will vary significantly from what is currently received. A full equality impact assessment will be undertaken with the development of the proposed future model of provision.
- 7.2 Implications verified by Peter Smith, Head of Policy & Strategy, tel. 020 8753 2206.

8 LEGAL IMPLICATIONS

- 8.1 The services provided under the four contracts discussed in this report come under the category of “social and other specific services”, which means schedule 3 of the Public Contracts Regulations 2015 (**PCR 2015**) will apply. The threshold for such services is currently £615,278, and any contract above this value must be procured in line with the PCR 2015 rules on social and other specific services.
- 8.2 The proposed direct awards in this report are each under the current threshold and therefore do not need to be procured in accordance with the full PCR 2015 rules. Nonetheless, the council must still comply with the general principles of transparency, equal treatment, non-discrimination and proportionality. Accordingly, undertaking a procurement competition would be encouraged in order to adhere to these principles.
- 8.3 We do not have any information regarding the original procurement of these services and the maximum extensions permitted under the original contracts. Although the value of the direct awards being sought are below the threshold, the contracts have been in place for a number of years. Accordingly, the cumulative value of each contract (including the proposed direct awards) is likely to be above the threshold, and therefore there is a risk that the council will be challenged by a company that operates in this industry but is not receiving one of the direct awards. The company may argue that the council has deliberately granted these direct awards for a short period to avoid them being subject to the full PCR 2015 rules, which is a contravention of regulation 6(6) of the PCR 2015.
- 8.4 The council’s counter-argument would be that the short period of award not an artificial subdivision of the contract into smaller parts, as a full procurement competition is planned for these services and the short period of award is a consequence of that.
- 8.5 Before granting the direct awards the council should therefore consider:
- 8.5.1 How likely it is to receive a challenge; and
 - 8.5.2 How confident it is that it could defend such a challenge.
- 8.6 *Legal implications completed by Hector Denfield, associate at Sharpe Pritchard LLP, on behalf of Hammersmith & Fulham Council;*
hdenfield@sharpepritchard.co.uk

9 FINANCIAL IMPLICATIONS

- 9.1 Financial implications are included in the exempt appendix A.

10 PROCUREMENT IMPLICATIONS


- 10.1 Procurement implications are included in the exempt appendix A.

11. BACKGROUND PAPERS USED IN PREPARING THIS REPORT - none

LIST OF APPENDICES

Exempt Appendix A

Agenda Item 7

London Borough of Hammersmith & Fulham		 hammersmith & fulham
CABINET 1 APRIL 2019		
DRUG AND ALCOHOL WELLBEING SERVICE CONTRACT EXTENSION AND VARIATION; AND THE ALCOHOL SERVICE CONTRACT EXTENSION		
Report of the Cabinet Member for Health and Adult Social Care – Councillor Ben Coleman		
Open Report with Exempt Appendix Appendix A to 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.		
Classification - For Decision Key Decision: Yes		
Consultation Key Stakeholders and Cabinet Member.		
Wards Affected: ALL		
Accountable Director: Lisa Redfern - Strategic Director of Social Care		
Report Author: Julia Woodman Strategy, Partnership and Organisational Development Officer Nicola Ashton Strategic Commissioner Public Services Reform	Contact Details: Tel: 0208 753 5809 Email julia.woodman@lbhf.gov.uk E-mail: nicola.ashton@lbhf.gov.uk Tel: 020 8753 5359	

1. EXECUTIVE SUMMARY

- 1.1. Hammersmith and Fulham council has been commissioning drug and alcohol services since 2013 from public health budgets since public health services moved from the NHS to local authorities. The services are well embedded in a wider network of service provision with longstanding collaborative and integrated relationships.

- 1.2. There is a significant and growing body of evidence showing that investing in the prevention and treatment of drug and alcohol misuse improves social, physical, human and recovery capital. As individuals recover from their addiction or problem use, they increase their ability to access education, training, and employment, sustain appropriate housing, commit fewer crimes (for those who are offending) and improve relationships often reconnecting with their families and gain positive social networks. The impact of not investing in this will result in a negative impact on individuals, families and the community increasing costs to health and social care systems, criminal justice systems and increases demands on the welfare benefits system.
- 1.3. Savings associated with the contract variation are detailed in section 3.5.

2. RECOMMENDATIONS

- 2.1. That Cabinet approves the award of an extension of the contract for the Substance Misuse Treatment Service for a further two years from 1 April 2019 to 31 March 2021 at the contract price set out in exempt appendix A.
- 2.2. That Cabinet approves a contract variation to the Substance Misuse Treatment Service contract for a period of two (2) years from 1st April 2019 to 31st April 2021 at the contract price set out in the exempt appendix A.
- 2.3. That Cabinet approves an extension of the contract for the Alcohol Specific Treatment Service for a further two years from 1 April 2019 to 31 March 2021 at the contract price set out in the exempt appendix A. The current provider is Change, Grow, Live or CGL (previously named CRI at contract award).

3. BACKGROUND

Contract extensions for the core drug and alcohol services

- 3.1. In 2015 a re-procurement of core drug and core alcohol services was agreed. Redesign was necessary to meet the changing needs of drug and alcohol users and simplify delivery arrangements. The redesign services focused on:
 - managing a wider range of substances such as new psychoactive substances ('Legal highs', 'designer drugs')
 - developing an asset-based community development model and increasing satellite and outreach working, increasing the focus on employability
 - responding to the needs of families through early identification and prevention work prior to reaching crisis. A focus on hidden harm and prevention work with provision of bespoke training.
 - working with violent perpetrators and working with local criminal justice agencies, sharing intelligence, and supporting the case management of offenders on integrated offender management programmes.
- 3.2. On 2 March 2015 an approval to proceed report was agreed by Cabinet with a recommendation of delegated authority to the Cabinet Member to award the contract. The report sought approval for contracts valued at more than the Cabinet Member's delegated authority, hence the request for a Leader's Urgent Decision.

- 3.3. On 22 December 2015 the Leader, via an urgent decision, approved three-year contracts for the Substance Misuse Treatment Service and the Alcohol Specific Treatment Service, in two lots with options to extend for a further two years. The contracts commenced on 1 April 2016 and will expire on 31 March 2019.
- 3.4. The rationale for requesting the extension is that the services are performing well against contract requirements and delivering good value for money significantly improving outcomes for both services over the last two years and therefore a full recommission is not required at this point.
- 3.5. The contract price for the extension period is included in the original contract, with savings made on the previous contracts of £187,972, and therefore has not been renegotiated again for the extensions. Drug and alcohol support spans prevention from low level time-limited, psycho-social interventions to medically supervised treatment. Longer term savings on this budget and value for money analysis will be made in future re-procurement and design, saved by fewer residents seeking costlier medically supervised treatment and further development of more community and individual asset-based interventions. Maintaining funding was essential to remodel services and support the culture change.
- 3.6. Commissioners work with the providers to improve outcomes set against the Public Health Outcomes framework and both DAWS and TAS have significantly driven improvements in H&F since being awarded the contract, highlighted by the numbers in treatment and leaving treatment successfully with the rate of completion for opiate users almost doubling since 17/18.
- 3.7. Commissioners will work with Property Services to ensure Turning Point's lease on 370 Uxbridge Road is co-terminus with the contract extension.

DAWS Contract variation to include the Groupwork Programme and Primary Care Support

- 3.8. The Primary Care Support Service (provided by Blenheim) and the Groupwork Programme (provided by Turning Point) contracts ended on 31 March 2018. A proposal to absorb these into the DAWS contract for service continuity and to deliver savings on these contracts was not progressed at that time. Interim arrangements were made with Turning Point and Westminster and RBKC commissioners for 2018/19 in order that service users were not disadvantaged from the immediate effect of a loss of the two services and continuity of treatment could continue.
- 3.9. Groupwork Programme provided support to service users within the drug and alcohol system who want structured community-based group support to reduce their substance use, reduce prescribed medication, work towards detoxification / residential rehabilitation, and have support to maintain abstinence.
- 3.10. The Groupwork programme delivered four types of programmes;
 - Engagement
 - Preparation and stabilisation; with targeted alcohol and women's groups
 - Action
 - Relapse Prevention-Treatment with recovery academy.

- 3.11. Primary Care services support residents who are prescribed medication by their GPs by offering psychosocial support. As documented in the NICE Guidelines (2017) 'Drug Misuse and Dependence: UK Guidelines on Clinical Management' addressing substance misuse within primary care is integral to the effectiveness of drug treatment. A substantial number of opiate using patients are seen in primary care services. The provision of primary care support is to enable access to recovery opportunities including education and employment.
- 3.12. The variation will vary the services for the extension period. The variation will be funded from the Public Health grant and has been included in the Public Health Budget for 2019/20.

4. REASONS FOR DECISION

Contract Extensions

- 4.1. The recommendation to extend the DAWS and TAS contracts for a further two years for the following reasons:
- time constraints preclude the re-commissioning of the full system by April 2019. Two years would allow for review, consultation, value for money analysis, re-procurement and mobilisation. (an indicative timetable of actions during the extension period is highlighted in paragraph 6.4)
 - to enable an extensive consultation period prior to the development of any new service delivery models
 - to enable the procurement of a fully co-produced model that is specific to the needs of service users in Hammersmith and Fulham.
 - the current providers are successfully delivering on outcomes.
 - Feedback from a review of the service provided good feedback on the service from partners via interviews and questionnaires.
- 4.2. The monitoring evidence for TAS is showing that outcomes are currently good and are improving. TAS has extended its reach geographically with more community delivery locations secured, extending service hours across evenings to enable more service users to access provision, and continuous service promotion, by being highly visible at local community events, strengthening working arrangements with key partners, and delivering training to local health and social care colleagues. In terms of access into the service, there is better engagement with primary care colleagues, with GPs now referring into the service in greater numbers than before.
- 4.3. Specifically, there has been:
- an increase in referrals of problematic drinkers
 - an increase in GP satellite sites
 - an increase in referrals to other services / partnerships
 - an enhanced service to special populations and priority groups including, BME groups, families and carers, women, young and older people.
- 4.4. The monitoring evidence for DAWS is showing a service that is performing within the top quartile (London-wide) for its opiate services. This is exceptional given that the

service was in the bottom quartile two years ago before the contract award and re-modelling of services. For non-opiate and alcohol-related services Hammersmith and Fulham is in the second quartile. (London-wide)

4.5. Key successes of DAWS to note are:

- The CQC this year observing the following areas of 'Outstanding Practice':
- The Roads to Wellbeing Asset Map
- The outstanding level of partnership working with other agencies
- The Peer Mentor Scheme.
- 263 residents successfully supported to complete their recovery and to reintegrate into the local community.
- 70 residents supported into paid employment and 43 gained qualifications.

5. CONTRACT VARIATION

5.1. Not varying the DAWS contract will lead to either no provision for Primary Care Support and Groupwork or a restructure of the current services to provide minimal cover in these areas. This will then affect the overall service and reductions in service will need to be made in other parts of the system.

5.2. Varying contract to contain provision for groupwork and primary care support will give a more integrated service offer to vulnerable adults in the borough.

5.3. Varying the contract in line with the two-year contract extension will ensure that there is time within the next two years to fully remodel services in Hammersmith and Fulham (H&F).

5.4. The design and delivery of the model will be fully co-produced with service users.

5.5. For the benefit of service users, Groupwork and Primary Care support has continued this year with residents seeing no change in the offer from services. Hammersmith and Fulham must decide on the variation as Westminster and RBKC are currently funding groupwork and primary care treatment allowing H&F residents to continue to attend services at expense to their budgets.

5.6. The identified benefits of Groupwork are as follows:

- reduces duplication and provides improved quality of provision leading to increased positive outcomes for individuals
- reduces the need for spot purchased day programmes which add costs to community-based systems
- affords the opportunity to commission the kind of services that our local population need and to properly monitor effectiveness of the groups in terms of specific outcomes
- ensures that the resources respond to the emerging needs more effectively than if tied into broader contracting arrangements within a modular based framework of groups

5.7. The identified benefits of Primary Care Support are:

- it is effective in reducing physical, psychological and harm for both the patient and community
- evidence shows that reduction in the reduction of opioid use is more effective if treatment medications are used in conjunction with psychosocial interventions. Working within a local support structure for primary care is key from a clinical and non-clinical perspective.

6. PROPOSAL AND ISSUES

Contract Extensions

6.1. DAWS priorities during the proposed contract extension will be:

- increasing referral rates
- working towards achievement of top quartile performance for non-opiate and alcohol services
- providing more services from community locations especially for prescribed residents
- to further expand outreach work and integration into homelessness, mental health, primary care, and other key pathways
- focus on children and families work with specific attention on hidden harm

6.2. TAS priorities during the proposed contract extension will be:

- continued focus on community engagement, promotion, and development of satellite provision to meet the challenge of increasing numbers into treatment
- enhancing social media presence with the aim of raising awareness and increasing self-referrals
- increasing the rate of conversion from the initial referral into service, assessment phase, onto engagement/participation with individual treatment plans
- working with Advance to enhance the work around domestic violence
- a focus on children and families work with specific attention on hidden harm

6.3. The indicative timetable of actions in relation to the re-procurement of the services during the extension period are detailed in Table 1 of this report.

Table 1

Actions	Date(s)
Review of current service(s)	April – September 2019
Consultation	January – March 2020
Scope services and draft specifications	April 2020
Cabinet approval of Strategy (if required)	April – June 2020
Re-procurement and award approval by Cabinet Member	June – December 2020
Mobilisation	January – March 2021

Contract Variation

- 6.4. DAWS remains a service for the three boroughs with separate contracts but one management structure across the three boroughs.
- 6.5. In February 2018 the variation for the Westminster and RBKC contracts was agreed, ensuring that primary care support and groupwork would continue in the two boroughs.
- 6.6. To ensure vulnerable H&F residents engaged in groupwork and primary care continued to receive a service, the Head of Public Health Commissioning agreed to retain the obligation to continue offering a service to residents from the funding allocated to DAWS from the two boroughs within their variation.
- 6.7. This was agreed in order not to destabilise the core service and as an act of good faith while H&F transitioned back to sovereign services and made plans for future commissioning.
- 6.8. A small-scale restructure in H&F from the DAWS contract was also completed but this is not sufficient to support the levels of activity in H&F. Effectively, the two boroughs have been subsidising the H&F service and this cannot continue. The interim arrangements have ensured that residents who were receiving these services saw no change in 2018/19 as they had not been consulted or informed of the potential changes

Groupwork

- 6.9. In 2017-18 126 H&F residents attended Group Work programmes in the borough with 90 residents successfully completing. Group work is an essential part of substance misuse treatment

Primary Care

- 6.10. As of October 2018, H&F GPs had 133 residents being treated for drug dependency. This is an overwhelmingly high complex client group who have been in treatment for years with multiple comorbidities. It is also an aging cohort- the median age being 56 with 36 patients over the age of 60. Psychosocial support is crucial for treatment as per NICE Guidelines on UK Drug Misuse and Dependence: Guidelines on Clinical management.

7. OPTIONS AND ANALYSIS OF OPTIONS

- 7.1. The options are as follows:
 - Do not renew the existing contracts for DAWS AND TAS
 - Extend the DAWS and TAS contracts for two years - **recommended option**
 - Vary Substance Misuse Treatment Service contract to incorporate elements of Groupwork and Primary Care support - **recommended option**
 - No contract variation with no restructure of core services

- No contract variation with restructure of DAWS
- 7.2. The analysis of the options is attached as open appendix 1.

8. CONSULTATION

- 8.1. Consultation with external providers took place and are detailed in the Leader's Urgent Decision Report approved by the Leader on 22 December 2015.
- 8.2. Regarding this report, consultation has taken place with Turning Point the provider of the DAWS service, Head of Public Health Commissioning, and the Chief Executive and Cabinet member have been briefed on the issues and background leading to this report.

9. EQUALITY IMPLICATIONS

- 9.1. The variation of the Substance Misuse Treatment Service contract has no negative equality implications for protected groups under the Equalities Act 2010. A full Equality Impact Assessment can be provided if required.
- 9.2. Implications completed by Peter Smith, Head of Policy & Strategy, tel. 020 8753 2206.

10. LEGAL IMPLICATIONS

- 10.1. Both contracts have extension provisions incorporated allowing the Council to extend the contract period by up to 24 months. These extensions are in line with the contractual provisions in the contract. The contract also includes prices for the extension period and provides that the specification will apply throughout the extension period.
- 10.2. The modification of the Substance Misuse Contract is not considered substantial and is therefore permitted under Regulation 72 (1) (e) and (f) of the Public Contracts Regulations. This is on the basis that: (a) the modification does not render the contract materially different in character from the one initially concluded; (b) the modification is unlikely to have changed the original bid pool as the service is such as small element of the overall service required; (c) the value of the modification represents approximately three per cent increase in the value of the original contract and is not considered to change the economic balance of the contract; (d) the modification does not extend the scope of the services considerably.
- 10.3. The Contract contains variation provisions which set out the mechanism for varying the contract and provided the recommendations in this report are approved a deed of variation will be drafted to bring the changes into effect,
- 10.4. Implications verified/completed by: Sally Stock, Partner, Sharpe Pritchard LLP, external legal advisers seconded to the Council, tel. 020 7405 4600.

11. FINANCIAL IMPLICATIONS

- 11.1. The finance implications are contained within exempt appendix A.

- 11.2. Financial implications completed by Danielle Wragg, Finance Business Partner, tel. 0208 753 4287.
- 11.3. Financial implications verified by Emily Hill, Assistant Director, Corporate Finance, tel. 020 8753 3145.

12. IMPLICATIONS FOR LOCAL BUSINESS

- 12.1. In relation to implications for local businesses, there does not seem to be any direct impact. However, this proposal will have a positive impact on the wider community (including local businesses) by providing support and positive progression for individuals with substance and alcohol issues.
- 12.2. Implications verified/completed by: Alben Karameros, Economic Development Team, tel. 020 7938 8583.

13. COMMERCIAL IMPLICATIONS

- 13.1. The commercial implications are contained within exempt appendix A.
- 13.2. Procurement Implications completed by Tim Lothian, Procurement Officer, tel. 020 8753 5377
- 13.3. Implications verified Joanna Angelides, tel. 0208 753 2586 on Behalf of Simon Davis, Assistant Director Commercial Management.

14. IT IMPLICATIONS

- 14.1. There are no apparent IT implications resulting from the proposal in this report.
- 14.2. IM Implications: As Turning Point and CGL will be processing data on behalf of H&F, Privacy Impact Assessments will need to be completed to ensure all potential data protection risks are properly assessed with mitigating actions agreed and implemented. For example, a contract data protection and processing schedule or an information sharing agreement template and a Supplier Security Checklist to ensure the systems used by the contractors comply with H&F's regulatory requirements.
- 14.3. The contracts with Turning Point and CGL will need to include H&F's data protection and processing schedule. This is compliant with the General Data Protection Regulation (GDPR) enacted from 25 May 2018.
- 14.4. Implications verified/completed by: Karen Barry, Strategic Relationship Manager, IT Services, tel: 0208 753 3481.

15. RISK MANAGEMENT

- 15.1. Drug and alcohol use causes significant social and economic problems. Effective prevention, treatment and recovery can substantially reduce the economic and social costs of substance misuse related harm and add considerable Social Value to the Local area. Public Health estimates that alcohol related harm costs society £21 billion per year and drug addiction costs society £15.4 billion per year. Investing in drug

treatment saves £960 million the public, businesses, criminal justice service and NHS. Recommendations to extend the contract are in line with our Residents needs and expectations including meeting our objective of being a compassionate Council.

15.2. Implications verified by Michael Sloniowski, Risk Manager, tel. 020 8753 2587.

16. SOCIAL VALUE

16.1. The Commissioner will work with the provider to develop a social value action plan, which will form part of the contract monitoring framework.

16.2. Public Health England has researched the impact of investing in Drugs and Alcohol Services and the following identifies the averages across England:

- Alcohol treatment reflects a return on investment of £3 for every pound invested.
- Drug treatment reflects a return on investment of £4 for every pound invested

16.3. Drug and alcohol treatment results in savings in a number of areas, such as crime, quality-adjusted life years (QALY) improvements and health & social care.

16.4. Investing in drug and alcohol interventions and treatment contributes to the achievement of priority outcomes for all local stakeholders and partners

16.5. Implications verified/completed by: Ilaria Augeci - Procurement Consultant, Performance and Procurement – tel : 020 8753 4762.

17. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Leader's Urgent Decision Report: Contract Award: Core Drug and Core Alcohol Services (approved on 22 December 2015) - <i>EXEMPT</i>	Nicola Ashton Strategic Commissioner Public Services Reform Tel: 020 8753 5359	Social Care & PSR

LIST OF APPENDICES:

OPEN APPENDIX 1 – Analysis of Options

EXEMPT APPENDIX A – Financial and Commercial Implications

Appendix 1 – Analysis of Options

Option	Benefits	Risk
Do not renew the existing contracts or DAWS AND TAS	<ul style="list-style-type: none"> • Initial cost saving 	<ul style="list-style-type: none"> • Negative impact on the most deprived areas of the borough where drug and alcohol dependency is higher. • Negative impacts on associated harms including poor physical and mental health, unemployment, homelessness family breakdown and criminal activity. • Negative impact on the health of vulnerable older people. Nationally the proportion of opiate users, both in and out of treatment, aged 45 and over is increasing. • Negative impact on the health of vulnerable young people. Nationally the majority of presentations for non-opiate use is continuing to come from the under 35 age group. • Negative impacts on families and children of users. Partners and children of drug and alcohol users may go on to suffer from physical, psychological problems. Parental substance misuse is a factor in 29% of all serious case reviews.

Option	Benefits	Risk
<p>Extend the DAWS and TAS contracts for two years</p> <p><i>(Recommended option)</i></p>	<ul style="list-style-type: none"> • Positive impact on young peoples' health and well-being outcomes. Effective identification and interventions have been shown to minimise the longer-term impact of parental alcohol and drug use on a child's future health and wellbeing and can contribute to improved outcomes for the following PHOF indicators: <ul style="list-style-type: none"> -school readiness and attainment <ul style="list-style-type: none"> - children where there is a cause for concern -16-18-year olds not in education employment or training -first time entrants into the youth justice system <ul style="list-style-type: none"> -under 18 conceptions -hospital admissions in children and young people • The services have widened their remit to include those drug and alcohol misusers previously unidentified and unlikely to access more traditional drug and alcohol provision. This includes younger and older people, carers and BME groups. • Decrease in preventable illness and falls particularly in older people. 	

Option	Benefits	Risk
<p>Vary Substance Misuse Treatment Service contract to incorporate elements of Groupwork and Primary Care support</p> <p><i>(Recommended option)</i></p>	<ul style="list-style-type: none"> • Continuation of groupwork and primary care which are key aspects of treatment • Add value to collective resources. • Ensures Hammersmith & Fulham has time to review all drug and alcohol contracts. • Residents have no gap in provision 	<ul style="list-style-type: none"> • The changes highlight the end of the previous contracts which residents were not consulted on • Residents are further dissatisfied regarding the lack of communication on changes to tri-borough services.
<p>No contract variation with no restructure of core services</p>	<ul style="list-style-type: none"> • Initial full-service cost saving. • DAWS could continue some groupwork from the core funding however this would be minimal and focus only on readiness for detox and rehab 	<ul style="list-style-type: none"> • Disruption to service leading to residents not being supported, leading to further ill health and decline. • Not cost effective long term, pressure on other local services, and long terms pressure on health and social support services. • Potential loss of staff through redundancy • Confusion over service provision across the three boroughs as bi-borough will continue to run the service from the core tri-borough contract but H&F will not have these functions <p>Primary Care Risks</p> <ul style="list-style-type: none"> • Some GPs may not continue to prescribe without psychosocial support from specialist services • Patients engaged with GPS cease being reported as in treatment to PHE and thus the numbers of patients in treatment in the borough will fall by approx. 133. This will have a knock on to the opiate treatment penetration rate as measured by PHE which is currently good but will become poor. <p>Groupwork \Risks</p> <ul style="list-style-type: none"> • other group work will likely cease including the main full-time abstinence programme. In 2017-2018 26 borough residents used this programme. The ending of this

		<p>programme represents a significant loss for the treatment system in terms of the support and outcomes achieved</p> <ul style="list-style-type: none"> • This could increase detox and rehab placements if service users relapse without this service • Each service user requiring funded detox and rehab treatment represents a cost of thousands of pounds
No contract variation with restructure of DAWS	<ul style="list-style-type: none"> • Initial cost saving 	<ul style="list-style-type: none"> • Possible resident dissatisfaction regarding provision being taken away from some service areas

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 Neale on katia.neale@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 1 APRIL 2019 AND AT FUTURE CABINET MEETINGS UNTIL JUNE 2019

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 Neale on 020 8753 2368 or by e-mail to katia.neale@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 2018/19

Leader:	Councillor Stephen Cowan
Deputy Leader:	Councillor Sue Fennimore
Cabinet Member for the Environment:	Councillor Wesley Harcourt
Cabinet Member for Housing:	Councillor Lisa Homan
Cabinet Member for the Economy and the Arts:	Councillor Andrew Jones
Cabinet Member for Health and Adult Social Care:	Councillor Ben Coleman
Cabinet Member for Children and Education:	Councillor Larry Culhane
Cabinet Member for Finance and Commercial Services:	Councillor Max Schmid
Cabinet Member for Public Services Reform:	Councillor Adam Connell
Cabinet Member for Strategy:	Councillor Sue Macmillan

Key Decisions List No. 76 (published 1 March 2019)

KEY DECISIONS LIST - CABINET ON 1 APRIL 2019

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	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)
1 April 2019				
Cabinet	1 Apr 2019	<p>WHITE CITY ESTATE SUSTAINABLE URBAN DRAINAGE & STREETSCAPE IMPROVEMENT SCHEME ON THE PUBLIC HIGHWAY</p> <p>The Council's is looking to retrofit sustainable urban drainage in the White City Estate. This report seeks approval for the public highway element of the project.</p> <p>The project is led by Highways and will build on existing successful Sustainable urban Drainage Systems and urban greening schemes within the borough, to retrofit green infrastructure into the highway to create replicable residential streets for the future.</p> <p>The scheme has multiple small projects, but with recurring elements, such as permeable parking bays, allowing water to soak into the ground rather than to the sewer (reducing the risk of sewer flooding further down the catchment).</p>	<p>Cabinet Member for the Environment</p> <hr/> <p>Ward(s): Wormholt and White City</p> <hr/> <p>Contact officer: Michael Masella michael.masell@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>
	Reason: Expenditure more than £100,000			

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	1 Apr 2019	Corporate Revenue Monitor 2018-19 Month 9 - Dec 2018 forecast of spend v budget	Cabinet Member for Finance and Commercial 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	1 Apr 2019	Drug and Alcohol Wellbeing service contract extension and variation; and The Alcohol Service Contract Extension Proposal to vary the current Drug and Alcohol Wellbeing Service contract to add elements of groupwork and primary care support. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Health and Adult Social Care	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	1 Apr 2019	Agreement for direct award of contracts for the provision of day services for older people To direct award contracts to ensure continuity of day service provision for older people who have been assessed as eligible for support from Adult Social Care.	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
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
				considered.
Cabinet	1 Apr 2019 Reason: Expenditure more than £100,000	LAND ADJACENT to No. 245 BECHTEL HOUSE, HAMMERSMITH ROAD, W6 – SECTION 278 HIGHWAY IMPROVEMENT WORKS & SECTION 38 HIGHWAY WORKS Section 278 highway improvement works outside no. 245 Bechtel House, Hammersmith Road.	Cabinet Member for the Environment Ward(s): Hammersmith Broadway Contact officer: Solomon Castillo solomon.castillo@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.
29 April 2019				
Cabinet	29 Apr 2019 Reason: Expenditure more than £100,000	Ultra-Low Emission Vehicle Last-Mile Freight Hub Provision of a 'Freight Hub' facility to serve Council departments and businesses and help to reduce traffic and congestion in Hammersmith.	Cabinet Member for the Environment Ward(s): Hammersmith Broadway Contact officer: Hinesh Mehta Hinesh.Mehta@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	29 Apr 2019 Reason: Expenditure more than £100,000	Grove Neighbourhood Council - 7 Bradmore Park Road W6 0DT Grove Neighbourhood Council has approached the Council to acquire the Freehold of the property which they currently occupy under a 99 year lease from 20th January 1983 on a full repairing and insuring basis at a "peppercorn rent". 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	Cabinet Member for Finance and Commercial Services Ward(s): Ravenscourt Park Contact officer: Ade Sule, Nigel Brown Tel: 0208 753 2850, Tel: 020 8753 2835 ade.sule@lbhf.gov.uk, Nigel.Brown@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		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	29 Apr 2019 Reason: Expenditure more than £100,000	CARNWATH ROAD / THAMES PATH IMPROVEMENT SCHEME This report seeks cabinet approval to implement the Thames Path Improvement Scheme on Carnwath Road from Broomhouse Dock, to Whiffin Wharf, and approval to spend the estimated cost of the works. Two separate agreements fund the cost of the works. Tideway through a Sec106 and a sec278 agreement. This is in line with the council's commitment to being ruthlessly financially efficient due to the cost being footed by a developer rather than the council's purse.	Cabinet Member for the Environment Ward(s): Sands End Contact officer: Michael Masella michael.masell@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	29 Apr 2019 Reason: Income more than £100,000	Geographical Information Systems (GIS) Software Renewal The reprocurement and implementation of the GIS software solution across the three boroughs. There is currently a joint Enterprise Licence Agreement (ELA) in place with ESRI UK Limited that finishes at the end of September 2019.	Councillor Max Schmid Ward(s): All Wards Contact officer: Geoff Hay Tel: 0208 753 4223 geoff.hay@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	29 Apr 2019 Reason: Expenditure more than £100,000	EdCity Development This report seeks Cabinet authority to support the principles of the development and contracting arrangements. Support for proposals to share in planning costs. Support for the YouthZone arrangements and funding. PART OPEN PART PRIVATE	Cabinet Member for the Economy and the Arts Ward(s): Wormholt and White City Contact officer: Jacquie Agyemang-Johnson, David Burns Tel: 020 8753 6090, Jacquie.Agyemang-	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)
		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.	Johnson@lbhf.gov.uk, David.Burns@lbhf.gov.uk	considered.
Cabinet	29 Apr 2019 Reason: Expenditure more than £100,000	Highway Maintenance Work Programme 2019/20 Reports seeks approval for the planned highway maintenance work programme for 2019/20.	Cabinet Member for the Environment Ward(s): All Wards Contact officer: Arif Mahmud Tel: 020 7341 5237 arif.mahmud@rbkc.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	29 Apr 2019 Reason: Affects 2 or more wards	School Organisation Strategy 2019 School Organisation Strategy 2019 submitted for approval	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Christine Edwards Tel: 020 8753 5179 christine.edwards@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	29 Apr 2019 Reason: Expenditure more than £100,000	White City Estate Area - proposed development plans This report sets out the council's ambitions to: - consult with local residents around the proposed redevelopment of the White City Area (non-residential land) - procure and appoint a design team	Cabinet Member for the Economy and the Arts Ward(s): Wormholt and White City Contact officer: Ayesha Ovaisi Tel: 020 8753 5584 Ayesha.Ovaisi@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		<p>- commence legal due diligence to CPO a site on the 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>		papers to be considered.
Cabinet	29 Apr 2019 Reason: Expenditure more than £100,000	<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>	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Nigel Brown, David Burns Tel: 020 8753 2835, Nigel.Brown@lbhf.gov.uk, David.Burns@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	29 Apr 2019 Reason: Expenditure more than £100,000	<p>Rough Sleeper Supported Accommodation Procurement Strategy</p> <p>Various supported housing contracts are expiring in 2020; a procurement strategy is required to ensure new services deliver better outcomes for residents and better value for money.</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</p>	Cabinet Member for Housing Ward(s): All Wards Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		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	29 Apr 2019 Reason: Expenditure more than £100,000	<p>Counters Creek Flood Alleviation Scheme</p> <p>This report seeks cabinet approval to implement the Counters Creek Flood Alleviation Scheme on various roads in the Borough, and approval to spend the estimated cost of the works.</p> <p>An funding agreement with Thames Water will be signed to fund the full cost of the works. This is in line with the council's commitment to being ruthlessly financially efficient due to the cost being footed by a developer rather than the council's purse.</p>	<p>Cabinet Member for the Environment</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Michael Masella michael.masell@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	29 Apr 2019 Reason: Expenditure more than £100,000	<p>Family Assessment Service - Contract Variation</p> <p>Hammersmith & Fulham's Family Assessment Service (FAS) is currently provided via a block contract with Tavistock and Portman NHS Foundation Trust from 1st January 2016 to 31st December 2020 at an annual contract cost of £549,992. LBHF and WCC currently pay 50% each of that annual value, at £274,996 p.a.</p> <p>However LBHF's ongoing activity levels for this service have proven to be higher, at 70% usage for H&F vs 30% usage for WCC over the initial three years of the contract. This report therefore seeks Cabinet approval for variation of the contract to allow</p>	<p>Cabinet Member for Children and Education</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Craig Holden Tel: 07850 541 477 Craig.Holden@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)
		LBHF to assume responsibility for funding 65% of the remaining two years of the provision. If approved the current annual contract cost of £549,992 would be varied by £82,499 p.a., to a contribution of £357,495 for LBHF and £192,497 for WCC, at a total contract cost to LBHF of £714,990 for the remaining two years of the contract, if the full contract period is utilised.		
Cabinet	29 Apr 2019 Reason: Expenditure more than £100,000	Capital Letters Decision to Approve to sign legal agreements and contracts with Capital Letters. A London Councils Sponsored Company to Centralise the Procurement of Temporary and Private Sector Accommodation from Private Landlords.	Cabinet Member for Housing Ward(s): All Wards Contact officer: Nicky Pooni Tel: 020 8753 2495/1241 Nicky.Pooni@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	29 Apr 2019 Reason: Expenditure more than £100,000	Preparations for a long term housing repairs model Authorisation to set up a project to design and deliver the long term housing repairs model that will replace the interim model in July 2020. This requires a project budget and authorisation to procure consultant support via a competitive tender. 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	Cabinet Member for Housing Ward(s): All Wards Contact officer: David McNulty David.McNulty@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
3 June 2019				
Cabinet	<p>3 Jun 2019</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p>Offsite Records Storage Service</p> <p>Offsite Records Storage Service, for the secure storage of documents and records in a physical format including paper, microfilms, microfiche and some objects. This will also include retrieval services with the capability of doing scan on demand as well as a bulk scanning service and secure destruction of records as requested.</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 and Commercial Services</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Anthea Ferguson, Edward Crow Tel: 02087536641, Anthea.Ferguson@lbhf.gov.uk, Edward.Crow@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>