

Cabinet

Agenda

MONDAY
4 NOVEMBER 2019
7.00 pm

MEETING ROOM 2
SECOND FLOOR
3 SHORTLANDS
LONDON W6 8DA

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
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
24 October 2019

If you require further information relating to this agenda please contact:
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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 **7 to 9** 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



Shortlands

3 Shortlands,
Hammersmith,
London W6 8DA

-  **Closest Underground Station**
Hammersmith
-  **Closest Bus Stop**
Latymer Court (Stop G)

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on item numbers **4 – 9** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Kayode Adewumi at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday 30 October 2019.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Tuesday 5 November 2019**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Friday 8 November 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 **Friday 8 November 2019**.

Cabinet Agenda

4 November 2019

<u>Item</u>		<u>Pages</u>
1.	MINUTES OF THE CABINET MEETING HELD ON 7 OCTOBER 2019	6 - 19
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 2019/20 MONTH 4 31 JULY 2019	20 - 57
5.	TFL FUNDED TRANSPORT LOCAL IMPLEMENTATION PLAN ANNUAL SPENDING SUBMISSION 2020/21	58 - 73

6. **APPROVAL TO WAIVE THE COUNCIL'S CONTRACT STANDING ORDERS AND TO DIRECTLY AWARD A CONTRACT TO ACTION ON DISABILITY FOR THE PROVISION OF AN INDEPENDENT LIVING DIRECT PAYMENT SUPPORT SERVICE FOR HAMMERSMITH & FULHAM RESIDENTS** 74 - 94

7. **PROCUREMENT STRATEGY FOR THE REPROCUREMENT OF MOSAIC** 95 - 108

This report has two appendices which contain information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and are not for publication. The appendices have 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. **MAJOR REFURBISHMENT OF SIX BLOCKS AT SULIVAN COURT SW6: 13-24 (BLOCK C); 25-44 (BLOCK D); 45-64 (BLOCK E); 65-84 (BLOCK F); 85-104 (BLOCK G); AND 372-443 (BLOCK L)** 109 - 120

This report has two appendices which contain information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and are not for publication. The appendices have therefore been circulated to Cabinet Members only.

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9. **IMPROVING MENTAL HEALTH SERVICES FOR CHILDREN AND ADOLESCENTS IN HAMMERSMITH & FULHAM** 121 - 135

This report has one 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.

10. FORWARD PLAN OF KEY DECISIONS

136 - 147

11. 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.

Agenda Item 1

London Borough of Hammersmith & Fulham

Cabinet Minutes



Monday 7 October 2019

PRESENT

Councillor Stephen Cowan, Leader of the Council
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
Councillor Lisa Homan, Cabinet Member for Housing
Councillor Max Schmid, Cabinet Member for Finance and Commercial Services

ALSO PRESENT

Councillor Adronie Alford
Councillor Rory Vaughan

46. MINUTES OF THE CABINET MEETING HELD ON 2 SEPTEMBER 2019

RESOLVED:

That the minutes of the meeting of the Cabinet held on 2 September 2019 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

47. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Sue Fennimore and Councillor Sue MacMillan.

48. DECLARATION OF INTERESTS

There were no declarations of interest.

49. APPROVAL TO ESTABLISH 5 FIRST STAGE ROLL OUT WARD ACTION GROUPS

The Leader congratulated Councillor MacMillan on her amazing work creating the Ward Action Groups. Their aim was to empower residents to improve their own communities, created community engagement and were expected to build trust with local people.

RESOLVED:

To approve that the further roll outs for three out of five Ward Action Group roll outs) be funded from the existing approved budget of £45,000.

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.

50. DEVELOPING OUR RELATIONSHIP WITH THE VOLUNTARY AND COMMUNITY SECTOR

RESOLVED:

1. That the Cabinet agrees with the ambition statement set out in Appendix 1.
2. That the Cabinet instructs officers to seek an initial response from the sector and work together to co-produce a shared vision that ensures we jointly deliver council priorities:
 - Building shared prosperity
 - Doing things with residents not to them
 - Taking pride in Hammersmith & Fulham
 - Creating a compassionate council
 - Bring ruthlessly financially efficient

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.

51. CORPORATE REVENUE MONITOR 2019/20 MONTH 3 - 30 JUNE 2019

RESOLVED:

1. To note that Directors and Cabinet Members continue to identify and deliver actions that offset the forecast General Fund overspend.
2. To note the HRA forecast overspend.
3. To approve the virements requested in Appendix 10.
4. To note the MTFS Monitor and forecast shortfalls against targets in Appendix 10.

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.

52. CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2019/20 (FIRST QUARTER)

RESOLVED:

1. To approve the proposed budget variations to the capital programme totalling £20.5m (summarised in Table 1 and detailed in Appendix 2).
2. To approve an additional £511,000 budget for the Disabled Facilities Grant programme and Adults Social Care capital programme funded from the grant of £0.38m and borrowing of £0.13m. The decision on how the Adult Social Care grant is spent is delegated to the Strategic Director of Adult Social Care and Public Service Reform in consultation with the Strategic Director of Finance and Governance and the Cabinet Member for Health and Adult Social Care and Cabinet Member for Finance and Commercial Services.
3. To note the issues regarding General Fund Capital Programme described in sections 5 and 6 of the report.

4. To establish a disposals programme that will enable reserves to be maintained and reduce reliance on additional borrowing.
5. To note the potential new capital receipt of £0.7m for 2019/20 and that this be set aside to fund invest to save and IT investment.
6. To note the potential risks regarding the Housing Capital Programme, as summarised in section 8.

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.

53. ENGINEERING AND MOTOR INSURANCE TENDER STRATEGY FOR 2020-25

RESOLVED:

1. To approve a waiver to Contract Standing Orders 7 – 10 and 11 – 16 concerning the conduct of the tendering process, on the basis that the process will be conducted in accordance with the EU public procurement rules and otherwise the requirements of the Contract Standing Orders of the RB of Kensington & Chelsea as lead borough for the procurement will apply, on the basis that that this is in the overall interests of the Council (as provided for within Contract Standing Order 3) in relation to the following two contracts:
 - Engineering inspection.
 - Motor insurance.
2. To approve the proposed procurement strategy for tendering the Council's engineering inspection services and motor insurance requirements set out in the report.
3. To approve the inviting of tenders on a collaborative basis for the following LBHF insurance requirements:
 - Engineering inspection.
 - Motor insurance.

4. To approve a delegation to the Strategic Director of Finance and Governance, in consultation with the Cabinet Member for Finance and Commercial Services, to approve the award of the contracts listed in paragraph 2.3 above.
5. To approve a waiver of the requirements of Contract Standing Order 19 concerning the format of the contract documents and the requirement for the contract to be executed as a deed, on the basis that there are circumstances which are genuinely exceptional (as provided for within Contract Standing Order 3) as further explained in paragraph 4.11 of the report.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

54. PROCUREMENT STRATEGY TO COMMISSION AN EXTERNAL TRAINING VENUE FOR PARTNERS IN PRACTICE PROGRAMME

RESOLVED:

That in accordance with the Council's Contracts Standing Orders, Cabinet:

- 1 Approves the Business Case and Procurement Strategy as set out at appendix A of this report.
- 2 Approves the Council entering into an inter-authority agreement with RBKC as the lead borough hosting the Centre for Systemic Social Work (CfSSW).
- 3 Approves a waiver of the usual requirements of Contract Standing Orders 10 to 17 in relation to any Centre for Systemic Social Work services¹ (including the training venue) provided to Hammersmith & Fulham by RBKC accordingly, on the basis that a legislative exemption applies.
- 4 Delegates authority to the Director of Children's Services in consultation with the Cabinet Member for Children and Education, following the

¹ Those services will include staff to deliver the training, and the provision of a venue for the training to take place by way of RBKC directly awarding a contract to the National Council for Voluntary Organisations (NCVO) for the current 2019/20 financial year and on completion of the procurement exercise, a new contract from 2020/21 onwards to the successful provider

procurement exercise and prior to the award of a new contract for venue hire, to agree continued commitment to the service with RBKC and at annual intervals thereafter subject to best value and budget provision from course fee and DfE grant availability.

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.

55. APPROVAL OF PROCUREMENT STRATEGY AND PAYMENTS TO THE WEST LONDON ALLIANCE FOR USE OF AND CONTINUED ACCESS TO DYNAMIC PURCHASING VEHICLES FOR CHILDREN'S SOCIAL CARE AND SUPPORT SERVICES

RESOLVED:

- 1 That Cabinet notes and approve the adoption of the Procurement Strategy and Business Case at Appendix 1 to allow the Council to enter into the following three Access Agreements:
 - i) With the London Borough of Barnet for the provision of Independent Fostering Agency placements through a Dynamic Purchasing Vehicle from April 2018 for three years, with three options to extend the term, each option being of one further year
 - ii) With the London Borough of Ealing for the provision of Children's Residential Home placements through a Dynamic Purchasing Vehicle from July 2018 for three years, with three options to extend the term, each option being of one further year
 - iii) With the London Borough of Brent for the provision of Special Educational Needs placements at Independent and Non-Maintained Special Schools through a Dynamic Purchasing Vehicle from October 2018 for three years, with three options to extend the term, each option being of one further year.
- 2 That Cabinet approves payment of £162,000 to the West London Alliance, this sum representing the Council's contribution to the operation of the three Dynamic Purchasing Vehicles in financial years 2018/19 and 2019/20, during which time the Council benefitted from being allowed to access the three Dynamic Purchasing Vehicles.

- 3 That Cabinet agrees that a payment of approximately £82,500 in 2020/21 to the West London Alliance to allow the Council to access the three Dynamic Purchasing Vehicles during that financial year. Costs for 2020/21 have not yet been agreed and so this is an estimate based on the previous 2 years.
- 4 That in the event any or all of the options to extend the three Dynamic Purchasing Vehicles are exercised that Cabinet agrees to delegate the decisions for the Council to continue to access any or all of the three Dynamic Purchasing Vehicles in 2021/22, 2022/23 and 2023/24, with a total consequential spend of approximately £247,500, to the Director of Children's Services in consultation with the Cabinet Member for Children and Education.

PROGRAMMES	CONTRIBUTION PER BOROUGH FOR FY 2018/19	CONTRIBUTION PER BOROUGH FOR FY 2019/20
Commercial Procurement &	£15,000	£12,000
Children's Commissioning	£44,500	£44,500
Care Place	£23,000	£23,000
Total	£82,500	£79,500

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.

56. ANNUAL EMERGENCY PLANNING & BUSINESS CONTINUITY REPORT

RESOLVED:

That Cabinet notes the report and the work plan for 2019-2020.

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.

57. APPROVAL TO MAXIMISE EMPLOYMENT AND SKILLS SUPPORT AND FUNDING (STRATEGIC INVESTMENT POT GRANT FUNDING)

RESOLVED:

1. To approve the entering into of a Memorandum of Understanding (MoU) with Ealing council in relation to the receipt of Strategic Investment Pot (SIP) funding through the West London Alliance for the delivery of employment and skills activity for the total value of £448,000; and
2. To approve match funding from identified S106 funding as follows:
 - 2.1 £400,000 in relation to the SIP funding referred to in 1.1 in the report.
3. To approve the submission of a further grant application for SIP funding of approximately £500,000 (subject to available funds); and
 - 3.1 In the event that the second application for SIP funding is successful; delegate authority to enter into a Memorandum of Understanding (MoU) with Ealing Council in relation to the second application for SIP funding;
4. To delegate authority to the Assistant Director of Legal and Democratic Services, in consultation with the Cabinet Member for the Economy, to agree and finalise the MOU for any successful application for additional funding as referred to in 3.1 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.

58. EARLS COURT COMPULSORY PURCHASE ORDER STRATEGY

RESOLVED:

Councillor Jones stated that this report recommended to proceed with the next stage of the CPO Programme to implement the strategy for delivery of the Earl's Court scheme, due to the lack of activity on the site.

The Leader stated that the Council had taken the compulsory purchase order decision as Capco had left the site derelict for years. Although Capco had promised a range of improvements to the area including 7,500 new homes, most had failed to materialise leading to a breakdown in trust. The project had completely stalled over the last six years with only the demolition of the exhibition centres taking place.

The Leader stressed that when markets failed, the public sector must step in, and that was precisely what the Council was doing in order to deliver much-needed homes and economic activity on the site.

RESOLVED:

That Cabinet:

1. Notes and agrees the CPO strategy attached at Appendix 1, including the recommendations set out in section 11.5.
2. Agrees to proceed with the next stage of the CPO Programme based on Option 1 within the CPO Strategy and delegates authority to the Strategic Director for the Economy, in consultation with the Cabinet Member for the Economy, to undertake the necessary actions to progress the recommendations as set out in section 11.5.
3. Approves a budget of £360,000 for work described in Option 1 funded by the Corporate Demands and Pressures Reserve.
4. Approves a waiver to contract standing orders to directly appoint Avison Young to provide project management support.
5. Agrees to award a contract to Avison Young up to a value of £120,000 to provide project management support.
6. Agrees to delegate authority to the Strategic Director for the Economy, in consultation with the Cabinet Member for the Economy, to award contracts for specialist professional advice to progress resident consultation, initial master planning, viability, delivery structure, specialist legal and soft market testing work.

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.

59. REMAIN IN H&F - OUR RESPONSE TO BREXIT

Councillor Jones stated that the Council believed the UK leaving the EU would have negative impacts on many people who lived and worked in the borough. He wished to ensure that those impacts were reduced through mitigating actions and implementing the three recommendations on the report.

The Leader stressed that the Council had a clear mandate against Brexit as it was a regressive and socially divisive policy that would have a negative impact on the majority of the borough's residents. The Council was the first in the country to formally oppose Brexit and take mitigating actions.

RESOLVED:

1. That Cabinet agrees the adoption of the following policy statement: *H&F Council is opposed to Brexit and will do everything in its power to promote the benefits of the UK remaining in the European Union and to seek a People's Vote on any Brexit deal, with an option to remain. We will continue to take positive action to ensure that all EU citizens feel welcome in Hammersmith & Fulham and do all we can to encourage them to remain in our borough.*
2. That the Leader appoints a Lead Member for Stopping Brexit.
3. That in the event that the UK leaves the EU, H&F Council will do everything it reasonably can to mitigate the risks of negative impacts on EU citizens living and working in the borough, and on Hammersmith & Fulham residents and businesses in the borough.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

60. PROCURING AND DELIVERING A LONG-TERM REPAIRS AND MAINTENANCE MODEL FOR HAMMERSMITH AND FULHAM

Councillor Homan stated that this report was one of a series of reports presented to Cabinet over the course of 2019 that collectively formed the Councils' overall programme to invest in and improve resident homes. The report had been discussed at The Economy, Housing and the Arts Policy and Accountability Committee with significant residents' involvement.

Councillor Rory Vaughan reported that they had called an extraordinary Economy, Housing and the Arts Policy and Accountability Committee on 1 October to give an opportunity to residents to comment on it. He urged Cabinet to note the recommendations given by the Committee.

The Leader asked Cabinet to agree to add a further recommendation to the report to note the comments made by The Economy, Housing and the Arts Policy and Accountability Committee, which the Cabinet agreed unanimously.

RESOLVED:

That Cabinet:

- 1 Approves the Procurement Strategy and Business Case for the Council's long-term housing repairs and maintenance requirements as set out in Appendices 1 and 2. The Council will undertake a competitive procedure with negotiation (CPN).
- 2 Delegates authority to the Strategic Director for The Economy, in consultation with the Cabinet Member for Housing, to award all contracts procured in accordance with the Procurement Strategy and Business Case at Appendices 1 and 2, where these are procured either:
 - Through a full competitive process or, in extremis;
 - From third party framework agreements either through direct call-off or after mini-competition in accordance with the terms of the framework
- 3 Approves the budget allocation of up to £827,000 from the Transformation Reserve set out in paragraph 4.13 for the provision of specialist services, to include but not limited to procurement and commercial, IT systems, legal, programme management and Quantity Surveyors throughout the programme.
- 4 Delegates authority to the Strategic Director for The Economy, in consultation with the Cabinet Member for Housing, to award contracts for the provision of services within the budget agreed for the Transformation Reserve.

- 5 Approves a waiver, in relation to the decision to appoint support services as set out in paragraph 2.3 of the usual requirements of Contract Standing Orders for the Cabinet to approve a Procurement Strategy on the grounds this is in the Council's overall interests.
- 6 Delegates authority to the Strategic Director for The Economy, in consultation with the Cabinet Member for Housing, to amend or make changes to the proposed packaging of services in Exempt Appendix 2 for operational reasons, where such amendments can be contained within the overall approved budget envelope and available resources.
- 7 Approves the extension of the interim model and associated contracts until the end of July 2020. The associated contracts to be extended are set out in Exempt Appendix 4.
- 8 Approves an additional one-off appropriation from the Housing Revenue Account General Reserve of up to £1.025m to fund the three-month extension of the interim model.
9. Notes the following comments to Cabinet agreed by The Economy, Housing and the Arts Policy and Accountability Committee on an extraordinary meeting held on 1 October to consider this item:
 - The Committee welcomed the Interim Service Model which had been introduced, which they felt was an improvement on the previous MITIE arrangements. However, the Committee acknowledged it was still early days and they noted that some tenants and residents who had attended the meeting had been nervous about how the longer-term model would work given that the interim arrangements had only been in place for a short time. However, there was evidence service improvements had been made.
 - The Committee agreed the Interim Service Model had enabled good resident involvement to date through working parties, which the Committee expected would continue.
 - The Committee were encouraged that data on first time repairs showed this was on target. The Committee confirmed that, going forward, it would want to monitor the quality of works, as well as overall resident satisfaction levels.
 - The Committee hoped the Authority would continue to work with residents to provide a strong oversight of the repairs and maintenance service through resident working groups and future Policy and Accountability Committee (PAC) meetings.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

61. PROCUREMENT STRATEGY AND BUSINESS CASE IN RELATION TO THE RECOMMISSION OF STATUTORY ADULT ADVOCACY SERVICES

RESOLVED:

Cabinet approves:

1. The Business case and Procurement Strategy at Appendix 2 for the commissioning of statutory adult advocacy services to start on 1 April 2020 for a duration of three years with an option to extend for a further two-year period.
2. That a partnership model be tendered in which a lead provider would act as the front door for all advocacy services and take responsibility for the contract monitoring and quality assurance of partners. This is in order to give consideration to social value and improving the local social infrastructure.
3. To delegate the decision to extend the contract beyond the initial period to the Strategic Director of Social Care in consultation with the Cabinet Member for Health and Adult Social Care.

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.

62. STRATEGY AND OPTIONS FOR PROCURING THE WASTE, RECYCLING AND STREET CLEANSING CONTRACT

RESOLVED:

1. That Cabinet delegates to the Strategic Director of Environment, in consultation with the Cabinet Member for the Environment, the decision to either extend the existing Waste, Recycling and Street Cleansing Contract or to procure a new contract.
2. That Cabinet commits council reserves to fund the options proposed in this report. The funds required are set out in the exempt appendix.

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.

63. FORWARD PLAN OF KEY DECISIONS

The Key Decision List was noted.


64. ANY OTHER BUSINESS

None.

Meeting started: 7.00 pm
Meeting ended: 7.25 pm

Chair

Agenda Item 4

<p>London Borough of Hammersmith & Fulham CABINET 4 NOVEMBER 2019</p>	 <p>h&f hammersmith & fulham</p>
<p>CORPORATE REVENUE MONITOR 2019/20 MONTH 4 31 JULY 2019</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 of Finance & Governance</p>	
<p>Report Author: Emily Hill, Assistant Director, Finance</p>	<p>Contact Details: Tel: 020 8753 3145 Emily.Hill@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The H&F vision includes being ruthlessly financially efficient. We need to always confirm that spend fits our Council's priorities; challenge how much needs to be spent; and achieve results within agreed budgets. Finance is everyone's business and every penny counts.
- 1.2. 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 is produced as part of the Council's 2019/20 budgetary control cycle.
- 1.3. The General Fund forecast outturn is an overspend of **£10.262m**.
- 1.4. Action plans of **£2.034m** are proposed as partial mitigation against the forecast overspend. If delivered the forecast net overspend will reduce to **£8.228m**. Directors and Cabinet Members must continue to take actions that improve the forecast outturn.
- 1.5. The High Needs Block and Early Years Block, funded through Dedicated Schools Grant (DSG), was overspent by a cumulative £13.6m at the close of 2018/19. A

further overspend of £5.1m is forecast for 2019/20. This will increase the total deficit to £18.7m. Work is underway to address this overspend although the latest forecast indicates that the cumulative deficit will be approaching £30m by the end of 2022/23. Councils are lobbying nationally to address acute government underfunding of this area and the recent Spending Round 2019 announcement included £700m, starting in 2020/21, to support children and young people with **special educational needs**. The basis of the grant distribution has yet to be confirmed but any extra funding for Hammersmith and Fulham may provide partial mitigation against the underlying future deficit.

- 1.6. The 2019/20 budget recognised 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. Robust action needs to be taken now to understand and manage the additional current pressures.
- 1.7. The HRA forecast outturn is an unfavourable variance of **£3.655m**.

2. RECOMMENDATIONS

- 2.1. That Directors and Cabinet members continue to identify and deliver actions that offset the forecast General Fund overspend.
- 2.2. To note the Dedicated Schools Grant forecast overspend and cumulative overspend.
- 2.3. To note the HRA forecast overspend.

3. REASONS FOR DECISION

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

4. GENERAL FUND

4.1. The forecast month 4 overspend is **£10.262m** with risks of £6.863m identified.

Table 1: 2019/20 General Fund gross forecast outturn variance

Department	Revised budget £m	Forecast outturn variance month 4 £m	Forecast outturn variance month 3 £m	Direction of travel
Children's Services	43.666	4.774	4.003	↓
The Economy Department	8.369	0.355	0.316	↓
The Environment Department	66.718	2.316	2.520	↑
Controlled Parking Account	(28.538)	(1.240)	(1.018)	↑
Finance & Governance	1.383	1.469	1.661	↑
Public Service Reform	10.731	3.665	3.491	↓
Social Care	52.902	2.105	2.376	↑
Centrally Managed Budgets	17.594	(0.630)	(0.300)	↑
Total	172.825	12.814	13.049	
Balance of unapplied unallocated contingency	0.000	(2.552)	(2.552)	↔
TOTAL	172.825	10.262	10.497	

4.2. Recruitment controls have been refreshed with the Resource Management Board providing a strong grip on recruitment and staff and agency spend which should reduce in year spending on staffing costs.

5. HOUSING REVENUE ACCOUNT

The Housing Revenue Account is currently forecasting an overspent outturn variance of £3.655m at month 4 (Appendix 8).

Housing Revenue Account	£m
Balance as at 31 March 2019	(11.890)
Less: Budgeted contribution / (appropriation) from balances	4.369
Less: Forecast overspent outturn variance	3.655
Projected balance as at 31st March 2020	(3.866)

6. DEDICATED SCHOOLS GRANT (DSG)

6.1. Dedicated schools grant (DSG) is paid in support of local authority schools' budgets, being the main source of income for the schools. In common with other London Boroughs, the High Needs Block element has come under increased

pressure in supporting children with special educational needs and spend is significantly higher than the funding provided by central government. The cumulative total DSG deficit balance carried forward to 2019/20 was £13.6m with an additional £5.1m deficit now forecast in 2019/20.

- 6.2. The £18.7 million forecast cumulative deficit represents spending more money than grant available and will impact on future school and Council resources.
- 6.3. The Education and Schools Funding Agency now expect local authorities to prepare deficit recovery plans however given the scale of the challenge, the Council has set aside an earmarked reserve equivalent in value to the DSG deficit in 2018/19. The DSG deficit reserve is used to cover the potential overspend and based on the current in-year forecast may need to be increased during the year by £5.1m, this will be reviewed during the year.
- 6.4. A programme of work is underway to reduce the underlying overspend but it will be several years before the deficit stops increasing. The latest forecast is that the cumulative deficit will be approaching £30m by the end of 2022/23.

Table 4: Dedicated Schools Grant

	£m
DSG deficit brought forward from prior years	13.616
In-year forecast deficit	5.118
Forecast deficit at end of 2019/20 financial year	18.734

7. VIREMENTS & WRITE OFF REQUESTS

- 7.1. There are no virement requests.

8. CONSULTATION

- 8.1. All departments.

9. EQUALITY IMPLICATIONS

- 9.1. 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.
- 9.2. If 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.
- 9.3. Implications completed by Fawad Bhatti, Social Inclusion Policy Manager, tel. 07500 103617.

10. LEGAL IMPLICATIONS

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

11. FINANCIAL IMPLICATIONS

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

12. IMPLICATIONS FOR BUSINESS

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

13. COMMERCIAL IMPLICATIONS

- 13.1. The report seeks the approval of strategies developed to bring any staffing overspends in line with allocated budgets.
- 13.2. There are no procurement implications. Commercially, these strategies will have a positive impact on the Council's budgets and spending.
- 13.3. Implications completed by: Andra Ulianov, Procurement Consultant, tel. 020 8753 2284.

14. IT STRATEGY IMPLICATIONS

- 14.1. There are no IT implications for this report.
- 14.2. Implications verified/completed by Veronica Barella, Chief Information officer, tel. 020 8753 2927.

15. RISK MANAGEMENT

- 15.1. 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.
- 15.2. 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 of 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.

- 15.3. 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.
- 15.4. 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 referenced in appendix 10.
- 15.5. 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.
 - Achievement of resulting challenging savings targets.
 - Brexit and the state of the UK economy.
 - Commissioning and Procurement outcomes.
 - 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.

- 15.6. 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
Appendix 1a	Dedicated Schools Grant
Appendix 2	The Economy Department
Appendix 3	The Environment Department
Appendix 3a	Controlled Parking Account
Appendix 4	Finance & Governance
Appendix 5	Public Service Reform (PSR)
Appendix 5a	PSR – Corporate Services
Appendix 6	Social Care
Appendix 7	Centrally Managed Budgets
Appendix 8	Housing Revenue Account

APPENDIX 1: CHILDREN'S SERVICES
BUDGET REVENUE MONITORING REPORT MONTH 4

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 4	Variance Month 3
	£000	£000	£000
Family Services	30,454	2,918	2,329
Special Educational Needs and Disabilities	8,380	1,941	1,763
Education	1,190	(63)	(63)
Assets, Operations & Planning	3,642	(22)	(26)
School Funding	0	0	0
TOTAL	43,666	4,774	4,003

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Family Services		
<p>Family Services Social Care Placements - The Family Services placement budgets received growth of £2.050m for 2019/20 and the service identified savings of £.</p> <p>Since the growth bid was prepared there has been significant growth in numbers above that modelled on previous trends. Looked after children (LAC) numbers have increased by 15 to 257, up from 242 in November 2018. This has led to an overspend of £2,329,000, £2,018,000 of which relates to the placements themselves and £311,000 relates to other associated costs such as travel and subsistence.</p> <p>The costs of under 18s in private or voluntary residential care are forecast to £3.7m which is £735,000 higher than the last year and represents the largest increase despite the FTE increase being just 3.7FTE. Under 18 Semi Independent costs have increased by £255,000 to £2m with FTEs up by 7.4.</p> <p>The total 2019/20 placements forecast is £13.2m of which 29% (£3.8m) is attributable to just 20 of the 506 cases. These are highly complex cases with 11 of the 20 expected to cost over £200,000 this year with weekly costs up to £6,400 per week.</p> <p>There has been an increase from last month of £579,000 due to £379,000 (8.7fte) of new placements, an increase in the contingency for secure remand placements, 4 steps ups and 8 weekly cost increases.</p> <p>2019/20 secure remand spend is expected to be over £400,000 compared to £102,000 in 2018/19 relating to costs for 10 individuals already this year compared to 9 in the whole of 2018/19.</p>	2,018	1,543
Client related non-placement costs		
Alongside the costs of a placement there are a number of	311	207

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
<p>additional costs including travel and subsistence and various statutory allowances. The forecasted client transport overspend is £327,000. There are 28 regular clients forecasted for the full financial year 2019/20. Regular review meeting between the transport team and the services across the directorate will be held in 2019/20 to monitor spend and usage.</p> <p>The increase from last month is due to a reclassification between placements and client related costs so the full £579,000 movement is explained above.</p>		
<p>The special project to take additional children has been Home Office grant and centrally funded (where costs exceed the grant) as it sits outside the usual remit of children's services. Growth was provided in the 2019/20 budget to fund the full net expenditure on DUBs. Since the growth bid was prepared and approved a further 5 Dubs children have been placed in the borough and a further 5 are expected to be placed in the next two months. However, due to large reductions in the placement costs for two of the highest cost placements, the 2019/20 budget is expected to cover all costs including the 10 additional placements and the associated staffing costs.</p>	0	0
<p>Contact and Assessment</p> <p>There is a projected staffing overspend of £165,000 which primarily relates to the usage of 10 agency staff. This includes cover for 3 social workers on maternity leave with the rest covering budgeted vacant posts whilst recruitment is taking place. Based on last year's maternity budget allocation we are only able to assume that 48% of the maternity costs will be corporately funded.</p> <p>The projected outturn variance has increased due to £20,000 spend relating to Victim Support.</p>	165	141
<p>Family Support and Child Protection (FSCP)</p> <p>Cabinet have approved a contract variation of £82,000, per annum, on the Multidisciplinary Family Assessment Service contract with the Tavistock and Portman NHS Foundation Trust. There are 2018/19 FSCP contract costs c.£70,000 which will be incurred in 2019/20 due to an error in the purchasing process. This overspend is included in the forecast. The service are carefully monitoring its usage of the Tavistock and Portman contract and monitor costs to ensure that the assessments are covered under the block contract rather than spot purchasing.</p> <p>There is a projected staffing overspend of c.£97,000 primarily due to the temporary usage of agency staff. There are 3 postholders on maternity leave with agency staff covering. We assume that 48% of the maternity costs will be funded corporately.</p>	333	333

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
<p>The service are currently recruiting to fill other vacant posts. The forecast assumes agency workers to the end of August 2019. There is a risk of not filling all vacant posts due to a low take-up rate. The service was unsuccessful in attracting applicants for Social Worker posts advertised previously. The successful candidates will be Social Care Workers progressing towards a Social Worker role. As Social Care Workers, they may not hold full caseloads, thus continuing the service's need to use agency workers. The service is exploring overseas recruitment as an option to fill vacancies.</p> <p>There is under 3 years nursery placement forecast c£50,000 which is unbudgeted.</p>		
<p>Contact Centre The service is experiencing an increase in the number of family supervision referrals both from within the directorate and directly from court orders. Based on the likely number of additional hours required, the service are employing 6 additional sessional workers. It is assumed that 2 of these workers will be required on a full-time basis with 4 workers being required for 20 hours a month. The forecast assumes that these 6 additional sessional workers will be fully utilised from September to the end of the financial year.</p>	84	94
<p>Other minor variances Minor variances are spread across services including a £61,000 underspend on fostering and adoption staffing and a £82,000 pressure cause by unbudgeted contracts relating to the Council's commitments as part of the West London Alliance (WLA). These are WLA Commercial and Procurement (NWOW) £15,000, Children's Commissioning Service £44,000 and Careplace £23,000.</p>	7	11
Total of Family Services	2,918	2,329
Special Educational Needs and Disabilities		
<p>Travel Care and Support In 2019/20 there has been a 12% increase in student numbers using SEN transport, compared to the same period last year. In addition, there has been a 20% increase in the destinations students are transported to. Journey times have increased, evidenced in the increase in average cost per trip in taxi transport. The current forecast includes part delivery of £170,000 of the 2019/20 savings initiatives totalling £260,000 but does not include additional demand growth over and above the current cohort of pupils using the service. Further opportunities to deliver savings are being explored to help mitigate the risk round delivery of 2019/20 savings.</p>	816	816
Education and Healthcare Planning (EHCP) -There is a	164	164

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
pressure of £164,000 due to the additional cost of 8 supernumerary agency staff required until the end of August 2019. The funding used to pay for the costs transferring children with existing statements to EHC plans was exhausted in 2018/19 causing the overspend against the established staffing budget. The service expect to return to establishment in September.		
<p>Children with Disability Placements (Short breaks and care packages) - There are 8 residential placements which the local authority pays in full or part funds with health. The LA contribution is £773,000.</p> <p>There are 71 care packages that the local authority part or fully pays for which total £755,000 and 94 direct payments recipients totalling £492,000.</p> <p>Overall short breaks and placements budget totals £1,883,000 against a projected net expenditure of £2,383,000 making a total overspend of £500,000.</p> <p>The £137,000 movement from CRM 3 is due to 15 new spot purchase care packages and £28,000 direct payment changes including 9 new ones.</p>	500	363
<p>The Haven Centre and Head of Short Breaks</p> <p>The income generated by The Haven has reduced due to one RBKC child moving out. An additional LBHF service user is now placed at The Haven. The overall impact is a forecast overspend of £311,000 against budget.</p> <p>There are also 71 spot purchased care packages referred to above that are fully or part funded by the local authority.</p> <p>This is partly offset by an underspend of £92,000 as the Head of Service post has been kept vacant. This budget is set to be reallocated within the service to fund a revised staffing structure and mitigate the overspend.</p>	204	213
<p>SEND Staffing Pressures</p> <p>Staffing pressures exist within the service due to 'vacancy factor' which was required to balance the required 'Moving On' structure to the funding available. However, holding vacancies at the level is not currently possible given the demand and pressures within the service. A post level budgeting exercise is nearing completion and a longer-term strategy to address the shortfall is being developed alongside the requirement to reduce the structure by 2021/22 due to time limited growth coming to an end.</p>	186	186
Other minor variances from across the service total £71,000 with the increase from CRM3 primarily due to revisions to the projections for project-based agency staff. A review of their	71	21

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
funding split between DSG and General Fund will inform any update to the month 5 forecast.		
Total of Special Educational Needs and Disabilities	1,941	1,763
Education Service		
A small underspend expected on the General Fund for the Education directorate partly due the Head of School Effectiveness post being covered by a part time consultant.	(63)	(63)
Total of Education	(63)	(63)
Assets, Operations & Planning		
A small underspend currently expected on the General Fund for Assets, Operations & Planning.	(22)	(26)
Total of Assets, Operations & Planning	(22)	(26)
TOTAL VARIANCE	4,774	4,003

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 4 £000	Risk At Month 3 £000
Tower Hamlets Judgement - the likely liability should all connected carers be paid carers fees for prior years possibly back to 2011 is estimated to be £2,100,000. Three families (6 children) have brought claims prior to 2018/19 via the same solicitors totalling £141,000. In addition, in 2018/19, two families (3 children) brought claims with costs of approximately £60,000. We continue to hold the risk.	2,100	2,100
Within Fostering and Adoption Placement budgets there is a 2019/20 savings target of £599,000 for 'Enhanced fostering/secure base'. There is a risk of this not being delivered in 2019/20 partly because the resource required to support the Head of Service in delivery is not in place and that the trained carers may not have LBHF children placed with them.	600	600
Placement savings through LAC and Family Assist must 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 and highly expensive cases meaning that LAC assist have to work with the young person for some time before they can be considered for step-down or non-residential placement. In addition to the contingency for net placement increase in year, there is a risk of further exceptional demand growth, particularly from high cost residential placements This	450	500

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

Risk Description	Risk At Month 4 £000	Risk At Month 3 £000
risk will decrease each month as new placements are built into the forecast.		
There is no longer a risk that application of high needs DSG to SEND staffing may need to reduce which would increase the overspend on the general fund (offset by a reduction on the high needs block overspend). A review of High Needs Block usage has been completed and this risk can now be removed. In addition to the current staffing overspend the service is faced with the loss of time limited growth of £290,000 in 2021/22. This will require the reduction of around 6 posts.	0	300
A recent review of the regulations that informs DSG budget allocations has meant central spend previously funded by DSG should be funded by either traded income, additional fees or General Fund. Charging an admin fee to other LAs 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 fully achieved.	396	396
TOTAL RISKS	3,546	3,896

Supplementary Monitoring Information

Travel Care and Support

Education and Healthcare Plans (EHCPs) have increased by 40% since 2017/18. The increase in children with a plan has in turn meant more children qualifying for a travel care plan.

Year	2014	2015	2016	2017	2018	2019
Numbers of Statements / EHCs	647	725	783	776	906	1,113
Percentage change		12%	8%	-1%	17%	23%

The budget for transport has increased at a much lower rate and even reduced due to MTFs savings for 2019/20.

Hammersmith and Fulham - SEN Tra	2017/18	2018/19	% increase	2019/20	% increase
EHCP's	776	906	17%	1113	23%
Number of students receiving transport*	175	247	41%	275	11%
Budget**	£2.490m	£2.761m	11%	£2.603m	-6%
Outturn	£2.591m	£3.176m	23%	£3.472m	9%
Difference from budget to outturn	£0.101m	£0.415m	15%	£0.869m	33%

Also driving up the costs are the number of single occupancy destinations which have increased by 19% since last year.

	May-18	May-19	Var
SEN students	247	279	12%
Destinations	56	67	20%
Single Occupancy destinations	31	37	19%

Family Services Placements

Table showing movement from 2018/19 outturn to the 2019/20 forecast. Under 18 Private and voluntary residential spend is set to increase by £735,000 and 3.7 FTEs. Secure Remand spend is expected to increase by £326,000.

Service Category	2018-19 outturn	2019-20 Forecast	Change between years	FTE for 2018-19	FTE for 2019-20	Change in FTE between years
P&V Residential U18	£2,971,906	£3,706,858	734,952	14.40	18.14	3.74
Secure Remand	£102,454	£428,456	326,002	1.27	2.89	1.62
Semi Independent U18's	£1,740,577	£1,996,019	255,441	30.25	37.66	7.41
Semi Independent (Block Contract)	£1,011,115	£1,151,390	140,276	73.00	82.00	9.00
P&V Fostering (Agency) U18's	£2,267,050	£2,390,852	123,802	44.72	49.79	5.08
Staying Put Grant	-£117,722		117,722			
Semi Independent Non Funded Asylum Seekers		£100,000	100,000			
Mother & Baby Residential	£215,859	£257,146	41,287	1.46	1.90	0.44
Secure Welfare	£0	£0	0			
SIL (Block) - Centrepont	£0		0	0.00		0.00
Youth Justice Board	-£112,372	-£112,372	0			
Residence Orders	£67,210	£66,477	-733	6.70	6.62	-0.08
Kinship	£329,742	£319,203	-10,538	27.30	30.48	3.18
Semi Independent 18+	£1,450,702	£1,438,982	-11,720	32.05	33.85	1.80
Health	-£180,618	-£201,263	-20,645			
Adoption	£381,190	£339,710	-41,480	30.42	31.23	0.81
Staying Put	£347,317	£301,910	-45,407	16.78	15.55	-1.23
SEN	-£243,544	-£295,704	-52,160			
Special Guardianship	£1,285,774	£1,182,135	-103,639	124.74	119.23	-5.50
Staying Put Grant & New Burdens		-£117,722	-117,722			
UASC Legacy & National Rate	-£1,031,506	-£1,179,772	-148,266			
In-House Fostering (0-18)	£1,938,084	£1,774,318	-163,766	74.16	71.03	-3.13
Leaving Care Legacy & National Rate	-£160,029	-£342,057	-182,029			
Total	£12,263,191	£13,204,568	941,377	477.24	500.37	23.12

**APPENDIX 1a: DEDICATED SCHOOLS GRANT
BUDGET REVENUE MONITORING REPORT MONTH 4**

Table 1 - Variance by Departmental Division			
Dedicated Schools Grant - Paid in support of the Local Authority's School Budget	Revised Budget	Variance Month 4	Variance Month 3
	£000	£000	£000
High Needs Block Expenditure	21,269	5,129	5,129
Early Years Block Expenditure	15,716	0	0
Schools Block Expenditure	37,927	0	0
Central School Services Block Expenditure	4,065	(11)	(1)
DSG Income	(78,977)	0	0
TOTAL	0	5,118	5,128

	£m
DSG deficit brought forward from prior years	13.616
In-year forecast deficit	5.118
Forecasted deficit at end of 2018/19 financial year	18.734

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £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>)		
<p>The current forecast over spend is £5,129,000 in 2019/20, before growth related to increased pupil numbers and inflation. This represents an improvement of £1,729,000 on the 2018/19 outturn position of £6,860,000. The outturn position was £7,130,000 on expenditure in 2018/19, but £268,000 of costs were funded from an underspend against the Central Services block of the DSG.</p> <p>The improvement on the £6,860,000 outturn variance on the HNB is due to various factors. The allocation has increased by £1,650,000 from 2018/19 to 2019/20 due to growth in pupil numbers (£313,000), additional allocation (Yr2 of 2, £359,000) and a reduction in the place funding recouped by the ESFA (£985,000). We were able to transfer £497,000 more from the School's block and £350,000 more from the Central Services block of the DSG than in 2018/19, in order to support the pressures on the HNB.</p> <p>It is estimated that £1,250,000 of spend from 2017/18 in 2018/19 will not re-occur in 2019/20 due to the robust year end accruals process that was under taken. In addition, there was one off income of -£400,000 for non LBHF pupils placed in LBHF schools, which will not repeat in 2019/20. There will be</p>	5,129	5,129

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
<p>additional costs in 2019/20, including £254,000 related to a proposed top-up rate increase at Jack Tizard Special School, £728,000 increase in the Speech and Language Therapy contract costs pro-rata for the year and before recovering costs related to non LBHF pupils.</p> <p>We are expecting additional pressure on the High Needs block due to reduced regional commissioner charges being generated once two special schools move to academy status (£239,000). Alternatives to ensure a fair regional commissioner charges across LBHF schools are being considered at present. Alternative Provision costs will increase by £452,000 in year - the SLA was offset in 2018/19 by a pre-payment made in 2017/18 of £452,000. Contingency funding is forecast to be £200,000 higher than in 2018/19 because it is not clear how much of this expenditure will be offset against the EY SEN Inclusion fund.</p>		
Total of High Needs Block	5,129	5,129
Early Years Block (<i>Funding for Early Years including Two Year Old funding and Early Years Pupil Premium</i>)		
No variance is reported at this stage	0	0
Total of Early Years Block	0	0
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 2019/20 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>)		
No variance is reported at this stage	(1)	(1)
Total of Central School Services Block	(1)	(1)
TOTAL VARIANCE	5,128	5,128

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 4 £000	Risk At Month 3 £000
EHCP case work and management services are statutory services and the ESFA guidelines are clear that these services should not be funded from HNB DSG but are subject to General Fund funding. The service has already reduced the DSG contributions to these services in 2018/19 by substituting DSG funding with income generated from regional commissioner charges levied onto recharges to other LAs who	500	500

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 4 £000	Risk At Month 3 £000
have pupils placed in the borough. This income may be at risk as other LAs are slowly pushing back on paying these amounts. The risk is estimated to be £500,000 at month 3 but could also realise if two special schools become academies and we are unable to find a mechanism to levy these charges from Sept 2019.		
A comparison of census data at Jan 2018 and Jan 2019 suggests that the cohort of LBHF pupils placed in LBHF schools has increased by 7.5%. The total spend in 2018/19 was £8,500,000, which would suggest that the growth risk in year is in the region of £640,000, before any mitigating action. Spend in 2018/19 on LBHF pupils placed out of borough was £6,500,000, however it is not clear whether this cohort will increase in 2019/20 because the relevant datasets are not available. If, however, a similar assumption is made, the growth risk is approximately £485,000, taking the overall risk of increased placement costs in 2019/20 to £1,120,000. Work is underway to review the SEN cohort, including the impact of phased transfers in year.	1,125	1,125
Increase in hourly rate risk.	TBC	TBC
2018/19 RISKS	1,625	1,625

**APPENDIX 2: THE ECONOMY DEPARTMENT
BUDGET REVENUE MONITORING REPORT MONTH 4**

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 4	Variance Month 3
	£000	£000	£000
Housing Solutions	6,826	351	351
Growth	2	17	31
Economic Development, Skills Service	558	0	0
Planning	794	(13)	(66)
Operations	94	0	0
Property Services & Compliance	90	0	0
Direct Delivery	5	0	0
TOTAL	8,369	355	316

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Housing Solutions		
There is a forecast reduction in average client numbers (from a budget of 968 units to a forecast of 961 compared to 985 in CRM 2 & 3) in Private Sector Leased (PSL) temporary accommodation schemes.	31	31
There is a forecast reduction in average client numbers (from a budget of 133 clients to a forecast of 71, compared to 75 in CRM 2 & 3) in Bed and Breakfast (B&B) temporary accommodation.	(257)	(257)
Cost avoidance payments of £600,000 to Private Sector Leasing and Direct Letting landlords are expected to be made this year to enable the Council to secure temporary accommodation properties. A further £450,000 is expected to be incurred this year under a Cabinet approved plan to invest up to £900,000 from the Temporary Accommodation reserve to secure 300 additional private rented sector properties to prevent homelessness or enabling households to exit temporary accommodation.	600	600
Flexible Homelessness Support Grant provided by Government to cushion the impact of the removal of the management fee for Temporary Accommodation (after allocating £2,589,400 to PSL and deducting an assumed £100,000 which we expect Registered Providers to claim). 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 this funding was only guaranteed to 2019/20 so there is a risk of significant budget pressure from next year if this is not continued.	(116)	(116)
It is expected that there will be several other minor variances mainly on repairs and legal costs.	93	93
TOTAL of Housing Solutions	351	351
Growth		

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Rent and Other Properties: The overspend is made up of rental income of £16,000 under budget and previous years' rental income generation targets of £98,000 proving to be challenging.	114	119
Valuation Services: The overall position is mainly due to underspends in the Asset Management section on contractors and legal charges (£37,000) and recharges income of (£60,000).	(97)	(88)
TOTAL of Growth	17	31
Economic Development & Skills Service		
	0	0
TOTAL of Economic Development & Skills Service	0	0
Planning		
Development Management - an overspend of £202,000 relates to exceptional costs for Counsel, legal and other specialist advice on a number of specific planning applications. This is mostly offset by a favourable staffing variance of (£122,000) as a result of ongoing recruitment process following the restructure of the service.	99	46
Spatial Planning - this relates to staffing vacancies as a result of an ongoing recruitment process the restructure of the service.	(130)	(130)
Planning Management - this relates to a review of the apportionment of staffing costs between Planning and other divisions.	18	18
TOTAL of Planning	(13)	(66)
Operations		
	0	0
TOTAL of Operations	0	0
Property Services & Compliance		
	0	0
TOTAL of Property Services & Compliance	0	0
Development & Regeneration		
	0	0
TOTAL of Development & Regeneration	0	0
TOTAL VARIANCE	355	316

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Month 4 £000	Month 3 £000
Overall Benefit Cap	67	75
Direct Payments (Universal Credit)	23	26
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	401	451

Inflationary pressures on Temporary Accommodation landlord costs, based on an extra 1.5% rental inflation above the current forecast	173	195
There is a risk of large families being accommodated in B&B	121	136
Homelessness Reduction Bill - increase in households in temporary accommodation - extra 70 households this year above the current forecast	314	353
The Economic Development service is currently undergoing a full review and there is a risk of overspend during this period of transition as the service is restructured to better align function and outcomes with the Council's industrial strategy	60	60
In recent years, the cost of judicial reviews and major planning appeals including additional work to support the Hammersmith Town Centre supplementary planning document has been met from earmarked reserves but these funds are now exhausted and there is an ongoing risk of an overspend against the budget.	300	300
Rent at 277 Goldhawk Road (Ladybird Nursery) - The lease renewal is due to be completed in August. The new rent is due to commence after completion. Backdated rent of £42,000 is currently being held in the Holding account.	38	80
TOTAL RISKS MANAGED	1,497	1,676

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 has been increasing annually (1,214 at April 16; 1,324 at April 30 2017; 1,444 at April 2018; with a slight reduction to 1,292 at April 2019). The current number of households in Temporary Accommodation is 1,234 (at 28 July 2019) and this represents a rise of over 1.6% since April 2016 at a time when the London average has increased by 5%. TA numbers are projected to increase to 1,275 at April 2020 and 1,325 at April 2021 and 1,375 at April 2022.

2018/19 saw the introduction of the Homelessness Reduction Act. This was the biggest change in homelessness legislation for over 40 years, and it had a significant impact on the service. The total number of housing enquiries for the year to date is 931, at an average of 234 per month. For the same period last year, this total was 863 (216pcm). The average per month for 2018/19 was 233. This would indicate the demand has now reached a natural level following the new legislation being embedded. It should be noted that historically, the busiest times for the service are August to October.

The number of homeless applications over this period was 346 (87pcm), compared to 290 (72pcm) for the same period last year. However, it should be remembered that April 2018 was noticeably lower, due to the HRA only just coming into effect, and the average application per month for the whole of 2018/19 was 84. As we experienced and expected peak during the summer holidays, the current levels are still broadly comparable to what was experienced last year.

Supplementary Monitoring Information

Planning income in recent years has fluctuated between £3.1m (2017/18), £3.6m (2018/19) and is currently forecast to reach £3.7m in 2019/20. 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 funding of 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 condition

**APPENDIX 3: THE ENVIRONMENT DEPARTMENT
BUDGET REVENUE MONITORING REPORT MONTH 4**

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 4	Variance Month 3
Public Realm	32,141	637	626
Community Safety and Regulatory Services	4,584	508	806
Leisure, Sport and Culture	6,236	492	529
Resident Services	23,245	679	642
Executive and Support	521	0	(83)
TOTAL	66,726	2,316	2,520

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Public Realm		
Electric Vehicle Charging income 2018/19 and 2019/20. Not budgeted and no income accrual in 2018/19.	(335)	(335)
Network Management income shortfall in line with previous years.	77	77
Metro Wireless WIFI income shortfall in line with previous years.	126	126
Temporary Traffic Orders net income.	(57)	(57)
CCTV ducting concession contract income shortfall - pressure written out through permanent realignment of budgets in CRM3.	0	260
Savings target for sponsorship of information boards on public highways.	50	50
Forecast underachievement of income on rechargeable Transport capital projects. Review of expenditure and income underway. Costs will be reduced where they are unable to be recovered through income.	0	484
General Maintenance planned underspend.	(100)	(100)
Waste disposal underspend assuming tonnages broadly in line with last year - underspend partly applied to ongoing pressures within the department through permanent realignment of budgets in CRM3 (hence adverse movement this month).	(66)	(560)
Waste contract inflation.	425	425
Existing saving on waste contract not expected to be achieved.	159	159
New saving for removal of clear all service not expected to be achieved.	83	83
Staffing pressures in Waste Management due to unbudgeted posts.	177	126
Over achievement of income on bulky waste and internal recharges.	0	(110)
Net underachievement of income in Commercial Waste.	89	0
Other smaller net variances	9	(2)
Total Public Realm	637	626
Community Safety and Regulatory Services		

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Building Control income shortfall assuming income in line with 2018/19. Service to be reviewed by new manager to assess potential for growing income. Ideas from Commercial Review to be revisited.	290	290
CCTV overspend, due mostly to additional costs of backfilling vacant shifts on the 24/7 rota (vacancies and sickness absence cover).	55	70
Commercial income target for deployable CCTV cameras.	100	100
Commercial income target for Professional Witness service - pressure written out through permanent realignment of budgets in CRM3.	0	20
Savings target for Additional and Selective Private Housing licensing - pressure written out through permanent realignment of budgets in CRM3.	0	300
Emergency Planning Salary overspend due to permanent recruitment of unbudgeted staff.	40	0
Emergency Planning budget pressures - decision to maintain existing emergency response rota cover, meaning prior year saving not fully achieved (£34,000) and additional annual contribution to the London Resilience Fund (£15,000).	49	49
Community Safety Reserve funding for Silver Rota/London Resilience costs.	(49)	(49)
Other smaller net variances.	23	26
Total Community Safety and Regulatory Services	508	806
Leisure, Sport and Culture		
Filming & Lettings income shortfall - favourable movement as now split out in more detail below.	0	221
Loss of Lettings income as a result of decanting from Hammersmith Town Hall.	160	168
Funding for Civic Campus scheme for lettings income losses, resulting from the decant from Hammersmith Town Hall.	(160)	(168)
Decline in Hammersmith Town Hall Lettings income over the past four years (not relating to Hammersmith Town Hall decant).	52	0
Events in parks income shortfall, due mostly to member preference to restrict the number of large events in parks (mostly funfairs and circuses).	53	0
Filming income shortfall – shortfall on prior year saving (£50,000) and lost income opportunity when Fulham Town Hall closed (£45,000).	95	0
Commercial income target for Parks and Markets events.	100	100
Savings target for Libraries Trust model.	150	150
Libraries staff savings, assuming disaggregation occurs from July and no additional recruitment.	(75)	(75)
Libraries savings shortfall - delayed implementation of Smart Open (£100,000) and shortfall against new income generating opportunities (£105,000).	205	205

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Increased income from Leisure Contract, assuming the Council funds the capital investment required to deliver this increased income (decision on funding source not yet confirmed).	(187)	(187)
Savings target for better procurement in parks.	50	50
Other smaller net variances.	49	65
Total Leisure, Sport and Culture	492	529
Resident Services		
Existing restructure saving not expected to be achieved. Restructure proposals being considered with a view to delivering this saving in the medium term.	481	532
Collection fund income.	88	0
Local support payment less than budget.	(150)	(150)
Savings target for delayed Channel Shift project (new proposals now being developed).	150	150
Unfunded Moving On costs relating to complaints function.	110	110
Total Resident Services	679	642
Executive Directorate and Support		
Departmental IT budgets underspend realigned with pressures elsewhere in the department as part of CRM3.	0	(100)
Other smaller net variances.	0	17
Total Executive Directorate and Support	0	(83)
TOTAL VARIANCE	2,316	2,520

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 4 £000	Risk At Month 3 £000
Potential staff cost increases.	400	400
Risk that s.106 funding not confirmed for CCTV.	120	120
Funding for new Climate Change programme not yet identified.	TBC	TBC
TOTAL RISKS MANAGED	520	520

Supplementary Monitoring Information
A number of historic difficult to achieve savings are included in the base budget for the Environment Department. Some of these were dealt with through a realignment of budgets within the Department in CRM3, although several still remain as set out above. The Department will agree and implement a number of spend control measures with the aim of bringing the budget back in line for 2019/20. Beyond this year, the Department will continue to progress and implement plans to tackle the remaining budget pressures. Alternative budget reductions will be agreed and implemented where there are no opportunities for mitigating action.

APPENDIX 3A: CONTROLLED PARKING ACCOUNT
BUDGET REVENUE MONITORING REPORT MONTH 4

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 4	Variance Month 3
	£000	£000	£000
Controlled parking income	(38,994)	(927)	(650)
Controlled Parking Account expenditure	11,056	(313)	(368)
TOTAL	(27,938)	(1,240)	(1,018)

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Parking Control		
Controlled Parking Income		
Parking PCN Income	362	327
Suspensions Income	440	440
Pay & display	(1,551)	(1,243)
Residents Parking	(155)	(155)
Removals & Storage	(23)	(19)
Controlled Parking Expenditure		
Underspend on supplies services due primarily to the completion of rollout of the cashless parking resulting in reduction of cashless and maintenance contract costs.	(127)	(253)
Salary underspend	(186)	(115)
TOTAL VARIANCE	(1,240)	(1,018)

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 4 £000	Risk At Month 3 £000
There is a risk that the new CCTV room in Beaver Lane will not be ready for the team to move into as part of the decant from the Town Hall. Options are being explored to reduce this risk with the projects team. The risk is based on the possibility that there could be a six-week disruption to the service.	750	0
TOTAL RISKS MANAGED	750	0

**APPENDIX 4: FINANCE & GOVERNANCE
BUDGET REVENUE MONITORING REPORT MONTH 4**

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 4	Variance Month 3
	£000	£000	£000
Properties and Facilities Management	7,603	55	142
Legal and Democratic Services	1,218	58	142
IT Services	13,134	0	0
Finance	3,758	0	0
Audit, Fraud and Insurance	1,026	0	0
SUB-TOTAL	26,738	113	284
Contracts and Commercial Services (transferred to Finance and Governance in May 2019)	(3,535)	1,356	1,377
<i>Departmental non-controllable budgets</i>	<i>(21,820)</i>	<i>0</i>	<i>0</i>
TOTAL	1,383	1,469	1,661

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Properties and Facilities Management		
Civic Accommodation: Overall unfavourable variance in income from renting space.	55	142
TOTAL PROPERTIES AND FACILITIES MANAGEMENT	55	142
IT SERVICES		
The service is expecting to underspend on staffing costs and contract costs although this is offset by difficult to achieve income from the expected resale of licenses to external customers.	0	0
TOTAL IT SERVICES	0	0
LEGAL AND DEMOCRATIC SERVICES		
Elections: The service has received a 58% reduction in Central Govt 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. This remains an ongoing budget pressure for the service.	52	50
Coroners and Mortuary: The overall overspend is due to increased activity which has resulted in additional costs for staffing to support the service, coroners expenses and supplies and services. This budget pressure is likely will remain for the foreseeable future. It should be noted this is after agreed increased recharges to partner boroughs. The coroners services is forecast to overspend by £62k against a net budget of £126k. Mortuaries are forecast to underspend by £56k as a result of a revised recharging method agreed and increased income forecast for second post mortems	6	92
TOTAL LEGAL AND DEMOCRATIC SERVICES	58	142

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
TOTAL FINANCE	0	0
TOTAL AUDIT, FRAUD AND INSURANCE	0	0
Contract Management Savings - The forecast variance reflects the potential of not realising the budgeted target for savings from this area. There have been difficulties in recruiting a head of service to support delivery however non care contracts are now being looked at as part of the Zero Based Budgeting programme. To note, the service transferred to Finance & Governance from early 2019.	1,000	1,000
Advertising Hoardings: variance to budget from existing and new sites. Work underway to address and close this shortfall.	356	377
TOTAL COMMERCIAL & PROCUREMENT	1,356	1,377
TOTAL VARIANCE	1,469	1,661

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 4 £000	Risk At Month 3 £000
Potential challenges of additional TUPE and Facilities Management Service set up costs of £500,000.	500	500
Contract management savings – risk that activity plan to be drafted after resource is employed does not meet the savings target.	1,500	1,500
TOTAL RISKS MANAGED	2,000	2,000

Supplementary Monitoring Information
<p>The majority of budgets within the department relate to staffing costs, with the notable exceptions of IT Services and Property & Properties and Facilities Management where there a number of key contract budgets with suppliers.</p> <p>The Tech-tonic programme is on track to deliver in year savings of £1.2m as a result of new contract arrangements with suppliers, with high deployment rates of mobile devices across the council enabling the programme to remain on target.</p> <p>The facilities management service has now TUPE'd back to the Council, and officers continue to work through the implications of this including any risks and pressures that may arise throughout the year.</p>

**APPENDIX 5: PUBLIC SERVICES REFORM
BUDGET REVENUE MONITORING REPORT MONTH 4**

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 4	Variance Month 3
	£000	£000	£000
Zero Based Budgeting	514	0	0
Research and Innovation	522	395	170
Communications	274	168	212
People and Talent	2,180	460	300
Assurance and Programmes	1,029	(201)	(100)
Strategy and Community Engagement	435	214	0
Executive Services	276	(80)	(80)
Sub-Total	5,229	956	502
<i>Divisions transferred to Children's and Social Care as of 1 April 2019:</i>			
Adults and Children's Commissioning	7,304	1,309	1,589
Family Support	2,485	1,400	1,400
Sub-Total	9,790	2,709	2,989
<i>Departmental non-controllable budgets</i>	(4,288)	0	0
TOTAL	10,731	3,665	3,491

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Public Services Reform		
People and Talent - overspend position at this early stage of the year mainly as a result of a £200,000 saving from 2018/19 relating to agency savings. Although work is ongoing to reduce agency expenditure across the Council, budgets for agency expenditure sit within departmental staffing budgets and not centrally, therefore any reduction in spend will not result in any savings for People and Talent. There are also in year savings which are currently difficult to achieve within the P&T service regarding income for data maximisation and an enhanced trading model. Additional HR resource needed to support an income generation plan would negate the benefit of additional income.	460	300
Communications - Forecast overspend as a result of reduced traded income within the print service and shortfall on meeting savings targets. At this stage, it is expected that activity will be in line with that incurred in 2018/19.	168	212
Research and Innovation - forecast pressure on staffing costs mainly due to unfunded posts and additional resource brought in to address critical roles required to meet organisational demand, which includes the delivery of several key statutory reports. The BI team continues to deliver financial benefits	395	170

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
across the Council in excess of total service cost.		
Assurance and Programmes -forecast underspends on staffing budgets.	(201)	(100)
Executive Services -forecast underspends on staffing budgets.	(80)	(80)
Strategy and Community Engagement -Unfunded costs relating to co-production.	214	0
Commissioning Staffing - Improvement in forecast position due to hold on vacancies and review of current posts. There is a baseline budget pressure of £550,000 across adults and children's commissioning teams which includes a forecast pressure on the Travel Care and Support service of £350,000. In addition, £450,000 budget was transferred in 2018/19 to support the set-up of the Programme Management Office. Mitigation plans are in place to address the overspends in children & adults commissioning staffing budgets.	730	1,000
Family Support - £1m of this overspend relates to budgeted savings. The forecast is calculated assuming no contracts novate to the Family Support until 2019/20 and working capital payments of £310,000 each month. Plans are in place to reduce this amount by £40,000 per month. It is highly unlikely that Family Support will deliver these savings this financial year.	1,400	1,400
Supporting People contracts - Mitigating actions have been identified to bring the overspend down from £250,000 to its current position. A further mitigation plan is in place to achieve balance by the end of 19/20.	100	100
Third Sector Commissioning - Overspend in commitments to fund third sector organisations. A mitigation plan is in place to achieve balance by the end of the financial year.	557	557
Minor variances - small forecast underspends on contract costs.	(78)	(68)
TOTAL VARIANCE	3,665	3,491

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 4 £000	Risk At Month 3 £000
None to report	0	0
TOTAL RISKS MANAGED	0	0

Supplementary Monitoring Information
Much of the commissioning 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.

APPENDIX 6: SOCIAL CARE

BUDGET REVENUE MONITORING REPORT MONTH 4

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 4	Variance Month 3
	£000	£000	£000
Operation	25,081	548	605
Learning Disability, Mental Health and In-House Services	21,200	1,557	1,771
Commissioning	(188)	0	0
Resources	6,283	0	0
Social Care Directorate	526	0	0
Total	52,902	2,105	2,376

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Operations		
The department has balanced its budget for the last two years. However, as the savings for 2019/20 have been taken out of the budget at the beginning of the financial year, we are projecting an overspend of £548,000. The financial pressures result from increased demand and the policy of discharging people as early as possible from hospital and preventing people from unnecessary admission into hospital. This leads to an increase in home care costs for the Council. This is a demand pressure which continues until a decision/policy is reached nationally about how to fund adult social care. The main reasons for the overspend are due to the full year effect of 33 re-started care packages and Direct Payments overspend, which started at the end of last year and the further increase in the London Living Wage. The full year effect of home care packages is projected to overspend by £664,000, this is partly offset by a projected underspend of (£341,000) in placements. There is also a staffing cost overspend of £245,000 due to agency costs which are being reviewed. Robust mitigation plans are in place to address this overspend.	548	605
Total of Operations	548	605
Learning Disability, Mental Health and In-House Services		
Learning Disabilities - the projected overspend comprises of home care packages - £435,000, residential and nursing care - £186,000 and Direct Payment £369,000. This also includes 121,000 underspend in the Individual Services Fund due to improved contracting.	1,557	1,771
Mental Health - a projected overspend of £550,000 in home care and Direct Payments and £138,000 in residential and nursing care placements, staffing and rental costs - as staff are		

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
based in the Claybrook hospital. Residential Placements costs are on average increasing by 3.7% and the budgetary provision agreed is 2.58% which accounts for part for the overspend. Robust mitigation plans and very tight budgetary controls are in place to address this.		
Total of Learning Disability, Mental Health and In-House Services	1,557	1,771
Social Care Directorate		
	0	0
Total of Social Care Directorate	0	0
Total Variance	2,105	2,376

Risk Description	Risk At Month 4 £000	Risk At Month 3 £000
Estimated costs relating to Learning Disability service users transitioning from Children Services to Adult Social Care.	250	250
Home Care contract providers have been awarded an inflationary increase of 1 to 2.1% depending upon their CQC (Care Quality Commission) rating. There is a risk of providers requesting a further increase due to additional the London Living Wages which increased by 3.4% from April 2019.	300	300
Total Risks Managed	550	550

Supplementary Monitoring Information
<p>The Department continues to experience significant budget pressures. The Department is projecting an overspend of £2,105,000 as at month four, a reduction of (£271,000) compared to month three overspend of £2,376,000. In addition to the above, this is mainly as a result of the full year implications of new and resultant price increases due to market pressures. The decrease in overspend since last month is mainly due to reduction in Home care costs resulting in a (£150,000) underspend and secondly ending the block payment arrangements and paying in Individual Service Funds resulting in a (£120,000) saving.</p> <p>In setting the 2019/20 budget, £1.5 million was identified as a risk to the budget forecasts for these main factors. The projection assumes the delivery of the 2019/20 Adults savings of £2,855,000 of which currently 67% are rated as medium in terms of delivery risk.</p> <p>Historically, the Department's budget has had underlying budget pressures, which have been mitigated in the last two years by using a combination of management actions to control the budget, one-off reserves and from last year with the Improved Better Care Funding.</p>

APPENDIX 7: CENTRALLY MANAGED BUDGETS

BUDGET REVENUE MONITORING REPORT MONTH 4

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Forecast Variance Month 4	Forecast Variance Month 3
	£000	£000	£000
Corporate & Democratic Core	1,721	(21)	0
Housing Benefits	(328)	0	0
Levies	1,545	(22)	0
Net Cost of Borrowing	485	0	0
Other Corporate Items	4,930	(400)	(300)
Pensions & Redundancy	9,241	(187)	0
TOTAL	17,594	(630)	(300)
Balance of unapplied unallocated contingency		(2,252)	(2,252)
Revised Variance	17,594	(2,882)	(2,552)

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Corporate & Democratic Core		
Underspend on audit Fees	(21)	0
Corporate & Democratic Core Total	(21)	0
Housing Benefits		
	0	0
Housing Benefits Total	0	0
Levies		
Underspend on levies	(22)	0
Levies Total	(22)	0
Net Cost of Borrowing		
	0	0
Net Cost of Borrowing Total	0	0
Other Corporate Items		
Forecast underspend on Business Rates on Civic Properties	(400)	(300)
Other Corporate Items Total	(400)	(300)
Pensions & redundancy		
Forecast underspend on the unfunded pension costs arising from historical redundancy decisions.	(187)	0
Pensions & redundancy Total	(187)	0
TOTAL VARIANCE	(630)	(300)

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

Risk Description	Risk At Month 3 £000	Risk At Month 2 £000
None to report	0	0
TOTAL RISKS MANAGED	0	0

Supplementary Monitoring Information
None to report

APPENDIX 8: HOUSING REVENUE ACCOUNT

BUDGET REVENUE MONITORING REPORT MONTH 4

Table 1 - Variance by Departmental Division			
Departmental Division	Revised Budget	Variance Month 4	Variance Month 3
	£000	£000	£000
Housing Income	(77,001)	734	667
Finance & Resources	8,088	42	42
Housing Management	6,033	56	56
Property & Compliance	8,783	3,567	3,000
Void & Repairs	11,450	(1,367)	0
Adult Social Care	48	0	0
Safer Neighbourhoods	664	0	0
Place	9,649	983	58
Growth	325	0	0
Operations	3,470	0	0
Direct Delivery	1,491	0	0
Capital Charges	24,902	(360)	(360)
SLA	6,466	0	0
(Contribution to) / Appropriation From HRA General Reserve	4,369	3,655	3,463

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Housing Income		
There will be an under recovery of rent and service charges on the Council's homes of £617,000 due to ongoing decanting of Hartopp and Lannoy, resulting an increase in the forecast number of void properties (276 voids vs. a budgeted level of 162 voids, an increase of 70% in excess of budgeted void or £566,000 adverse to budget (£350,000 of this relates to loss of income from Hartopp and Lannoy) and further £51,000 adverse variance on tenants service charge elements of the dwelling income.	734	667
A further adverse variance on garage rents of £55,000 is expected and this is due to ongoing refurbishment work and also to the decanting of Hartopp Point and Lannoy Point. There are a number of other minor adverse variances of £62,000 relating to HRA commercial properties, Pay & Park income and commission on water charges collection.		
Total: Housing Income	734	667
Finance & Resources		
Finance & Resources overspend £42,000 is primarily due to	42	42

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
ongoing costs of agency staff covering vacant posts.		
Total: Finance & Resources	42	42
Housing Management		
The adverse variance of £56,000 is due to lower than expected tenant numbers in Temporary on Licence properties resulting in a shortfall of income. The variance has reduced since last month following a review of tenant compensation costs associated with the decanting of Hartopp Point and Lannoy Point which can be capitalised.	56	56
Total: Housing Management	56	56
Property & Compliance		
To ensure the safety of our residents, it is necessary to station fire wardens at a number of the Council's high-risk tower blocks. The initial estimated full year cost for providing fire wardens at our high-risk blocks was £3m, however, after further review and acting on advice from industry experts' recommendations, the revised estimated full year cost is expected to reduce to £1.9m, any forecast movement is a variance as this is an unbudgeted spend.	1,914	3,000
In light of the Council's decision to terminate their partnership arrangement with Mitie repairs and maintenance and the implementation of an Interim repairs and maintenance service, additional resourcing needs have become apparent. As a result, the full year cost of meeting the resourcing needs is expected to be £1.6m.	1,653	0
Total: Property & Compliance	3,567	3,000
Void & Repairs		
As part of the implementation of the interim repairs and maintenance service following the termination of the Council's contract with Mitie, a Direct Labour Organisation (H&F Maintenance) has been established to deliver repairs and maintenance services to the communal areas of HRA owned land and properties. A recruitment plan is currently in place to fill all positions but as the team is not yet fully established, an underspend is expected for 2019/20.	(1,144)	0
HRA General repairs contractors - underspend expected due to timing of contract commencement date (17th April 2019).	(223)	0
Total: Void & Repairs	(1,367)	0
Adult Social Care		
Total: Adult Social Care	0	0
Safer Neighbourhoods		


Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Total: Safer Neighbourhoods	0	0
Place		
An extended pilot of the Concierge Service at Edward Wood Estate due to a delayed consultation process is forecast to cost £255,000. This is expected to be offset by staffing underspend and other minor movement within the division of (£135,000).	120	58
As part of the implementation of the interim repairs and maintenance service following the termination of the Council's contract with Mitie, a Customer Service Centre has been established to handle to the call volume of our residents reporting repairs and maintenance issues. Since then, the remit of the team has expanded to include complaints and resolution handling. As a result of the additional resourcing required to deliver the complaints and resolution function, an overspend is expected.	863	0
Total: Place	983	58
Growth		
No forecast variance is reported	0	0
Total: Growth	0	0
No forecast variance is reported	0	0
Total: Operations	0	0
Direct Delivery		
No forecast variance is reported	0	0
Total: Direct Delivery	0	0
Capital Charges	0	0
As the actual depreciation charge following the completion of the stock valuation as at 31st March 2019 is (£563,000) lower than the budgeted depreciation, this means that the planned funding of the Decent Neighbourhoods programme from the Major Repairs reserve is reduced by the same amount. It is now planned to make a revenue contribution to the capital programme for this same amount of £563,000 in order to meet capital financing requirements. Any slippage on the capital programme will be offset by reduced internal borrowing. Offsetting this, it is currently forecast that interest payable on HRA external debt will be (£154,000) lower than previously budgeted and the interest earned on HRA balances is forecast to be (£206,000) better than budgeted mainly due to an increase in the expected interest rate achievable on short term investments (from a budgeted figure of 0.45% to a forecast of 0.85%).	(360)	(360)
Total: Capital Charges	(360)	(360)
SLA Recharges		

Table 2 - Variance Analysis		
Departmental Division	Month 4 £000	Month 3 £000
Total: SLA Recharge	0	0
TOTAL VARIANCE	3,655	3,463

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 4 £000	Risk At Month 3 £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. Although the vast majority of improvement works will be capital in nature, there is a significant risk of an unbudgeted impact on the HRA due to unanticipated revenue related expenditure relating to fire wardens.	unknown	unknown
MITIE repairs & maintenance - The Council submitted its final accounts statement on 17th June as per the Term Partnering Contract obligations. Currently, the Council is in discussions with MITIE over the final accounts statements to understand their view. As negotiations progress, more detail will be made available.	TBC	TBC
Capitalisation of staffing costs - staff working on major capital projects complete weekly timesheets and these are used to identify the proportion of their time that can be charged to capital. It is likely that there will be slippage in the capital programme this year, and this means there is a risk that staff capitalisation will be lower than budgeted, resulting in unbudgeted charges to revenue. Officers are monitoring this and should the risk crystallise, it will be shown as a variance in the coming months.	TBC	TBC
Interim Repairs Delivery Model: On 4th March 2019, Cabinet approved a one-off annual revenue budget of £22.2m for the interim repairs model, which required an increase in the existing budgets within the Housing Revenue Account for 2019/20 of £4.1m. This is being funded as a one-off appropriation from the Housing Revenue Account General Reserve. Given the added complexities arising from this project, associated client-side costs and the need to deliver a high functioning call centre, there remains a risk that further costs could potentially need to be incurred which may result in a further call on the Housing Revenue Account General Reserve.	unknown	unknown
A number of divisional reorganisations will be	unknown	unknown

Table 3 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 4 £000	Risk At Month 3 £000
implemented this year in order to ensure The Economy department better delivers for residents. There is a risk that this may result in unbudgeted growth to the Housing Revenue Account.		
TOTAL RISKS MANAGED	Not Quantified	Not Quantified

Agenda Item 5

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>4 NOVEMBER 2019</p>	
<p>TFL FUNDED TRANSPORT LOCAL IMPLEMENTATION PLAN ANNUAL SPENDING SUBMISSION 2020/21</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>Wards Affected: All</p>	
<p>Consultation: Economy Department</p>	
<p>Accountable Director: Bram Kainth, Chief Officer for Public Realm</p>	
<p>Report Author: Chris Bainbridge, Head of Transport Policy</p>	<p>Contact Details: Tel: 020 8753 3354 E-mail: chris.bainbridge@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report refines and details the council's transport spending programme to be delivered in 2020/21, which forms part of the council's 2019–2041 Local Implementation Plan (LIP 3) strategy and is funded entirely by Transport for London (TfL). This report seeks the approval of the submission of the programme to TfL and the design, consultation, and implementation of various elements of the programme. It further seeks approval for the delegation of the approval of construction of the capital programme to the Chief Officer for Public Realm in consultation with the Cabinet Member for Environment.
- 1.2. The council's LIP Corridors, Neighbourhoods and Supporting Measures award for 2020/21 is £1,498,200 and the Local Transport fund is £100,000. This funding is specifically provided by TfL for transport projects delivering the Mayor's and the council's transport objectives and targets, as detailed in the Mayor's Transport Strategy (MTS3) (published in April 2018) and council's LIP3 (approved by the Mayor in April 2019). This report gives details of the proposed spending programme.

- 1.3. The 2020/21 LIP transport programme has been developed in accordance with the council's business plan and the administration's transport and environmental priorities. In particular, it will further aspirations to be the greenest borough, being fair to drivers and better for cycling, being financially ruthless and doing things with not to residents. It is guided by the Mayor of London's "Healthy Streets" principles and supports the council's climate change agenda and our commitment to co-production with disabled residents.

2. RECOMMENDATIONS

- 2.1. That the LIP 3 spending plan with a total value of £1,598,200 report be submitted to TfL for approval.
- 2.2. That authority be delegated to the Chief Officer for Public Realm in consultation with the Cabinet Member for the Environment to approve the detailed design of, consultation on, and implementation of transport projects described in section 4 of this report, subject to favourable outcomes of public engagement and consultation.

3. REASONS FOR DECISION

- 3.1. Physical improvements to the public highway and programmes of work designed to reduce congestion, manage traffic and promote road safety fall under the council's statutory duties under a variety of acts including the Traffic Management Act 2004.
- 3.2. The preparation, management and maintenance of a Local Implementation Plan (LIP3) is a statutory duty for all London boroughs under the Greater London Authority Act 1999 and failure to do so could ultimately result in TfL undertaking the work and charging the council for doing so.
- 3.3. Where changes to the highway are proposed, these are to be in line with section 122 of the Road Traffic Regulation Act 1984; securing the expeditious, convenient, and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities.

4. PROPOSAL AND ISSUES

- 4.1 The GLA Act 1999 requires each London Borough to produce a Local Implementation Plan (LIP) to show how they intend to implement the Mayor of London's Transport Strategy. The current Mayor's Transport Strategy (MTS3) was issued in April 2018 and the council's current LIP (LIP3) was approved by the Mayor in April 2019.
- 4.2 LIP 3 consists of two parts – an overall strategy covering the period from 2019 to 2041 and an annual spending programme giving details of shorter term projects which the council will implement using TfL funds. The strategic part of the LIP is revised in accordance with each new Mayor's Transport Strategy,

which usually occurs when each new Mayor takes office, but a new annual spending plan has to be submitted every year.

- 4.3. The 2020/21 transport programme is made up of a number of project areas incorporating the council's vision to be the greenest borough and aligning with the Mayor's Healthy Streets ambition.
- 4.4. Each project area has a slightly different focus and as such the recommendation for each area differs. However, all the projects will include underlying themes of greening, de-cluttering and removing redundant street furniture, the provision of additional cycle infrastructure subject to considerations of road safety and pedestrian convenience (particularly for those with mobility impairments), and renewing street materials and assets so that there is a reduced demand on future maintenance funding for the council.
- 4.5 There are ten project areas: North End Road, healthy schools, healthy neighbourhoods, air quality and climate change, smarter travel, small scale interventions, pedestrian crossing assessments and implementation, Vision Zero collision reduction, Cycle Parking and LIP preparation and policy reviews (see table 1 below).

Table 1

Project area	Budget (£000)	Paragraph in this report
North End Road	67	4.7
Healthy School Projects	170	4.8
Healthy Neighbourhoods Projects	400	4.9
Air Quality and Climate Change Projects	176	4.10
Smarter Travel Programme	265	4.11
Small scale interventions	40	4.12
Pedestrian Crossing Assessments and Implementation	150	4.13
Vision Zero collision reduction	161	4.14
Cycle Parking	70	4.15
LIP Preparation and Policy Reviews	99.2	4.16
total	1,598.2	

- 4.6 TfL and London Councils are currently undertaking a review of the formula which determines boroughs' allocations. This could result in a change in the amount of funding available to the council. We would be notified of this in October. Any change is likely to be marginal; an increase would mean more projects could be brought forward; a decrease would mean some projects would be deferred or alternative sources of funding sought. Prioritisation would be agreed with the Cabinet Member for Environment.

4.7 North End Road (£67,000)

The council submitted a Liveable Neighbourhoods (LN) bid to TfL for 2019-20 in November 2018. This was unsuccessful but the council proposes to resubmit

the bid in November 2019, amended in accordance with TfL's feedback. If successful, the bid could bring in up to £10 million for regeneration of North End Road and surrounding area based on Healthy Streets principles. The money is likely to be released in tranches, starting with funds for consultation and engagement. The £67,000 LIP bid is a "backstop" in case the Liveable Neighbourhoods (LN) bid is unsuccessful, with equal amounts for 2021-2 and 2022-3, totalling £200,000 over the three years. The money will be used for relatively modest schemes such as crossing and pavement improvements. If the LN bid is successful, the £200,000 LIP allocation may be available for redistribution to other projects.

4.8. Healthy School Projects (£170,000)

This includes engineering measures to address road safety problems and barriers to walking and cycling to schools which have been identified in school travel plans, and other measures to reduce the "school run" and improve air quality outside schools and on the journey to school.

4.9 Healthy Neighbourhoods Projects (£400,000)

This project seeks to address concerns about 'rat-running' (through traffic using residential streets), particularly by heavy lorries, in various neighbourhoods in response to requests from residents. It will include "filtered permeability" (which closes roads to through traffic but allows pedestrians and cyclists through and access for residents), with consideration of innovative means of securing compliance. The areas to be treated include the completion of New King's Road, Hurlingham, Cathnor Park and Brackenbury areas, the Old Oak Estate and the Caxton area of Shepherd's Bush. Measures to improve compliance with the 20mph speed limit, such as installing more effective humps, will also be included in this project area.

4.10 Air Quality and Climate Change schemes (£176,000)

This project area includes the Hammersmith Zero Emissions Network, which helps businesses work towards a zero emission future. It also includes the Zero Emission Freight Service, which commenced operation in September 2019, with electric cargo bikes undertaking "last mile" deliveries, thereby reducing HGV movements in the borough. Several businesses have signed up, including Disney.

4.11 Smarter Travel Programme (£265,000)

This includes a package of annual projects covering road safety education, training and publicity and travel awareness, ranging from cycle training in schools to working with large employers in their borough on their travel plans. It also includes promotion of and support for Play Streets and Car Free Day events.

4.12: Small Scale Interventions (£40,000)

This project area will enable us to respond to requests from residents, members and ward action groups for small localised measures to improve safety and accessibility, e.g. providing dropped kerbs at locations requested by disabled residents.

4.13: Pedestrian Crossing Assessments and Implementation (£150,000)

These funds will be used to respond to requests from residents and members for improved pedestrian crossing facilities at particular locations, assessing the most appropriate type and location of crossing, then consulting on and implementing the schemes as appropriate.

4.14: Collision Reduction (£161,000)

We will identify and examine collision “hotspots”, particularly those with high numbers of deaths and serious injuries, analyse the causes and design and implement measures to reduce these collisions.

4.15. Cycle Parking (£70,000)

These funds will enable us to provide a secure cycle hub in Hammersmith Centre and bikehangars to provide secure parking for residents who don't have space in their homes to park their bikes, and Sheffield stands (standard cycle parking racks) in response to residents' requests.

4.16: Preparation of 2021-22 Annual Spending Submission and policy reviews (£99,200)

We will use these funds to collect and analyse data to inform LIP funding submissions for next year. This will include completion of a Streetsmart design guide and a review of walking and cycling strategies in line with Healthy Streets principles.

4.17 Cross Cutting themes

4.17.1 All the above schemes, where appropriate, will include the following elements: Sustainable Urban Drainage (SUDs), planting of street trees, street art, smart cities (e.g. gulleys that report when they are overloaded), combatting climate change and moving towards carbon neutrality, and improving compliance with the 20mph speed limit.

4.17.2 Work in different LIP project areas in the same location will be co-ordinated (e.g where there is a high rate of collisions in a “Healthy Neighbourhood” area) and LIP schemes will be co-ordinated with planned maintenance (e.g. converting speed cushions to sinusoidal humps) to maximise cost effectiveness and minimise disruption.

4.17.3 The costs given above are indicative estimates, and some may change as a result of consultation and engagement or changing circumstances. Detailed designs and costs of schemes will be agreed with the Cabinet Member for Environment during the course of the year.

4.18 Other TfL funding

4.18.1 LIP 3 as approved by the Mayor included several other projects which are not funded through the LIP annual spending programme, but through other TfL funding streams.

4.18.2 These include cycle routes, which are planned or envisaged along King Street and Hammersmith Road, the A4 and Wood Lane. Up to £20 million may be available for these schemes which the council will design with and for the benefit of disabled groups, pedestrians and bus users, as well as cyclists, using healthy streets principles. The removal of general traffic from the north side of Shepherd's Bush Green, Hammersmith Flyunder and the restoration of Hammersmith bridge are subject to separate negotiations with TfL.

4.18.3 There is also likely to be some funding for bus priorities, in the order of £100,000, and we would like to use at least some of this to remedy "tracking" at bus stop cages, which causes discomfort to passengers and can damage buses. We have also received grant funding from the Mayor's Air Quality fund (GLA), which will be used to complement and enhance the air quality and climate change projects described above.

4.18.4 These other projects and their funding sources will be reported on separately.

5. OPTIONS AND ANALYSIS OF OPTIONS

5.1 LIP3 funding is ring fenced for the sole use of developing, consulting on and delivering revenue and capital projects that work towards the council meeting its transport objectives and targets and those set out in the Mayor of London's Transport Strategy (MTS3). Doing nothing is not an option as the GLA Act 1999 empowers TfL to produce their own plan for the borough and recharge the council the costs of doing so.

5.2 The indicative budget assigned to a project is based on a wide range of transport data, opportunities and risks identified through an internal officer working party set up with the sole purpose of allocating the annual grant. This work is funded from the grant itself through a top slice in the previous year. Some of the principles of allocation are set out in the LIP3 (smarter travel funded at 15% for example) and others are influenced by match funding opportunities, third party funding opportunities, emerging transport trends and policies and the council's ability to deliver projects. The council's key aims of being the greenest borough, of doing things with residents rather than to them, and of being financially ruthless guide the selection and prioritisation of projects. Areas for traffic management measures are prioritised according to requests from residents, backed up by traffic speed and volume surveys, locations where collisions involving personal injury accidents occur, and

opportunities for the promotion of healthy and sustainable travel –walking, cycling and public transport, improving air quality and providing sustainable drainage systems.

6 CONSULTATION

- 6.1 Consultation took place on the council's draft LIP 3 between November 2018 and January 2019. Responses were received from TfL, Hammersmith and Fulham Cyclists, the Old Oak Park Royal Development Corporation and Richmond and Wandsworth Councils. Almost all were in support of the general principles of the LIP but some wanted more emphasis certain aspects. Over half the respondents wanted greater emphasis on improving air quality, particularly around schools. The draft was amended to take these points into account where possible and appropriate. TfL approved the revised draft in April 2018. The programme has since evolved to take into account changing circumstances, such as progress on 2019/20 schemes, and the council's decision to become carbon neutral by 2030, but it is entirely consistent with the principles and policies of LIP 3.
- 6.2 The recommendations in this report seek the approval of the design and consultation of new projects. Project consultation is carried out by an internal project team and varies depending on the size and type of project. In all cases residents and businesses directly fronting any proposed road improvements are consulted, as are emergency services, transport lobby groups and ward councillors. Co-production with groups representing disabled people will be a key part of the process. The results of these consultations are reported back to the Cabinet Member for further approval to implement the project.

7 EQUALITY IMPLICATIONS

- 7.1 The groups with the following protected characteristics will benefit from improvements to the council's highway network and urban environment through accessibility improvements such as dropped kerbs, decluttered and widened footways and improved street lighting; Age, Disability, Pregnancy, and Maternity.
- 7.2 The consultation on the LIP in 2018/19 included groups representing disabled people, and an Equalities Impact Assessment was produced for it. This is appended. Individual schemes within the LIP will be designed using the principles of co-production. All groups will benefit from improved air quality which is one of the core objectives of the LIP and the Mayor's emerging environmental policies.

Implications verified by Fawad Bhatti, Strategy & communities team, public services reform, tel 07500 103617

8. LEGAL IMPLICATIONS

- 8.1 Where further consultation is to be carried out (as indicated in various parts of the report) either on an informal or statutory basis, it must follow public law

principles in that it must be carried out at a formative stage of the decision making process, last for a reasonable period, provide sufficient information for consultees to make an informed representation and all representations must be taken into account before any decision is made.

- 8.2 The council has the power to carry out works of improvement to the highway under Part V of the Highways Act 1980 in relation to paragraph 4.3, 4.8, 4.9, and 4.11.
- 8.3 In relation to paragraph 4.10, the Council has a duty under Traffic Management Act 2004 to provide expeditious movement of traffic, including acting to ensure efficient use of the road networks and eliminate, reduce road congestions.
- 8.4 In relation to the paragraphs 4.4, 4.5, 4.6, 4.7, 4.12, the Council can carry out these works pursuant to the council's incidental powers as a highway authority under section 111 of the Local Government Act 1972 and general powers of competence under section 1 of the Localism Act 2011.

Implications verified by: Emmanuel Amponsah, Solicitor tel 07788418743

9. FINANCIAL IMPLICATIONS

- 9.1 The report sets out an expected award of grant funding of £1,598,200 from TfL. This may change following a review of allocations by TfL and London Councils. At present the costs of each scheme are based on estimates. These are subject to change once the detail of each scheme has been costed. The funding however is limited to the amount approved by TfL. Any variation in costs in excess of the amount approved cannot be assumed to be funded by TfL unless this is approved in advance. Alternatively, officers may need to manage the programme to ensure that expenditure is contained within the approved provision.
- 9.2 Design, feasibility and consultation costs relating to certain projects set out in section 2 will be funded from the TfL grant and charged to capital and revenue depending on the nature of the project.
- 9.3 TfL LIP funding reduces the council's capital expenditure liability, through maintenance of the highway asset [which is a LIP objective] work and enables less draw down on revenue budgets.

Implications verified by: Emily Hill, Assistant Director Corporate Finance, tel 0208 753 3145

10. IMPLICATIONS FOR LOCAL BUSINESS

- 10.1 Businesses will benefit from the borough meeting its transport objectives and targets, as set out in the LIP2. A safe and efficient transport network will allow both staff and customers to access a wide range of businesses in all areas of the borough, and will also allow business to deliver goods and services to a

number of customers across the borough and within the wider west London sub-region.

- 10.2 Our Highways Term Contractor, F.M. Conways, as part of their social value piece aim to employ local labour and they are also working on a joint apprenticeship scheme with the borough for local residents they have placed three local youths on to their Highways Academy scheme and have offered more places, they have a young offenders programme and are offering us joint training on mental health and disability awareness.

Implications completed by: Alben Karameros, Economic Development Team, tel 0207938 8583.

11. COMMERCIAL IMPLICATIONS

- 11.1 There are no procurement related issues associated with the recommendations as the intention is to use existing works term contractors, F.M. Conway, and highway engineering consultants Project Centre Ltd and WSP via the Ealing framework contract.

- 11.2 Implications verified by: Andra Ulianov, Head of Contracts and Procurement, tel: 07776672876

12. IT IMPLICATIONS

- 12.1 No IT implications are seen to arise from this report.

Implications completed/verified by Karen Barry, Strategic Relationship Manager, tel 0208 753 3418.

13. RISK MANAGEMENT

- 13.1 The council and TfL approved transport plan deals with programme level risk management, in particular chapter three, the delivery plan. The table below details the capital programme risk and mitigation measures:

Risk	Mitigation measure [s]
Cost increase/budget reduction	All designs developed to be flexible to allow amendments to reflect budget reductions whilst still maintaining principles of LIP objectives.
Delay to schemes	LIP funding to be allocated in consecutive years to allow more involved projects to run over 18 months rather than the traditional 12 months.
Lack of stakeholder support	Develop designs that meet our LIP objectives that can be justified and presented to stakeholders in a suitable manner.
Policy compatibility	To develop a bespoke policy compliance tool that all potential projects will be assessed against.
Lack of resources to deliver	To maintain framework consultants to ensure resources are in place to deliver LIP objectives.

13.2. All integrated transport projects are managed through the departmental quality management system which incorporates all elements of project risk management and mitigation required for capital and revenue projects.

13.3. Physical improvements to the public highway and programmes of work designed to reduce congestion, manage traffic and promote road safety fall under the council's statutory duties under a variety of acts including the Traffic Management Act 2004, these works and other their associated statutory requirements therefore contribute positively to the management of risk number 8 managing statutory duty on the council's strategic risk register.

13.4. Implications verified by: Michael Sloniowski, Head of Risk Management. Tel. 0208 753 2587.

BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	TfL Local Implementation Plan (LIP) 2017/18 annual spending submission guidance - <i>published</i>	Chris Bainbridge	ENV, HTHX

LIST OF APPENDICES

Appendix1: LIP Equalities Impact Assessment

Appendix 1:

H&F Equality Impact Analysis Tool

Conducting an Equality Impact Analysis

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

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

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

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

General points

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

Equality Lead: Fawad Bhatti (Policy & Strategy)
Fawad.bhatti@lbhf.gov.uk
020 8753 3437

H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2018/19
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Transport Local Implementation Plan 2019-2041(LIP 3) This plan is a statutory requirement which shows how we intend to implement the Mayor of London's Transport Strategy in the borough in the three years 2019/20,20/21 and 21/22.</p> <p>Short summary:</p> <p>Note: If your proposed strategy will require you to assess impact on staff, please consult your HR Relationship Manager.</p>
Lead Officer	<p>Name: Chris Bainbridge Position: Head of Transport Policy Email: chris.bainbridge@lbhf.gov.uk Telephone No:0208 753 3354</p>
Date of completion of final EIA	17/08/2018

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Section 02	Scoping of Full EIA						
Plan for completion	<p>Timing: February 2019 Resources:</p>						
Analyse the impact of the policy, strategy, function, project, activity, or programme	<p>Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Protected characteristic</th> <th style="width: 60%;">Analysis</th> <th style="width: 20%;">Impact: Positive, Negative, Neutral</th> </tr> </thead> <tbody> <tr> <td>Age</td> <td>The plan aims to benefit older people by improving the comfort, safety and security of walking and cycling routes, improving public transport services and their accessibility, increasing the use of electric and other low emission vehicles,</td> <td>Positive</td> </tr> </tbody> </table>	Protected characteristic	Analysis	Impact: Positive, Negative, Neutral	Age	The plan aims to benefit older people by improving the comfort, safety and security of walking and cycling routes, improving public transport services and their accessibility, increasing the use of electric and other low emission vehicles,	Positive
Protected characteristic	Analysis	Impact: Positive, Negative, Neutral					
Age	The plan aims to benefit older people by improving the comfort, safety and security of walking and cycling routes, improving public transport services and their accessibility, increasing the use of electric and other low emission vehicles,	Positive					

	reducing motor traffic	
Disability	One of the objectives of the LIP is to make it easier for everyone to gain access to transport opportunities. This will be done by working with TfL to increase the number of rail stations in the borough with step free access and ensuring buses and bus stops are accessible, and by designing the street environment in a way which benefits disabled people	Positive
Gender reassignment	No specific implications, but transgender people will benefit from a less hostile street and public transport environment	Positive
Marriage and Civil Partnership	No specific implications	Neutral
Pregnancy and maternity	Step free access to stations, accessible buses and bus stops, street layouts which are convenient for people with buggies and better crossing facilities will benefit pregnant women and those with young children	Positive
Race	No specific implications, but people in ethnic minority groups will benefit from a more friendly street and public transport environment.	Positive
Religion/belief (including non-belief)	No specific implications, but people of minority faiths will benefit from a more friendly street and public transport environment.	Positive
Sex	No specific implications but people of each gender will benefit from a more friendly street and public transport environment.	Positive
Sexual Orientation	No specific implications but LGBTQ people will benefit from a more friendly hostile street and public transport environment.	Positive

Human Rights or Children's Rights

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

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

No

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

No

Section 03	Analysis of relevant data Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.
Documents and data reviewed	Mayor of London's Transport Strategy, LBHF Local Plan 2018, LBHF Business Plan 2018-2022, Inclusive Environments, Design Council, Inclusive Environments, Guide Dogs for the Blind, Manual for streets, Department for Transport, Health Impact of Cars in London, Mayor of London
New research	If new research is required, please complete this section

Section 04	Consultation
Consultation	Consultation undertaken on this draft, with groups representing disabled people, police, neighbouring authorities, residents', business, community and transport interest groups
Analysis of consultation outcomes	

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Section 05	Analysis of impact and outcomes
Analysis	TfL's data has shown a 10 minute gap between journeys by public transport with step free access and other journeys (79 -69 minutes) The target is to reduce this to 5 minutes (65-60) by 2041


Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	More rail stations need to be given step-free access, and we need to ensure that walking routes to stations are accessible.

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

	Longer journey times for disabled people	Improve access - ibility of transport networks	Throughout plan period	TfL/LBHF	Reduced disadvantages of disabled people	In LIP
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Section 08	Agreement, publication and monitoring
Chief Officers' sign-off	Name: Mahmood Siddiqi Position: Director, Transport and Highways Email: mahmood.siddiqi@lbhf.gov.uk Telephone No: 0208 753 3019
Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: 05/11/18 Key equalities issues have been included: Yes
Equalities Lead (where involved)	Name: Position: Date advice / guidance given: Email: Telephone No:

Agenda Item 6

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>4 NOVEMBER 2019</p>	
<p>APPROVAL TO WAIVE THE COUNCIL'S CONTRACT STANDING ORDERS AND TO DIRECTLY AWARD A CONTRACT TO ACTION ON DISABILITY FOR THE PROVISION OF AN INDEPENDENT LIVING DIRECT PAYMENT SUPPORT SERVICE FOR HAMMERSMITH & FULHAM RESIDENTS</p>	
<p>Report of the Cabinet Member for Health and Adult Social Care – Councillor Ben Coleman</p>	
<p>Open Report</p>	
<p>Classification - For Decision Key Decision: Yes</p>	
<p>Consultation Disabled People's Commission Direct Payments Implementation Group Direct Payments Peer Support Service</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Lisa Redfern – Strategic Director of Social Care</p>	
<p>Report Author: Karen Udale Commissioning & Transformation Lead</p>	<p>Contact Details: Tel: 020 8753 6886 E-mail: karen.udale@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1 This paper seeks approval to directly award a contract to Action on Disability to provide a new Independent Living Direct Payment Support Service for one year at an annual cost of £150,000, with the option to extend for up to two years.
- 1.2 People assessed as having eligible care and support needs can request to take their personal budget as a direct payment (DP) to enable them to live independently with choice and control over their own services.
- 1.3 Many Hammersmith & Fulham (H&F) residents have expressed dissatisfaction with the current system and process for accessing DPs in H&F, including the lack of specialist support to use and manage their DPs.
- 1.4 H&F are committed to improving support and access to DPs for residents. Co-production with residents, officers and partners, and an independent review of DPs

by Ruils¹ in H&F in 2018 identified a need for a new support service for those who are in receipt of or interested in DP.

- 1.5 The report of Hammersmith & Fulham's Disabled People's Commission² noted the independent review's recommendation that the DP service be returned to a Disabled People's Organisation (DPO)³. The Commission recommended that the current personalisation strategy be replaced by a co-produced independent living strategy for Disabled people in H&F, to include Disabled people of all ages.
- 1.6 The DPC and independent review highlighted the benefits of having a local, independent DPO provide services for residents.
- 1.7 Residents and people who use DPs have co-produced the requirements of the specification for the new DP support service, how it should be monitored to ensure resident satisfaction and "what good DP support looks like".
- 1.8 Action on Disability is the only local DPO in H&F which has experience of DP support and is able to provide this new service. They have submitted a detailed delivery proposal which satisfies the requirements of the specification. They will be working in collaboration with Ruils, a London-based DPO with current expertise in DP support, to ensure local capacity, best practice and outcomes for residents.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Approves the waiver of the Contract Standing Orders (CSOs) under CSO 3.1 in relation to the requirement to seek competitive bids under CSO 10.2b, on the basis that it is in the Council's overall interest and that the nature of the market for the services to be provided has been investigated and is demonstrated to be such that a departure from these CSOs is justifiable;
- 2.2 Approves the direct award of a contract for a new Independent Living Direct Payment Support Service to Action on Disability from December 2019 for one year with the option to extend for up to two more at an annual cost of £150,000; and
- 2.3 Delegates the decision to exercise the option to extend for up to two years to the Strategic Director of Social Care in consultation with the Cabinet Member for Health and Adult Social Care.

3. REASONS FOR DECISION

- 3.1 The Disabled People's Commission, established by the Council's administration in 2016, and whose recommendations were accepted in full by Cabinet in December 2017, recommended that the Council should use local DPOs to deliver services for and with Disabled residents.

¹ Ruils is a Richmond-based charity that supports children and adults with disabilities and the elderly to live independently, be part of their community and to live life to the full.

² See <https://www.lbhf.gov.uk/councillors-and-democracy/resident-led-commissions/disabled-people-s-commission>

³ DPOs have a majority of Disabled people on their management committee and at least 50% Disabled people in the workforce.

- 3.2 The Commission also recommended that the current personalisation strategy be replaced by a co-produced independent living strategy for Disabled people in H&F, to include Disabled people of all ages.
- 3.3 An independent review by Ruils of DPs, commissioned in 2018 by the Council at the request of residents, recommended that a DPO would be best placed to provide the DP service. The Commission endorsed this.
- 3.4 Disabled residents in H&F have designed a new DP service, setting out what is good direct payment support. They have co-produced the requirements of the service specification and how delivery should be monitored to ensure good outcomes.
- 3.5 Action on Disability is a DPO in H&F that has local knowledge and experience of supporting people to use DPs. Their delivery proposal satisfies the requirements of the service specification and commits them to working with the support of another DPO with expertise in DP support (Ruils) to build local capacity for service delivery.
- 3.6 Of the options set out in section 5 of this paper, option five (issue a direct award to Action on Disability) provides the most-timely, cost effective and sustainable way to establish a new Direct Payments Support Service for the residents of H&F.
- 3.7 Establishing a steering group which works in co-production with residents to help steer, implement and oversee the impact and effectiveness of the new Independent Living Direct Payment Support Service during the first year and beyond will provide oversight and ensure correct leadership and delivery of the contract.
- 3.8 A one-year contract with the option to possibly extend for up to two more years allows for future enhancements and developments of the service with partners. It provides an opportunity to undertake wider market testing and capacity building of local organisations for participating in future tenders of this service.
- 3.9 The longer-term future of the Independent Living Direct Payment Support Service will take into account a review of the first year and feedback from residents using the service. This will help raise standards and ensure continuous improvements for the support service in additional years.

4. PROPOSAL AND ISSUES

- 4.1 The proposal is to directly award a contract to Action on Disability, an H&F DPO, to provide a new Independent Living Direct Payment Support Service for one year at an annual cost of £150,000, with the option to extend for up to two years.
- 4.2 The approach to improving DP support has been co-produced by local Disabled residents, who have been central to the design of the new service. The overall aim is to improve choice, control and wellbeing outcomes.
- 4.3 There is currently no specific support service in H&F to provide the expert guidance and support for people considering or using DPs. DP support is currently mainly via a conversation with a social worker/social care worker as part of an assessment of

need. Many workers do not have the level of detailed knowledge to promote DPs confidently.

- 4.4 In 2017, due to a high level of dissatisfaction with DP support and low take up, a peer led review of DP in H&F was carried out by Ruils, a user-led DPO based in South West London.
- 4.5 The Ruils report identified a number of issues, including the lack of specialist support, information, advice and guidance. It made several recommendations, which included the commissioning of a User Led Organisation (ULO) / DPO to deliver an Independent Living Direct Payment Support Service.
- 4.6 Many of the actions from the report have already been implemented, including DP training for Council staff and DP process improvements. The new Direct Payments Support Service will help ensure the remaining recommendations are implemented.
- 4.7 In 2016, the H&F administration established an independent Disabled People's Commission (the Commission) to set out recommendations for a new way of doing things, where Disabled residents, Councillors and officers and other organisations in the borough work together in co-production. The Commission set "Nothing About Disabled People Without Disabled people" as a standard for best practice and for working together to transform local public services.
- 4.8 The Cabinet accepted the Commission's recommendations in full. This included committing the Council to acting in line with the UN Convention on the Rights of Persons with Disabilities (UNCPRD), which contains a key commitment to Independent Living (Article 19).
- 4.9 Recommendation 7 of the Commission is: "Recognising the unique role, values, and authentic voice of Hammersmith & Fulham's Disabled peoples organisations (DPOs) and their network, the Council works with them to identify and agree a long-term funding strategy, which will ensure that local Disabled residents' rights are upheld, inclusion and equality advanced and that Disabled residents can lead on co-production."
- 4.10 Locally and nationally there is a lack of DPOs and specifically of those with expertise in DP. Action on Disability is currently the only DPO in H&F that meets the criteria.
- 4.11 Soft market testing of both local and wider DPOs stressed the importance of local knowledge when providing support to Disabled residents. DPOs from outside of H&F also indicated a willingness to support a local H&F DPO to build capacity and share expertise and good practice – but not to deliver the service themselves.
- 4.12 Action on Disability are committed to working with the support of other experienced DPOs to deliver a DP support service for H&F residents. They have partnered with Ruils to develop their proposal and Ruils would be the key delivery partner in ensuring capacity and expertise. Contract accountability will be with Action on Disability.
- 4.13 To ensure resident satisfaction, a steering group of residents who use DPs, commissioners and co-production leads would help to oversee the delivery of the

contract. This will ensure co-production and quality assurance, including around staff recruitment, performance monitoring and measurement of resident satisfaction. It will also ensure links to development work to embed independent living as part of the Council's new approach to Disabled people in line with DPC report.

- 4.14 A wider tender exercise is not recommended given that it is anticipated only Action on Disability would bid as other organisations would not meet the criteria of being a local DPO or having the ability to deliver a DP support service. Consideration can be given to a tender exercise should the market change in the future.

5. OPTIONS AND ANALYSIS OF OPTIONS

Option	Advantage	Disadvantage	Recommendation
1. Undertake a tender for a new external provider to deliver the new Independent Living Direct Payment Support Service, open to all organisations with relevant experience.	This could give the widest opportunity to secure a provider with expertise in DP, including both local and national organisations.	<p>The Disabled People's Commission report strongly recommended using a local DPO wherever possible.</p> <p>The extent of the potential market is unknown – risk of low response.</p> <p>Embarking on a full tendering process now would mean the new service would not be up and running until 2020</p>	Not recommended
2. Undertake a restricted tender for a new external provider to deliver the Direct Payments Support Service, open to just DPOs	This would ensure we are in keeping with the Disabled People's Commission recommendation to use a DPO to deliver the service.	<p>Expressions of interest are likely to be very low as there is currently few DPO organisations, both locally and nationally. Those approached have said they would not bid out of their area or against a local DPO.</p> <p>This is not in line with the commitment to use and build the capacity of local DPOs.</p> <p>Embarking on a full tendering process now would mean the new service would not be up and running until</p>	Not recommended

		2020	
<p>3. Invite proposals from a local DPO to apply for a grant as a smaller pilot/ short-term scheme for a fixed period of 6/9 months</p>	<p>This would meet the Disabled People's Commission recommendation to use a DPO wherever possible.</p> <p>This would allow a shorter testing period for the service, with the flexibility to extend or go out for tender at the end of the period.</p> <p>Start date for contract could be earlier than a higher value full years contract due to governance procedures. (Pilot may fall within Cabinet Member authority.)</p>	<p>There would be less security for the provider than with a longer-term contract, making recruitment and longer-term planning more difficult.</p> <p>Residents might not recognise the Council's full commitment to the new service if it was initially provided through a pilot or short-term grant scheme.</p>	Not recommended
<p>4. Issue a one-year direct award (requires a waiver to Contract standing orders) for a contract to the local DPO in H&F - Action on Disability.</p>	<p>This would meet the Disabled People's Commission recommendation to use a DPO wherever possible.</p> <p>Action on Disability have a history of providing this type of service and are a user-led organisation.</p> <p>We could then engage the market and capacity build for a future tender.</p> <p>This would also allow time for further dialogue</p>	<p>Governance procedures require more time than Option 3 due to higher value, so the service would take a little longer to go live.</p> <p>Relying on the experience and resources of Action on Disability alone might limit opportunities to grow the service and deliver a full range of options for residents.</p> <p>There would be less security for the provider than with a longer-term contract, making recruitment and longer-term</p>	Not recommended

	with partners in children's services and health to consider an enhanced service.	planning more difficult. Residents might not recognise the Council's full commitment to the new service if it is only for a year.	
<p>5. Issue a direct award (requires a waiver to Contract Standing Orders), for a contract to the local DPO in H&F, Action on Disability, for one year with the option to extend for up to another two years. This would include a requirement to work in conjunction with other DPO/s with current expertise in DP support.</p>	<p>This would meet the Disabled People's Commission recommendation to use a DPO wherever possible.</p> <p>Action on Disability have a history of providing this type of service and are a user-led organisation.</p> <p>An option to extend for up to two years would help with recruitment and sustainability for the service. It would increase the opportunities for the provider to bring in external funding.</p> <p>Action on Disability would be strengthened by working alongside another experienced DPO, accessing extra resources and expertise to mobilise, deliver and develop the service.</p>	<p>Governance procedures would require more time than Options 3 or 4) due to higher value, so the service would take a little longer to go live.</p>	<p>Recommended</p>

5.1 PROPOSAL

- 5.1.1 Action on Disability have submitted a costed delivery proposal and mobilisation plan which officers have reviewed and which satisfies the requirements of the service specification.
- 5.1.2 The new Independent Living Direct Payment Support Service will provide a range of support, training, information and advice to enable residents to take up and manage their own DPs effectively. The service will enable residents to build their ability and confidence to manage DPs and will be key to the promotion and development of DPs in line with the Council's wider DP plans and its commitment to co-production and Independent Living.
- 5.1.3 The key service delivery requirements as set out in the specification are:
- a. A dedicated front-line service competent in all aspects of Direct Payment implementation and support;
 - b. Information and advice for DP users and potential DP users, including employment responsibilities;
 - c. DP information, advice and training for social care workers and other frontline staff;
 - d. A DP advice line; and
 - e. Peer support for people using DPs or potential DP users.
- 5.1.4 Action on Disability's proposal includes delivery via a part-time co-ordinator, two FTE independent living advisers and web-based and information sources. This would support:
- a. Detailed case work to ensure compliance with all legal requirements, such as those as an employer;
 - b. Compliance with DP responsibilities for monitoring and reporting to the Council;
 - c. Guidance and walk-through for successful take up of DPs;
 - d. Monthly peer support group;
 - e. Working with social care teams to provide training and support and address queries;
 - f. Information and advice in appropriate accessible formats, including technical information on employer responsibilities;
 - g. Access to a *find-a-PA* site to ease recruitment of personal assistants (PAs), including a recruitment handbook with templates and sample employment contracts;
 - h. Outreach and awareness to support strategic aims to increase awareness uptake of DPs; and
 - i. Website and dedicated phone line – including resources for H&F website.
- 5.1.5 Quality assurance and feedback mechanisms include customer surveys, focus groups, workshops and external independent reviews. The delivery proposal sets out the operational delivery standards.

- 5.1.6 Quarterly monitoring reports will be required by commissioners that will include activity and performance data as well as resident satisfaction.
- 5.1.7 The steering group of residents who use DPs, commissioners and co-production leads will help ensure triangulation of feedback from the service from people using DPs and from the Council's operational social care teams.

6. CO-PRODUCTION COMMENTS

- 6.1 The whole approach to developing this proposal to improve DP support has been co-produced with residents and grounded in the recommendations of the Disabled People's Commission and the external review of DPs.
- 6.2 This follows Recommendation 1 of the Commission: "The Council to implement a human rights approach to its policy and service development, using the UN Convention on the Rights of Persons with Disabilities (UNCRPD) as the framework for change."
- 6.3 It also follows the Commission's Recommendation 2: "The Council adopts and implements a policy which commits the Council to working in co-production with Disabled residents."
- 6.4 The approach has been ground-breaking, using various platforms – workshops, co-production events, peer meetings and communications – through which residents designed what good direct payment support looks like (see Appendix 2). Residents co-produced the requirements of the service specification, how the contract will be monitored and how we will know the service is making a difference.
- 6.5 The following co-production events took place:
- DP event, 24 Sept 2018 – What good DP support looks like
 - DP Implementation Group, 6 Nov 2018 – Action plan to improve DP support
 - DP Implementation Group, 22 Nov 2018 – DP pathway and processes
 - DP Implementation Group, 7 Jan 2019 – Review revised DP pathway
 - DP workshop, 27 Feb 2019 – DP Information requirements and DP support service specification
 - DP Implementation Group, 6 June 2019 – Action plan and training needs
- 6.6 The delivery of the service by a local DPO and the establishment of a steering group inclusive of H&F Disabled people who are using DPs, will ensure ongoing co-production to shape, deliver and review the service.

Comments verified by: Kevin Caulfield and Tara Flood, Strategic Leads for Co-production, Tel. Kevin Caulfield 0777 667 2367, Tara Flood 020 8753 8888.

7 EQUALITY IMPLICATIONS

- 7.1 It is not anticipated that proposals in this report will have any direct negative impact on groups with protected characteristics, under the terms of the Equality Act 2010.
- 7.2 A positive impact on Disabled residents is anticipated as the proposals promote better outcomes and improved choice and control for Disabled people. The proposals give consideration to co-production and working with local DPOs.

7.3 An Equality Impact Assessment (Appendix 1) has been undertaken.

Implications verified by: Fawad Bhatti, Policy & Strategy, Tel. 07500 103617.

8 LEGAL IMPLICATIONS

- 8.1 This report recommends the direct award of a contract with a total value of £450,000. The services fall under the category of social and other specific services, Schedule 3 of the Public Contracts Regulations 2015 (PCR). The threshold for such services is currently £615,278. This proposed direct award is below the Current EU Procurement threshold and therefore the Public Contract Regulations 2015 do not apply in full.
- 8.2 However, the Council is still required to comply with the general principles of transparency, equal treatment, non-discrimination and proportionality. Accordingly, undertaking a competition exercise would be encouraged in order to adhere to these principles.
- 8.3 As stated below in the Commercial and Procurement Implications, this is a contract with a value of greater than £25,000 but less than the EU Threshold. Therefore, the Council's CSOs require Framework arrangements to be considered (CSO10.2, table 10.2b) or otherwise to seek public quotations using the e-tendering system and the Government's "Contract Finder" portal (CSO 11.2). The report is seeking a waiver pursuant to CSO 3.1 of the requirements under CSOs 10.2. An exemption to these requirements can be granted under CSO 3.1 where one of five specified grounds for doing so is made out. Here the ground being relied on is that the waiver is that "the nature of the market for the services to be provided has been investigated and is demonstrated to be such that a departure from these CSOs is justifiable" and that "it is in the Council's overall interest". The decision-maker needs to be satisfied on the basis of the information set out in the report that a direct award would be justified when compared with opening the service up to competition.
- 8.4 For contracts valued over £100,000, the waiver can be granted under CSO 3.1 by the appropriate Cabinet Member(s) and the Leader of the Council. However, as the recommendation here includes a direct award in addition to the waiver, the decision should be taken by Cabinet in accordance with CSO 3.2.
- 8.5 The report also recommends that the decision to extend the contract following the expiry of the initial term for a further period of two years is delegated to the Strategic Director of Social care in consultation with the Cabinet Member for Health and Adult Social Care. This delegation is permitted under CSO 17.3.1.
- 8.6 In accordance with CSO 3.1, a record of the waiver needs to be kept within the relevant department.
- 8.7 It is recommended that legal advice is sought on the appropriate terms and conditions for this proposed contract.

Implications provided by Hannah Ismail, Solicitor, Sharpe Pritchard LLP, external legal advisers seconded to the Council, Tel. 020 7405 4600.

9 FINANCIAL IMPLICATIONS

Contract Start 1/12/19	2019/2020	2020/2021	2021/2022	2022/2023	Total
Year 1	£50,000	£100,000			£150,000
Year 2		£50,000	£100,000		£150,000
Year 3			£50,000	£100,000	£150,000
Total	£50,000	£150,000	£150,000	£100,000	£450,000

- 9.1 The cost of the Independent Living Direct Payment Support Service will be £150,000 for one year, as detailed in section 0 of this report.
- 9.2 The contract will commence on 1 December 2019. Therefore, the cost in 2019/20 will be £50,000 for 4 months and the cost in 2020/21 will be £100,000.
- 9.3 There is an option to extend the contract for a further two years at a cost of £150,000 each year.
- 9.4 The budget for this service is £150,000 per annum, so the contract can be funded from the existing budget.

Implications completed by: Prakash Daryanani, Head of Finance (Social Care), Tel. 020 8753 2523. Verified by: Emily Hill, Assistant Director, Corporate Finance, Tel. 020 8753 3145.

10 IMPLICATIONS FOR BUSINESS

- 10.1 No direct local business implications. (See also Social Value section 14)
- 10.2 **Implications completed by: Albena Karameros, Economic Development Team, tel. 020 7938 8583**

11 PROCUREMENT IMPLICATIONS

- 11.1 The author of the report is requesting approval for a waiver of Hammersmith & Fulham Contract Standing Order (CSO) 10.2 to competitively tender a service to allow for the direct award of contract to Action on Disability. The proposed contract would commence on 1 December 2019 with an initial duration of one year and the option to extend for two further periods each of one year. The maximum lifetime value of the contract over three years would be £450,000, based on an annual value of £150,000.

- 11.2 The author of the report is requesting a waiver of CSO 20.3 to allow for the decision to extend the proposed contract to be delegated to the Strategic Director of Social Care in consultation with the Cabinet Member for Adult Social Care and Public Health.
- 11.3 The service to be provided under the proposed contract falls under the category of Social and other specific services as defined by the Public Contracts Regulations 2015. CSO 10.2 classifies a contract under this category with a value of £450,000 as “Medium Value” (£25,000 to below £615,278) and requires that if it is not possible to “call off” the service from an existing framework agreement then public quotations should be sought.
- 11.4 CSO 20.3 (c) requires that contract modifications (including extensions to the contract term) be approved by Cabinet where the value of the modification is £100,000 or greater.
- 11.5 CSO Section 3: Waivers and Exemptions provides for the requirement to expose a service to commercial competition to be waived if one of five grounds are satisfied:
- A prior written waiver to these CSOs may be agreed by the Appropriate Persons if they are satisfied that a waiver is justified because the nature of the market for services to be provided has been investigated and is demonstrable to be such that a departure from the CSOs is justifiable.*
- It is considered that the author of the report has demonstrated that a waiver of the CSO's is in the Council's overall interest.
- 11.6 The Appropriate Persons to approve a waiver with a value of £100,000 or more are the appropriate Cabinet Member and the Leader of the Council (CSO 3.1).
- 11.7 On the basis that the waiver is agreed the contract should be awarded by Cabinet in accordance with CSO 17.3 as it has a maximum value of £450,000
- 11.8 In the event Cabinet awards the contract the award must be published in Contracts Finder, the contract between the council and Action on Disability must be formally executed in accordance with CSO 19 and the contract details entered on capitalEsourcing.
- 11.9 As referred to in 11.3 above, the service to be provided under the proposed contract falls under the Public Contracts Regulations' definition of Social and other specific services. Such services are only subject to the full provisions of the regulations when they exceed the financial threshold of £615,278. Accordingly, a contract with a maximum value of £450,000 does not fall under the Regulations and the contract is classified as “unregulated”.

Implications completed by: Tim Lothian, Procurement Officer, Tel. 020 8753 5377.

12 IT IMPLICATIONS

- 12.1 No IT implications are considered to arise from this report as it seeks approval to directly award a contract to Action on Disability to provide a new Independent Living

Direct Payment Support Service on behalf of H&F for one year. Should this not be the case, for example, by requiring new systems to be procured or existing systems to be modified, IT Services should be consulted.

- 12.2 IM (information management) implications: A Privacy Impact Assessment(s) should be carried out to ensure that all the potential data protection risks around this award (e.g. in sharing details with Action on Disability about residents accessing the service) are properly assessed with mitigating actions agreed and implemented. Mitigations could include contract data protection and processing schedules or information sharing agreements and (a) Supplier Security Questionnaire(s) (SSQs) to ensure the systems used by Action on Disability comply with H&F's regulatory and information security requirements.
- 12.3 The contract with Action on Disability will need to include H&F's data protection and processing schedule. This is compliant with Data Protection law (the General Data Protection Regulation (GDPR) 2016; and the Data Protection Act (DPA) 2018).
- 12.4 Action on Disability will be expected to have a Data Protection policy in place and all staff will be expected to have received Data Protection training.
- 12.5 A Privacy Impact Assessment has been completed.

Implications verified/completed by: Tina Akpogheneta, Interim Head of Strategy and Strategic Relationship Manager, IT Services, Tel. 020 8753 5748.

13 RISK MANAGEMENT

- 13.1 Proposals are consistent with the Council's priority to create a compassionate Council. Being ruthlessly financially efficient also means that services must demonstrate appropriate funding sources before reports proceed. Here it is confirmed that this service contract can be funded from the existing budget. Contract performance monitoring will need to be robust to ensure that the services attains a high standard throughout the period of the contract.

Implications verified by: Michael Slonowski Risk Manager, Tel/ 020 8753 2587, mobile 07768 252703.

14 SOCIAL VALUE

- 14.1 The Public Service (Social Value) Act 2012 requires Local Authorities to endeavour to add social value (economic, social or environmental well-being benefits) to their local area via its service contracts. Action on Disability have identified social value delivery during the duration of the contract and this satisfies the legislative requirement.
- 14.2 The Council's own CSOs state at 8.7.1, "Those commissioning services must comply with the Council's Social Value Policy outcomes that seek to deliver: more opportunities for local micro-businesses, local small and medium sized enterprises and local third sector organisations; and/or more employment and training opportunities for local residents."
- 14.3 The service has been designed in co-production with residents of H&F and will:

- Promote peer and mutual support among Disabled residents
- Rebuild capacity in H&F for local organisations to deliver local services
- Create and/or support access to meaningful employment opportunities and training for residents; and
- Contribute to creation of employment and training opportunities for local people, such as personal assistants, support workers, and trainers and/or through community or micro enterprises.

14.4 In view of a contract extension, it is strongly recommended the contract manager ensures any social value specified by the contractor will be delivered by the end of the contract.

14.5 The Contract Register will have to be updated and Social Value benefits should be captured. This will ensure compliance with statutory transparency requirements.

Implications verified/completed by Ilaria Agueci, Tel: 0777 667 2878.

15 BACKGROUND PAPERS USED IN PREPARING THIS REPORT

“Nothing About Disabled People Without Disabled People”, H&F’s independent Disabled People’s Commission, November 2017, as presented to and agreed by Cabinet in December 2017. PUBLISHED. See <https://www.lbhf.gov.uk/councillors-and-democracy/resident-led-commissions/disabled-people-s-commission>

Direct Payment Review Hammersmith & Fulham 2017-2018 Published by Ruils. PUBLISHED. See https://www.lbhf.gov.uk/sites/default/files/section_attachments/ruils-dp-review-main.pdf

LIST OF APPENDICES:

Appendix 1 EIA

Appendix 2 Co-production: What is Good Direct Payment Support?

Appendix 1

H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2019/2020
Name and details of policy, strategy, function, project, activity, or programme	<p>Award of Contract for an Independent Living Direct Payment Support Service to Action on Disability</p> <p>This is a new service to provide Direct Payment (DP) support to residents of H&F.</p> <p>The service provider will be expected to raise the profile of DP in the borough, provide training, assist current and/or potential users of DP with support on a range of activities, including providing advice, information, signposting and using Personal Assistants (PA's). They will also facilitate a DP peer support group.</p>
Lead Officer	<p>Karen Udale Commissioning & Transformation lead Karen.udale@lbhf.gov.uk 07833 481242</p>
Date of completion of final EIA	Draft 13/08/19

Section 02	Scoping of Full EIA
Plan for completion	<p>Timing:</p> <p>Contract to go live from 1 December 2019</p> <p>CMB 9 September 2019</p> <p>BDT 19 September 2019</p> <p>Political Cabinet 7 October 2019</p> <p>Cabinet 4 November 2019</p>

Analyse the impact of the policy, strategy, function, project, activity, or programme

Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.

Protected characteristic	Analysis	Impact: Positive, Negative, Neutral														
Age	<p>The service provides support for all adults ages 18+ in H&F and does not exclude anyone on account of age.</p> <p>Snap-shop for DP users age groups August 2019</p> <table border="1" data-bbox="813 675 1951 943"> <thead> <tr> <th>Age Group</th> <th>Numbers</th> </tr> </thead> <tbody> <tr> <td>18 - 24</td> <td>37</td> </tr> <tr> <td>25 - 34</td> <td>53</td> </tr> <tr> <td>35 - 44</td> <td>60</td> </tr> <tr> <td>45 -54</td> <td>55</td> </tr> <tr> <td>55 - 64</td> <td>56</td> </tr> <tr> <td>65 +</td> <td>224</td> </tr> </tbody> </table>	Age Group	Numbers	18 - 24	37	25 - 34	53	35 - 44	60	45 -54	55	55 - 64	56	65 +	224	Neutral
Age Group	Numbers															
18 - 24	37															
25 - 34	53															
35 - 44	60															
45 -54	55															
55 - 64	56															
65 +	224															
Disability	<p>The service is currently based on the site of Norman Croft school and will move to purpose-built offices on the Clem Attlee Estate in the Autumn of 2020. Both sites are fully accessible.</p> <p>The service is provided by a Disabled People's Organisation (DPO), which uses the social model of disability in understanding and delivering services in the borough for disabled people.</p> <p>The purpose of the service is to support improved wellbeing outcomes of Disabled people and to enhance Disabled people's choice and control over how their care and support needs are met.</p>	Positive														

Gender reassignment	Not known or specified																			
Marriage and Civil Partnership	Not known or specified.																			
Pregnancy and maternity	Not known or specified																			
Race	<p>The service does not differentiate on the basis of race/ethnicity. Residents can both self-refer or be referred through H&F Care and Assessment teams and is based on need and eligibility for DP.</p> <p>A snapshot of DP users in August 2019:</p> <table border="1"> <thead> <tr> <th>Race</th> <th>Numbers</th> </tr> </thead> <tbody> <tr> <td>Asian/Asian British/Chinese</td> <td>16</td> </tr> <tr> <td>Black/African/Caribbean/Black British</td> <td>54</td> </tr> <tr> <td>Information not yet obtained</td> <td>117</td> </tr> <tr> <td>Mixed/Multiple Ethnic Groups</td> <td>2</td> </tr> <tr> <td>Not Known</td> <td>18</td> </tr> <tr> <td>Not Stated</td> <td>6</td> </tr> <tr> <td>Other Ethnic Groups</td> <td>2</td> </tr> <tr> <td>White</td> <td>223</td> </tr> </tbody> </table>	Race	Numbers	Asian/Asian British/Chinese	16	Black/African/Caribbean/Black British	54	Information not yet obtained	117	Mixed/Multiple Ethnic Groups	2	Not Known	18	Not Stated	6	Other Ethnic Groups	2	White	223	Neutral
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Not Known	18																			
Not Stated	6																			
Other Ethnic Groups	2																			
White	223																			
Religion/belief (including non-belief)	Not known or specified																			

Sex	<p>Overall the ratio of female to male in H&F is slightly higher than the regional and national average. In the age group 65+ across the borough there is a much higher ratio of female to male. (H&F Borough Profile 2018)</p> <p>A snapshot of DP users August 2019</p> <table border="1" data-bbox="813 411 1951 568"> <thead> <tr> <th>Sex</th> <th>Numbers</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>313</td> </tr> <tr> <td>Male</td> <td>175</td> </tr> <tr> <td>Unknown</td> <td>1</td> </tr> </tbody> </table>	Sex	Numbers	Female	313	Male	175	Unknown	1	Neutral
Sex	Numbers									
Female	313									
Male	175									
Unknown	1									
Sexual Orientation	Not known or specified									

Human Rights or Children's Rights

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

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

Yes. The service will have a positive affect

The United Nations Convention on the Rights of Persons with Disabilities (the Convention), in Article 4(3), promotes the active involvement of Disabled people in developing services for independent living.

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

No

	Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.
Documents and data reviewed	Current data supplied by H&F data relating to current DP users. H&F Borough Profile 2018
New research	

Section 04	Consultation
Consultation	Consultation and co-production with residents has taken place through: <ul style="list-style-type: none"> • DP Implementation Group. • DP Peer Support Service • Disabled People's Commission • Ruils Peer Review of DP in H&F.
Analysis of consultation outcomes	Residents have looked at "What makes a good DP Support Service" and expressed their views through meetings, forums and events. They wish to proceed with the recommendations of the Ruils report and the Disabled People's Commission for H&F to commission a local DPO to deliver DP support service.

Section 05	Analysis of impact and outcomes
Analysis	DPs encourage greater autonomy, flexibility and innovation. They empower people to take control and to remain independent within their community. This supports the overall aim to improve the wellbeing of residents with care and support needs, ensuring they have choice and control over how their needs and desired outcomes are met. The new service will fill the gap for a much-needed support service for residents in H&F. It will have a positive impact for all of the protected characteristic groups.

Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	The new contract will be monitored and reviewed during the first year to ensure compliance and feedback sought from residents on the standards and quality of service delivery, including equality for all protected characteristic groups.

Section 07	Action Plan					
Action Plan	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer and borough	Expected outcome	Date added to business/service plan

Section 08	Agreement, publication and monitoring					
Chief Officers' sign-off	Name: Lisa Redfern Position: Strategic Director, Social Care Email: lisa.redfern@lbhf.gov.uk Telephone No: 020 8753 5218					
Key Decision Report (if relevant)	Date of report to Cabinet Member: 09/09/19 Key equalities issues have been included: Yes					
Equalities Lead (where involved)	Name: Fawad Bhatti Position: Policy & Strategy Date advice / guidance given: 29/08/19 Email: fawad.bhatti@lbhf.gov.uk Telephone No: 07500 103617.					

Appendix 2. Co-production: what is good direct payment support?

Below is the visual record of residents' views of the key features of good direct payment support. These views were given at an event hosted by H&F Council on 24 September 2018, "Nothing About Disabled People Without Disabled People. What is Good Direct Payment Support?" The event was attended by over 50 people who use direct payments and by their families and friends.



<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">4 NOVEMBER 2019</p>	
<p style="text-align: center;">PROCUREMENT STRATEGY FOR THE REPROCUREMENT OF MOSAIC</p>	
<p>Report of the: Cabinet Member for Finance and Commercial Services – Councillor Max Schmid, Cabinet Member for Health and Adult Social Care – Councillor Ben Coleman and Cabinet Member for Children and Education – Councillor Larry Culhane</p>	
<p>Open Report with Exempt Appendix <i>Appendices 2 and 3 of this report are exempt from disclosure because they contain 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.</i></p>	
<p>Classification - For Decision Key Decision: Yes</p>	
<p>Consultation Adults' and Children's service leads.</p>	
<p>Wards Affected: None</p>	
<p>Accountable Director: Lisa Redfern, Strategic Director of Social Care Lisa Redfern, Interim Director of Children's Services Hitesh Jolapara, Strategic Director of Finance and Governance Veronica Barella, Chief Information Officer</p>	
<p>Report Author: Josh Hadley</p>	<p>Contact Details: Tel: 020 753 1980 E-mail: Josh.Hadley@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. Hammersmith and Fulham Council (H&F) provide social care services to both adults and children, and the provision of these services is supported by a case management platform called Mosaic. This platform is currently provided by the third-party supplier Servelec.

- 1.2. The Mosaic platform is currently provided under two contracts, one covering the Adults Social Care (ASC) instance, and one covering the Children's Services (CHS) instance. The ASC contract is a three-Borough contract, with Kensington and Chelsea (RBKC) and Westminster City Council (WCC) as the other parties. The CHS contract is called off from the Westminster framework.
- 1.3. The H&F share of these contracts amounted to £386,321 in 2018/19, as per the table below. Both Servelec contracts are due to expire in January 2020. As part of H&F's drive to be ruthlessly financially efficient, significant savings will be sought going forward before approving new contracts.

Directorate	Current value of contract
ASC	£228,242
CHS	£158,079

- 1.4. As a result of H&F leaving the shared delivery arrangement, work has already started to disaggregate H&F data from that generated by the other two Boroughs. The result of this will be that H&F Adult Social Care will have its own fully sovereign instance of the Mosaic platform.
- 1.5. To preserve continuity of service in both ASC and CHS, we are seeking to re-procure the Mosaic system from Servelec, via a direct award through the Crown Commercial Service (CCS) Data and Application Solutions Framework (DAS Framework).
- 1.6. We are seeking to combine the provision into a single contract that covers both Directorates and are seeking to secure a five-year contract. The framework contract automatically includes an option to extend for a further two years.
- 1.7. The new procurement is solely for H&F.
- 1.8. The total cost of this proposal can be found in the exempt Appendix 3.
- 1.9. A renegotiation will take place with the supplier as part of the reprocurement to drive costs down in keeping with the Council's priority to be Ruthlessly Financially Efficient. Negotiation will also cover delivery of additional social value to the Council.
- 1.10. Analysis of the proposed GCloud framework, which includes all key providers of Social Care systems, indicates a significant annual saving to the council is achievable as shown in the exempt Appendix 3.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1. Approves the use of the Crown Commercial Services ('CCS') Data and Application Solutions Framework ('DAS Framework') to procure Mosaic.

- 2.2. Approves the direct award of a call-off contract to Servelec Education Limited via the CCS DAS Framework under Lot 1b: Workflow and Case Management Solutions for a maximum total cost as set out in the exempt Appendix 3.
- 2.3. Delegates to the Strategic Director of Finance and Governance, in consultation with the Cabinet Members for Health and Adult Social Care, Children and Education, and Finance and Commercial Services, the decision to finalise contract arrangements in respect of the contract at paragraph 2.2 above, and the decision to terminate or vary the contract within the above thresholds.

3. REASONS FOR DECISION

- 3.1. The ongoing availability of a case management, care tracking and finance system is a critical requirement for the provision of social care services. Changing to a new platform at this time would entail a significant amount of new investment, as well as a substantial outlay of time and change management. It could therefore, cause significant disruption to the provision of services.
- 3.2. Children's services upgraded to Mosaic from Frameworki around the time the service disaggregated from the previous shared service. Remaining on the same system at this point will minimise disruption to the relatively new sovereign service.
- 3.3. There is also a significant amount of contingent work underway within the Council that requires the ongoing incumbency of Mosaic, including Family Story, the disaggregation of formerly three-Borough data, and other existing software.
- 3.4. Renewed provision of Mosaic will deliver service continuity and allow us to continue building on:
 - A. Integration with Public Health case management processes and systems
 - B. Meeting Care Act compliance and business transformation initiatives
 - C. Sharing of data with the NHS through the Child Protection Information Sharing initiative
 - D. Whole Systems Integration
 - E. Preserving the interface with H&F's Finance and HR systems for processing payments relating to service provision

4. PROPOSAL AND ISSUES

- 4.1. An extension of the current Mosaic contracts is not an option that is available to H&F. This is because the current contracts are between Servelec, the provider, and three Boroughs. Any extension of those existing contracts must therefore be between Servelec and the same three Boroughs.
- 4.2. The Mosaic contract has not been subject to competition for some time. A further direct award could therefore pose a risk to the Council. Awarding the

contract through a framework mitigates this risk, as it means that the Council adheres to competition requirements while also preserving the capability to make a direct award and ensure continuity of service.

Duration of the contract

- 4.3. ASC and CHS have differing requirements as to the duration of the contract. ASC would prefer a long contract, as this will help to motivate efficiencies in cost. CHS, however, requires flexibility in contract duration if alternative plans to deliver better system integration for families becomes viable.
- 4.4. The negotiating strategy adopted thus far has been to seek a 5 year contract with the option to taper down the usage should CHS seek to exit early. This is subject to inserting the call-off Schedule 10 Exit Plan to the Order Form when drafting the contract. Further details can be found in the legal advice on this paper.
- 4.5. To enable CHS to terminate early if required, a variation clause will be included in the order form for the Call-Off Schedule 10 – Exit Plan to facilitate this.

Dependent platforms

- 4.6. The Special Education Needs (SEN) team is considering the adoption of Servelec's Synergy SEN platform for their own case management requirements. This would cost an additional £40,000 per year (in addition to the sums quoted for Mosaic elsewhere in this paper) and would benefit from the ongoing use of Mosaic in the broader CHS environment. However, the service is evaluating whether another third-party system would provide a better solution as it allows parents and carers to log into the system, which is not currently available with Servelec. This would enable the SEN service to modernise its delivery. Therefore, approval for the SEN system will be covered under a separate paper as options are still being evaluated.
- 4.7. A key component of the Adult Social Care service is the monitoring of the delivery of care which is undertaken by the Home Care team. This functionality is provided by EziTracker, a tool which is supplied by a different vendor, HAS Tech Ltd, but integrates into Mosaic. The EziTracker tool is depreciated and its replacement offers more accurate tracking which would offer the council savings in commissioned care costs. A separate paper will be submitted detailing this upgrade.
- 4.8. Mosaic is heavily integrated with the Hampshire IBC system that H&F uses for its finance and HR. This integration was set up during the implementation of Hampshire IBC, and any change in provider would require that integration to be developed anew in partnership with the Hampshire IBC team, and would likely incur further cost.

Terms and Conditions of Servelec contract

- 4.9. Servelec's performance as a provider has come under some scrutiny over the duration of the current contract. This is due to issues arising from a lack in support responsiveness from the supplier, rather than concerns about the stability or functionality of the core application, which is broadly considered to be satisfactory by the business.
- 4.10. To improve the performance of the supplier, an internal performance management group will be setup with senior leads from ASC, CHS, IT and BI to ensure the supplier is delivering an improved service back to H&F. Additionally, the new contract will include strong performance management tools.
- 4.11. The current contract is priced on the basis of a Per User, Per Month (PUPM) licence. Under the terms and conditions set out on the DAS framework, we would be able to move to a single site licence that covered the whole Council and its usage, and would likely seek to do so, provided that it was consistent with the requirements set out in section 4.3 of this paper and that it would provide better value for money. Historically usage numbers have been fairly consistent and stable, so the flexibility of a PUPM model has not been needed.
- 4.12. The current contract is weak in the area of delivering social value back into H&F and the new contract should address this in support of the requirements of the Public Services (Social Value) Act 2012 specifically relating to wider social, economic and environmental benefits.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. Three options were considered with regards to the Mosaic re-procurement.
- 5.2. Do nothing:
This option was discarded as the impact upon the capability of the business to deliver critical and required services would be impacted by the failure of the Council to provide adequate case management capability and is therefore not recommended.
- 5.3. Procure a case management system via an open tender:
This option was considered to have advantages; in particular, it offered the lowest legal and procurement risk. However, should this option result in a new supplier there will be additional implementation costs and substantial resource impact on the services. This option is not recommended as it does not deliver on the Council's priority to be Ruthlessly Financially Efficient.
- 5.4. Call off from the CCS DAS Framework to directly award a contract for the provision of Mosaic:
This option offers a compliant route to re-procure Mosaic with greatest assurance around service continuity because of the opportunity to direct award to Servelec. It offers the possibility of negotiating further efficiencies in

the contract. For example, as Option C involves calling off the CCS DAS Framework, the framework provider CCS will help ensure Servelec's service levels remain consistent by way of framework management. Additionally, a market comparison exercise of case management platforms has been carried out and the results support this recommendation. The analysis is captured in the exempt Appendix 2. **Recommended option.**

6. CONSULTATION

- 6.1. The following have been consulted – H&F Contract Management Office, ASC Contracts & Commissioning, Children's Services, Finance, Procurement, and legal advice has been sought from Sharpe Pritchard.

7. EQUALITY IMPLICATIONS

- 7.1 The approval of the contract award, as set out in the Recommendations, does not directly negatively impact on groups with protected characteristics under the Equality Act 2010.
- 7.2 Implications completed by: Fawad Bhatti, Social Inclusion Policy Manager, tel 07500 103617

8. LEGAL IMPLICATIONS

- 8.1. Approval of a Procurement Strategy and Business Case as set out at Appendix 1, is a requirement for all contracts in excess of £100,000 (CSO 8.12). It is possible for a Strategy to cover more than one procurement. This strategy is proposed to cover the period until the end of financial year 2019/2020.
- 8.2. This report recommends a direct award of a call-off contract to Servelec under lot 1b of the CCS DAS Framework with a maximum contract value as set out in the exempt Appendix 3.
- 8.3. The lifetime value of the call-off contract exceeds the current EU threshold of £181,302 for Services set out in the Public Contracts Regulations ('PCR'). Therefore, this procurement is subject to the full procurement regime set out in the Public Contract Regulations ('PCR').
- 8.4. However, the PCR's do allow for use of a legal framework which complies with the PCR under Regulation 33. Use of an existing framework agreement also secures compliance with Contract Standing Order (CSO) 10.2a on permitted tendering procedures.
- 8.5. The CCS DAS Framework was procured in accordance with the PCR. It runs for the 2 years from 25 January 2019 to 24 January 2021 with the option to extend for 24 months. This takes the maximum lifetime of the Framework Agreement to 4 years which is in line with Regulation 33(3) PCR.

- 8.6. The point referred to in 4.4 regarding the option for CHS to terminate the contract early should be secured by inserting Call-Off Schedule 10 – Exit Plan to the Order Form while having consideration to the option to vary the scope of the services within the contract via a deed of variation should ASC seek to remain.
- 8.7. As per 5.4 above, this option provides for the lowest legal and procurement risk and the standard call off terms and conditions drafted by CCS aim to protect the buyer, in this case, H&F.
- 8.8. The report seeks delegation of the decision to extend the contract for a further period of 2 years, to the Strategic Director of Finance and Governance, in consultation with the Cabinet Members for Health and Adult Social Care, Children and Education, and Finance and Commercial Services. Cabinet can delegate this decision under CSO 17.3.1.
- 8.9. *Implications verified/completed by: Hannah Ismail, Solicitor, Sharpe Pritchard LLP, external legal advisers seconded to LBHF, telephone: 0207 405 4600*

9. FINANCIAL IMPLICATIONS

- 9.1. This report seeks approval to direct award a call-off contract to Servelec Education Limited for an initial period of 5 years, at a maximum total value of as set out in the exempt Appendix 3.
- 9.2. The current annual cost outlined in the report to Servelec Education Limited is estimated to be £386,321. As part of H&F's drive to be ruthlessly financially efficient, significant savings will be sought going forward before approving new contracts and it is expected that the procurement and negotiation will deliver a saving against this and will be confirmed following completion of the negotiations.
- 9.3. A credit check of Servelec Education Limited has given rise to a credit rating of 89/100, which indicates that the company is of very strong financial health.
- 9.4. The cost of this contract will be funded from existing revenue budget for IT applications.
- 9.5. Should the council decide to terminate the contract early as referenced in point 4.4 and vary the scope of services, this should be subject to a separate decision paper once the financial implications are fully known.
- 9.6. There is also an additional option to extend this contract by a further 2 years upon expiry of the 5 year contract term. Any future decision on the option to extend the contract by a further 2 years will be subject to a separate decision report as outlined in the exempt Appendix 3.
- 9.7. *Implications completed by: Andre Mark, Finance Business Partner (Corporate Finance), Tel. 020 8753 6729*

9.8. *Implications verified by Emily Hill, Assistant Director, Corporate Finance, Tel. 020 8753 3145.*

10. IMPLICATIONS FOR LOCAL BUSINESS

10.1. This paper has no implications for local businesses.

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

11. COMMERCIAL IMPLICATIONS

11.1 The recommendation is in line with the Council's Contracts Standing Orders (CSOs) and the Public Contracts Regulations (PCR) 2015. The framework has been procured in line with the Regulations.

11.2 Detailed implications of the procurement are presented under the Legal section above.

11.3 Combining the provisions under one overarching contract can deliver savings for the Council and represents the most commercially viable solution.

11.4 *Implications verified/completed by: Andra Ulianov, Head of Contracts and Procurement, 07776672876.*

12. IT IMPLICATIONS

12.1. The proposed reprocurement of the existing Mosaic social care system de-risks service delivery to residents at a time when both Adults and Children's are disaggregating previously shared services and refocusing on H&F sovereign services.

12.2. The identified procurement framework allows for negotiation on some components of Mosaic, such as licensing, which will drive down operational costs.

12.3. The council's information strategy requires IT systems to be capable of integrating into Power BI to enable services to analyse and inform future redesign of services. Mosaic is already integrated into Power BI.

12.4. *Implications verified/completed by: Veronica Barella, Chief Information Officer. Telephone: 020 8753 2927.*

13. RISK MANAGEMENT

13.1. As set out in the report, the ongoing availability of a case management, care tracking and finance system is a critical requirement for the ongoing provision of social care services. The Council is committed, through its Business Plan, to creating a compassionate council which provides effective and timely

support to vulnerable children, families and adults with a diverse range of needs.

- 13.2. To enable services to be managed effectively, targeting resources, effort and expertise to meet those needs requires systems and processes which support this. In line with the council's objective of being ruthlessly financially efficient, officers have identified the most appropriate route to secure the long term use of the existing system while working with the new supplier to ensure service continuity by undertaking a direct award and seeking to negotiate further efficiencies during the life of the contract.
- 13.3. Officers will ensure that appropriate measures are put in place to protect the sensitive personal data of those who are in receipt of social care services. Officers will also need to ensure that robust contract management arrangements are in place to ensure appropriate and timely support from the provider, due to the critical nature of the system to delivering services.
- 13.4. *Implications verified/completed by: David Hughes, Director of Audit, Fraud, Risk and Insurance on 07817 507695.*

14. OTHER IMPLICATIONS PARAGRAPHS

- 14.1. There are no other implications considered for this paper.

15. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

None

LIST OF APPENDICES:

Appendix 1: Procurement Strategy

Appendix 2: EXEMPT Market comparison of case management platforms

Appendix 3: EXEMPT Total budget request

**REPORT RELATING TO
BUSINESS CASE;
PROCUREMENT STRATEGY; and
PROJECT MANAGEMENT AND GOVERNANCE
FOR MOSAIC**

BUSINESS CASE

1. BUSINESS CASE – WHY THE PROCUREMENT IS NEEDED

The platform being procured is the case management platform used by the Adults and Children's Social Care teams.

This reprocurement seeks to ensure continuity of service, ideally at a reduced cost and with greater surety of performance standards.

This contract has previously been delivered through two contracts, one covering the Adults Social Care (ASC) instance, and one covering the Children's Services (CHS) instance. The ASC contract is a three-Borough contract, with Kensington and Chelsea (RBKC) and Westminster City Council (WCC) as the other parties. The CHS contract is called off from the Westminster framework. These contracts, which were last renewed in 2013, are coming to an end and must be renewed. This reprocurement will seek to establish a fully sovereign H&F instance of the platform.

2. FINANCIAL INFORMATION

The current delivery of this platform costs H&F £386,321 per year.

Directorate	Value of contract
ASC	£228,242
CHS	£158,079

The DAS Framework lists has a complex schedule of pricing for Mosaic. However, the maximum price that is permissible under the framework is lower than that listed here. Moreover, due to government austerity and increasing demographic demands the council will need to seek significant price reductions as part of its drive to be ruthlessly financially efficient. There will therefore be a saving against this value, although the scale of this saving will vary based on further negotiations.

However, it is expected that negotiations with Servelec will take place following the agreement of this procurement strategy, and that further cost savings may be secured for the ongoing provision of the platform.

3. OPTIONS APPRAISAL AND RISK ASSESSMENT

Three options were considered when evaluating this issue:

- A. Do nothing
- B. Procure a case management platform via an open tender
- C. Use the DAS Framework to make a direct award for the provision of Mosaic

The primary consideration when evaluating these options was ensuring continuity of service, with cost and difficulty of implementation being a significant secondary concern.

Also considered was the ecosystem of other apps in place in the Council that interact with the Social Care case management platform.

A SWOT analysis for the three options is included below.

A. Do Nothing	
Strengths: <ul style="list-style-type: none"> • Significant theoretical cost savings 	Weaknesses <ul style="list-style-type: none"> • Disruption to operating practice • Risk of non-delivery of services • Lack of capability to maintain statutory data retention
Opportunities <ul style="list-style-type: none"> • Requires focus on the development of in-house alternatives, such as Family Story 	Threats <ul style="list-style-type: none"> • Potential failure in required central government reporting • Withdrawal of funding
B. Procure a case management platform via an open tender	
Strengths: <ul style="list-style-type: none"> • Offers a low legal and procurement risk profile • May offer greater opportunities to control price and obtain better terms and conditions 	Weaknesses <ul style="list-style-type: none"> • Disruption to operating practice • Duration of procurement process likely to result in lapse of current contract before replacement can be implemented • Implementation likely to be lengthy and expensive
Opportunities <ul style="list-style-type: none"> • Allows for focus on the development of in-house alternatives, such as Family Story 	Threats <ul style="list-style-type: none"> • Potential failure in required central government reporting during interregnum • Potential for other apps in the H&F ecosystem to be disrupted by any change in incumbency for this platform
C. Use the DAS Framework to make a direct award for the provision of Mosaic	
Strengths: <ul style="list-style-type: none"> • Possible cost savings • Continuity of service • No need for disruptive and lengthy procurement or implementation process 	Weaknesses <ul style="list-style-type: none"> • Gives H&F limited room to improve provision or service delivery
Opportunities <ul style="list-style-type: none"> • May allow for H&F to argue for preferential terms on other desired Servelec products, such as Synergy SEN 	Threats <ul style="list-style-type: none"> • H&F enters any negotiation in a position of weakness, with an overall lack of negotiating power • Risk of a legal challenge arising from procurement approach

4. THE MARKET

There are a relatively small number of major providers for this kind of software: besides Mosaic, there is also Liquidlogic, Careworks, and a handful of other, smaller providers.

The major providers have all been in the marketplace for some time.

H&F is working with a small public sector development consultancy to develop its own case management platform for Children's Social Care. This platform is called Family Story. It is, however, not likely to be in a finished state for at least another three years.

The shared service operated by RBKC and WCC has recently procured Mosaic on a Bi-Borough basis for their Adults Social Care function, and WCC has separately procured Mosaic for its Children's Social Care function. Their procurement was completed through the CCS LASA framework, which is a now defunct framework that was very similar to the DAS framework being considered by this paper.

PROCUREMENT STRATEGY

5. CONTRACT PACKAGE, LENGTH AND SPECIFICATION

This contract will cover the provision of the core modules of Mosaic. If an agreement can be reached that makes financial sense to the Council, it may also include the provision of Synergy SEN.

The Council is seeking a 5 year contract, with scope for a further two year extension.

One of the advantages of procuring through the DAS framework is that it offers an enhanced suite of performance monitoring and remediation tools, including service credits to drive cost efficiencies should supplier performance be consistently lacking.

6. SOCIAL VALUE, LOCAL ECONOMIC AND COMMUNITY BENEFITS

This procurement will support the delivery of social value back into H&F and support the requirements of the Public Services (Social Value) Act 2012 specifically relating to wider social, economic and environmental benefits. Areas of social value could include supporting apprenticeships and digital literacy within the borough.

7. OTHER STRATEGIC POLICY OBJECTIVES

The Servelec contract supports the Council in its objective to create a compassionate environment for the delivery of its services.

Through potential self-service and mobile working enhancements, it allows practitioners to spend more time conducting their work with residents and less time enmired in bureaucracy. This also leads to potential savings for the Council.

Servelec are the providers of several other pieces of software that are in use in the business, such as Synergy (which is in use in the Special Education Needs [SEN] and Family Information Service [FIS] teams) and the NHS Health integration that is used throughout Adult Social Care.

Finally, the stable provision of Mosaic supports the Council in its development of the Family Story platform.

8. STAKEHOLDER CONSULTATION

The following have been consulted – H&F Contract Management Office, ASC Contracts & Commissioning, Children’s Services, Finance, Procurement, and legal advice has been sought from Sharpe Pritchard.

9. PROCUREMENT PROCEDURE

A call-off from the CCS DAS Framework will be used to make a direct award for this procurement.

10. CONTRACT AWARD CRITERIA

The DAS framework sets out the following criteria for the selection of suppliers for a direct award:

Criteria Number	Criteria - ranked in order of importance	Percentage Weightings (or rank order of importance where applicable) - to be set by the Council conducting the direct award
1	Price (life cycle costs, cost effectiveness & price; price and running costs)	40-60%
2	Technical merit; coverage, network capacity and performance as specified in relevant service levels	0-20%
3	Help desk, account management function and assurance of supply of a range of devices and good value accessories	0-20%
4	Quality (including delivery time, level of service, good value, , service fitness for purpose)	40-60%

Servelec has been evaluated against these criteria. As negotiations continue, the Director overseeing the process will ensure that Servelec’s offer continues to reflect best value against these criteria.

PROJECT MANAGEMENT AND GOVERNANCE


11. INDICATIVE TIMETABLE

After approval, we will seek to agree a favourable price with Servelec before going out to procure through the framework.

The implementation needs to be complete by the end of January 2020.

12. CONTRACT MANAGEMENT

Post-award, the contract will be managed and overseen by the IT Services Contract Management Office (CMO), with support from the Business Systems Manager and her team.

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">4 NOVEMBER 2019</p>	
<p>MAJOR REFURBISHMENT OF SIX BLOCKS AT SULIVAN COURT SW6: 13-24 (BLOCK C); 25-44 (BLOCK D); 45-64 (BLOCK E); 65-84 (BLOCK F); 85-104 (BLOCK G); AND 372-443 (BLOCK L)</p>	
<p>Report of the Cabinet Member for Housing – Councillor Lisa Homan</p>	
<p>Open Report with Exempt Appendices <i>Appendices 1 and 3 to this report are currently exempt from disclosure on the grounds that they contain 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.</i></p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Consultation Legal, Procurement, Finance, ICT, equalities, risk management</p>	
<p>Wards Affected: Sands End</p>	
<p>Accountable Director: Jo Rowlands, Strategic Director of Economy</p>	
<p>Report Author: Vince Conway, Direct Delivery, The Economy Department</p>	<p>Contact Details: Tel: 020 8753 1915 E-mail: vince.conway@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report seeks approval to let a contract to undertake major refurbishment works to six blocks on the Sullivan Court estate, SW6. For blocks C,D,E,F and G the works comprise new FD30 front entrance doors, roof repairs, external and communal repairs and redecoration. For Block L the works include new roof covering, new FD60 front entrance doors, new windows, external and communal repairs and redecoration. Additional fire safety works such as compartmentation, emergency lighting and new signage are included across all blocks as required.

- 1.2. The contract has been procured via the South East Consortium (`SEC`), a third-party consortium established in 2005 to achieve procurement savings for social housing providers. SEC have set up numerous frameworks which can be called off. The Business Case and Procurement Strategy advocating the use of third-party frameworks was approved by the Leader of the Council on 20th September 2018 with effect from 25th September 2018.
- 1.3. The proposed works form part of the 2019/20 Housing Capital Programme approved at 1 July Cabinet.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1. Approves the appointment, subject to satisfactory conclusion of Section 20 consultation, of Mulalley and Company to undertake major refurbishment works to Sullivan Court (blocks C, D, E, F,G and L) as identified in this report for a sum of £3,667,503.00. The contract is expected to be awarded on the 28th November 2019 with a contract period of 32 weeks and is expected to start on site on the 6th January 2020 with a site completion date of 17th August 2020.
- 2.2. Approves the addition of a contingency sum of £180,000.00 to the overall budget, identified in 2.1.1. above.
- 2.3. Approves the virements totalling £1,342,503 from other HRA capital budget lines to the Sullivan Court Phase 1 works as set out in 9.4 to align the budget with the works proposed within this contract.
- 2.4. Notes that the formal award of contract will not be made until completion of consultation with affected leaseholders under Section 20 of the Landlord and Tenant Act 1985.

3. REASONS FOR DECISION

- 3.1. These works need to be undertaken to maintain a satisfactory standard to the external fabric and communal parts of the buildings and to ensure homes are safe, warm and weathertight.
- 3.2. The decision above is required to appoint the contractor to carry out the works required in these buildings and is being referred to Cabinet as the contract sum is more than 10% above the estimated contract amount.
- 3.3. A Business Case and Procurement Strategy was approved by the Leader of the Council on 20th September 2018 with effect from 25th September 2018 and this strategy advocated the use of third-party frameworks. This contract was procured through the third party framework, South Eastern Consortium as required pursuant to that approval.

4. PROPOSAL AND ISSUES

Property

- 4.1. Sullivan Court is an estate built in the 1950's on the site of Hurlingham polo grounds. Six of the nineteen blocks form part of this project with the remainder included in a second phase planned for 2020/21. Block D is a three-storey mansion block providing 12 flats; blocks C, E, F and G are each five-storey deck access blocks of 20 flats; block L is a nine-storey deck access block providing 72 flats.

Proposed Works

- 4.2. The proposed works at blocks C, D, E, F and G consist of external and communal fabric repairs and redecoration including repairs to concrete, brickwork, asphalt, rainwater goods, roof repairs, new FD30 flat entrance doors, communal lighting upgrades and communal staircase refurbishment. Block L will receive FD60 flat entrance doors, a new roof covering, and replacement windows. The scheme will also include additional works identified under fire risk assessments such as compartmentation and new signage.

Tender Process

- 4.3. The procurement has been undertaken through the SEC framework by way of a mini-competition. The Council invited the framework contractors by way of invitations to tender published 9th May 2019 with a closing date for receipt of tenders of 6th June 2019 to prepare quotations for the works. The Council evaluated the quotations received using most economically advantageous tender (MEAT) criterion with a weighting of 60% to qualitative and technical aspects of the tender submission and 40% to price. Quotes received were on a fixed price basis and remain open for acceptance for twelve months from the closing date.
- 4.4. Tender submissions were received from six suppliers.
- 4.5. Tenderers were asked to price different options for two elements of work: Lightning protection works: prices were sought for the full replacement of the existing system on each block (Option 1) or its temporary removal and reconnection following completion of the roof works (Option 2). Further tests of the systems revealed them to be in good condition and they did not warrant full replacement. Therefore Option 2 was taken forward at a cost of £9,861.00.

Works to all Georgian-wired panels on public walkways and private balconies panels on Block L: prices were sought for the full replacement of all panels with new glass panels (Option 1); replacement of damaged or defective panels only with new glass panels (Option 2); or replacement of all panels with railings (Option 3). Prices from all tenderers were significantly higher for Options 1 and 3 than those for Option 2. The project team, having consulted

Building Control, concluded that Option 2 would achieve a satisfactory level of safety given that the contract also provides for repairs to upstands and walkway/balcony flooring. Therefore Option 2 was taken forward at a cost of £5,126.00.

- 4.6. The tender process required the technical and commercial evaluation of all valid tenders. The table below sets out the scores achieved by each supplier for their core price (total price less options). Further scoring information is provided at the exempt Appendix 1.

No	Supplier	Value of tender (core price)	Price Score	Quality Score	Total Score
1	Mulalley and Company Ltd	£3,652,516.00	40.0	46.68	86.68
2	Tenderer 2	£3,667,123.29	39.84	36.75	76.59
3	Tenderer 3	£4,138,022.35	35.31	40.65	75.96
4	Tenderer 4	£5,061,607.30	28.86	43.20	72.06
5	Tenderer 5	£4,349,046.95	33.59	36.90	70.49
6	Tenderer 6	£4,464,050.17	32.73	32.10	64.83

- 4.7. The cost of the options being taken forward total £14,987.00 making a total tender sum of £3,667,503.00.
- 4.8. Based on the evaluation process carried out in accordance with the procurement strategy officers recommend acceptance of the tender submitted by Mulalley and Company Ltd as detailed in section 2.1 above

Funding and Cashflow

- 4.9. This project is a pre-agreed scheme which the council has committed to deliver as part of the Asset Management Compliance Strategy and Capital Programme approved at 1st July Cabinet. The scope of the scheme has been enhanced in line with the principles of the strategy and the commitment to ensuring homes are safe and secure. Additional compliance work identified for this scheme includes:
- Extension and upgrade of dry riser at Block L
 - Installation of FD60 front entrance doors at Block L
 - Installation of LED and emergency lighting
 - Works to lightning protection systems
 - Remedial structural work
- 4.10. Each of these workstreams have separately identified budgets within the four-year capital funding envelope and so this work would eventually be picked up

as part of these programmes as they were rolled out. However, it is sensible to include the works now as part of this scheme to ensure safety improvements are delivered for residents as soon as possible whilst minimising inconvenience to them.

- 4.11. The total value for the additional compliance work identified in the first five pre-agreed schemes is £1,948,334. It is proposed to process virements from the specific compliance budgets to ensure each pre-agreed scheme is fully funded within the overall approved envelope. The detail of this is set out in Appendix 2.
- 4.12. The budget contained within the Housing Capital Programme will be re-profiled to reflect the anticipated cash flow shown in 4.12 below. Amendments will be reported via the monthly corporate capital monitor.
- 4.13. The contingency sum of £180,000 will be held in addition to the approved contract sum to deal with unforeseen works that may arise during the delivery of the project.
- 4.14. The anticipated cash flow of this project is as follows:

Element	2019/20	2020/21	Total
Works	£366,750	£3,302,753	£3,667,503
Contingency Sum	£18,000	£162,000	£180,000
Total	£384,750	£3,462,753	£3,847,503

Programme

- 4.15. The anticipated Programme of Works for the project is as follows:

Activity/Milestone	Estimated Date
Issue section 20 notices	9 September 2019
SLT	25 September 2019
Cabinet Member Board	27 September 2019
Political Cabinet	07 October 2019
Cabinet	04 November 2019
Expiry of section 20 notices	14 October 2019
Observations responded to	21 October 2019
Notification of award	11 November 2019
Standstill ends	21 November 2019
Contract Award	25 November 2019
Resident Consultation, w/c	09 December 2019
Start on site	06 January 2020
Completion	17 August 2020

Consultancy support

- 4.16. The Cabinet Member for Housing approved the use of Bailey Garner LLP to manage a range of fire safety and other programmes, including this one, as set out in the exempt Appendix 1 of the Cabinet Member Decision paper “Contract award for the provision of Housing Capital Programme Multi-Disciplinary Consultancy Services”. Consequently, their appointment is not covered in this report. The total value of the project management services for this particular contract is 5.18% of the total works cost. Bailey Garner will provide a range of services in support of the project including:
- Project management/Employer’s Agent
 - Principal Designer (Construction (Design and Management) Regulations 2015)
 - Architect and Engineer services
 - Contract administration
 - Quantity surveying and cost control
 - Planning and building control compliance
 - Specialist advice as required eg fire safety, structural.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. This tendering exercise has been carried out following an analysis of procurement options which were considered in the Business Case and Procurement Strategy report approved by the Leader of the Council on 20th September 2018.

6. CONSULTATION

- 6.1. An initial consultation meeting was held in May 2019 to give residents an opportunity to discuss the proposals and scope of the works, programme and timescales. Further consultation will be undertaken whereby residents will be introduced to the contractor and project team.
- 6.2. Leaseholders have been notified in accordance with the statutory consultation legislation. Notices of intent were sent out on 16th October 2018 and expired 20th November 2018. The Notices of Estimate were issued on 9th September 2019 and the consultation period will expire on 14th October 2019. The contract will not be issued until expiry of the section 20 notices.
- 6.3. As of 22nd August 2019, a total of 65 properties have been sold under right to buy legislation with one application pending.
- 6.4. The estimated charges to leaseholders based on the recommended contract sum plus internal management fees of 12.5% are shown in the exempt Appendix 3.

- 6.5. The council offers a range of repayment options to leaseholders with extended interest free periods for those facing higher bills. In accordance with the council's Fire Safety Plus initiative it is not intended to recharge leaseholders for new front entrance doors.

7. EQUALITY IMPLICATIONS

- 7.1. It is not anticipated that the approval of these proposals, as set out in the Recommendations, will have any direct negative impact on any protected groups, under the Equality Act 2010.
- 7.2. It is however recognised that the proposed works will cause short-term disruption to residents whilst they are in progress. If subsequent resident consultation identifies any specific needs for protected groups, these will be addressed accordingly by officers.
- 7.3. Implications verified by: Fawad Bhatti, Policy & Strategy, tel. 07500 103617.

8. LEGAL IMPLICATIONS

- 8.1 This report is seeking approval for an award of contract to carry out vital repair and replacement works on to the buildings set out in the report. Cabinet is the appropriate decision-maker under Contract Standing Order 17, as the award decision is more than 10% over the estimated contract value.
- 8.2 The award follows approval by the Leader of the Council of a Procurement Strategy for the procurement in September 2018.
- 8.3 The South East Consortium (SEC) framework was procured following a compliant procurement process undertaken pursuant to the Public Contract Regulations. The procurement of this contract was as a mini-competition under the SEC Framework for internal and external works. Provided that the officers have used the framework rules and also applied the principles and award criteria set out in the approved Procurement Strategy, then the award is compliant with Contract Standing Orders (CSO 10.2). The decision-maker needs to be satisfied on this and that the recommendations are in the best interests of the Council.

Implications verified/completed by: Sally Stock, Partner, Sharpe Pritchard LLP on secondment to the council; sstock@sharpepritchard.co.uk

9. FINANCIAL IMPLICATIONS

- 9.1. The HRA Capital Programme 2019/20–2022/23 budget approved by Cabinet on 1 July 2019 includes a budget allowance of £2,505,000 for this scheme. Due to the addition of enhanced health, safety and compliance works the final contract value is £3,847,503, requiring a transfer of £1,342,503 from other uncommitted schemes within the programme.

- 9.2. The overall additional budget requirement for the enhanced health, safety and compliance works in the first five pre agreed schemes (including Sullivan Court Phase 1) is £1,931,196. However, as the additional works would have been required later in the programme it frees up £1,948,334 of budget from future schemes. This will be used to meet the additional budget requirement for the first five pre agreed schemes including the budget transfer of £1,342,503 for the Sullivan Court Phase 1 works being covered by this decision. The required budget transfers are detailed in Appendix 2 of this report and will be reflected in the 2019-20 Q2 budget report to be presented to Cabinet on 6 January 2020.
- 9.3. The Leasehold Services team currently estimate the cost chargeable to Leaseholders for these works, inclusive of contingency and fees, will be around £1,490,906. Where any of these charges are not borne by the leaseholders, this will have to be funded from borrowing unless alternative funding sources are identified.
- 9.4. A credit search was carried out on 23 August 2019 on the proposed contractors Mulalley & Company Limited. It showed they have a very low risk credit score of 87 with CreditSafe. The last two years' average turnover of this company is £141.8m which is well above the minimum required value of double the contract price.
- 9.5. Implications completed by: Firas Al-Sheikh, Head of Housing Financial Investment and Strategy, Tel 020 8753 4391.
- 9.6. Implications verified by: Emily Hill, Assistant Director, Finance, Tel 020 8753 3145.

10. IMPLICATIONS FOR BUSINESS

- 10.1. Mulalley & Company have various targets for the contract as part of their commitment to social value. This includes a target of 40% local labour and a commitment to sourcing 40% of materials via local suppliers. Mulalley will also offer an apprentice placement and a work experience placement. In addition to requirements around local labour, (local here meaning having a primary residence Hammersmith and Fulham), the apprentice and work placement opportunities should be ringfenced for H&F residents. Mullaley & Company should contact WorkZone, the council's jobs brokerage service to source local candidates. For procurement opportunities for local businesses, Mullaley & Company should work with the council's supply chain initiative, H&F Brill 4 Biz.
- 10.2. The site team and support staff will generally avail of local services such as shops and cafes during the contract.
- 10.3. *Implications verified/completed by: Billy Seago, Work Matters Manager 07818 076515.*

11. COMMERCIAL IMPLICATIONS

- 11.1 For new contracts or renewals which are reported to Cabinet as either part of the Capital or Planned Maintenance Programme, or other major revenue contracts, the CSO states that in such cases, where an open and transparent tendering exercise has been completed and the tendered sum is not within 10% of the estimated contract amount then the contract must be awarded by Cabinet.
- 11.2 The procurement process ran in accordance to the CSOs and PCR 2015 by calling off from a compliant framework agreement via mini-competition. The mini-competition was conducted outside the Council's e-tendering system but approval was sought in accordance with the CSOs.
- 11.3 The process has resulted in the submission of six bids which were evaluated in line with the advertised criteria, based on a 60% - 40% quality- price ratio. It is noted that the tender documents were developed by the framework provider and not signed off by the procurement team.
- 11.4 The evaluation found that Mulalley & Company Limited were the most economically advantageous. A further evaluation was conducted by the service area after the proposed options were added to the total core costs (as set out in the exempt Appendix 1) and it was also found that Mulalley & Company Ltd were the most economically advantageous and capable of acceptance. However, it is unclear whether the options include the levy payable to the framework provider.
- 11.5 A 1.5% levy is payable by to South East Consortium based on the final contract value. This is a transaction between the SEC and Mulalley. Clarifications on whether this would change the value of the contract to include the levy shall be sought prior to award.
- 11.6 A contract shall be created in the contracts register to ensure compliance with statutory transparency requirements. Given the fact that there is no corporate visibility of the tender, it is recommended that all tender documents (instructions, specifications, tenders submissions and evaluation and moderation notes) are uploaded on the Council's contracts register.
- 11.7 *Implications verified/completed by: Andra Ulianov, Head of Contracts and Procurement, 07776672876.*

12. IT IMPLICATIONS

- 12.1. No IT implications are considered to arise from this report as it seeks approval to award a contract to Mulalley & Company to undertake major refurbishment works to six blocks on the Sullivan Court estate, SW6. Should this not be the case, for example, by requiring new systems to be procured or existing systems to be modified, IT Services should be consulted.

- 12.2. IM implications: A Privacy Impact Assessment(s) should be carried out to ensure that all the potential data protection risks associated with these works are properly assessed with mitigating actions agreed and implemented.
- 12.3. The contract with Mulalley & Company will need to include H&F's data protection and processing schedule. This is compliant with Data Protection law (the General Data Protection Regulation (GDPR) 2016; and the Data Protection Act (DPA) 2018).
- 12.4. Mulalley & Company will be expected to have a Data Protection policy in place and all staff will be expected to have received Data Protection training.
- 12.5. *Implications verified/completed by: Tina Akpogheneta, Interim Head of Strategy and Strategic Relationship Manager, IT Services, tel 0208 753 5748.*

13. RISK MANAGEMENT

- 13.1 In October 2017 the Council launched Fire Safety Plus. This committed the Council to achieve the highest possible standard of fire safety across its housing stock. The Fire Safety Plus made available £20 million of capital funding for fire safety testing and capital works which was agreed by Full Council on 18 October 2017. It set out our commitment to meet the aims:
 - Do more than the minimum requirement to keep residents safe
 - Ensure that homes across Hammersmith and Fulham are safe and compliant
 - Undertake a thorough review of fire safety in all communal blocks
 - Organise a programme of work to install new fire doors, enhanced firefighting equipment, facilities and automated detection.
- 13.2 The report sets out how assurance will be obtained regarding the testing/certification of replacement fire doors to be fitted as part of this contract.
- 13.3 Being ruthlessly financially efficient means that we must ensure value for money is being delivered is being achieved through the procurement process and the budget is reconciled back to the original Capital Programme report on 01st July 2019. Given that the works could present some risk of disruption to residents the expectation is that there will be a rigorous programme management approach in place to ensure that their needs and expectations are met throughout the works.
- 13.4 The evaluation process has concluded that the contractor has the necessary financial standing, insurances, and health and safety qualifications to complete this project.

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

Verified by David Hughes, Director of Audit, Risk, Fraud and Insurances on 07817 507695 and 0207 361 2389.

14. BACKGROUND PAPERS USED IN PREPARING THIS REPORT


No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1	Procurement Strategy Report, Leaders Urgency Decision, September 2018 – PUBLISHED	Vince Conway, x1915	The Economy, 6th floor, 3 Shortlands
2	Asset Management Compliance Strategy and Capital Programme, Cabinet July 2019 – PUBLISHED	Kurtis Lee, Head of Asset Management	The Economy Department, 6th floor, 3 Shortlands

LIST OF APPENDICES:

Exempt Appendix 1 - Details of Tender Evaluation Package 2:
Appendix 2 - Proposed Budget Virements HRA Capital Programme Q2
Exempt Appendix 3 - The estimated charges

Appendix 2: Proposed Budget Virements HRA Capital Programme Q2

Capital Monitor Scheme Ref	Project Description	Current Budget Q1	Proposed Virement	Revised Budget Q2
3	Talgarth Rd and Barons Ct Rd	£3,340,000	£350,903	£3,690,903
4	Sullivan Court Phase 1 - C,D,E,F,G,L	£2,505,000	£1,342,503	£3,847,503
5	Ashchurch, Frithville, Hadyn Park Ct	£2,991,000	-£128,583	£2,862,417
6	Lytton Estate (Burne Jones & The Grange)	£2,389,000	£201,733	£2,590,733
7	Walham Green Court	£1,893,000	£164,640	£2,057,640
Sub-Total Pre-Agreed schemes 3-7		£13,118,000	£1,931,196	£15,049,196
Capital Monitor Scheme Ref	Project Description	Current Budget Q1	Proposed Virement	Revised Budget Q2
13	10+ Storey and High Risk Fire Safety Works Inc. Dry Risers	£4,900,000	-£57,570	£4,842,430
15	Compartmentation and fire stopping - Fire Risk Assessments	£3,400,000	-£102,379	£3,297,621
16	FD60 and Spandrel/Infill panel replacement	£3,996,000	-£380,367	£3,615,633
17	Automated Fire Detection	£3,996,000	-£227,855	£3,768,145
46	Controlled Access Programme	£2,400,000	-£374,300	£2,025,700
47	Landlord's Electrical Installations	£4,100,000	-£151,200	£3,948,800
48	LED Programme	£5,874,000	-£296,748	£5,577,252
49	Lightning Conductors	£500,000	-£38,082	£461,918
53	Compliance Concrete/Structural works Contingency	£2,161,000	-£319,834	£1,841,166
Sub-Total Compliance Schemes		£31,327,000	-£1,948,334	£29,378,666
Totals		£44,445,000	-£17,139	£44,427,861

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">4 NOVEMBER 2019</p>	
<p>IMPROVING MENTAL HEALTH SERVICES FOR CHILDREN AND ADOLESCENTS IN HAMMERSMITH & FULHAM</p>	
<p>Report of the Cabinet Member for Children and Education – Councillor Larry Culhane</p>	
<p>Open Report with Exempt Appendix <i>Appendix 2 of this report is exempt from disclosure because 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.</i></p>	
<p>Classification - For Decision Key Decision: Yes</p>	
<p>Consultation The Director of Children’s Services and relevant teams within Children’s Services have been consulted when drafting this report.</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Lisa Redfern, Interim Director of Children’s Services</p>	
<p>Craig Holden, Commissioning and Transformation Lead, Children’s Commissioning</p>	<p>Contact Details: Tel: 07795 127385 E-mail: craig.holden@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. Hammersmith & Fulham’s Child and Adolescent Mental Health Services (CAMHS) provide multi-disciplinary assessment, and therapeutic and psychopharmacological interventions for children and young people up to the age of 18 years.
- 1.2. Under the previous three borough arrangement, all CAMHS contracts were commissioned via the CAMHS Joint Commissioning Manager on behalf of the local authorities and relevant CCGs. This changed in 2018 as a result of the move toward sovereign borough arrangements, and dissolution of Section 75 arrangements governing the Children’s Services Joint Commissioning Team

and their activities. As such, responsibility for contracts is now based on funding source, be it CCG, Local Authority or jointly funded. We are therefore now working to regularise Hammersmith & Fulham Council's position regarding those contracts for which it has retained funding and responsibility, whether independently or jointly.

- 1.3. Hammersmith & Fulham Council is committed to maintaining an effective early intervention offer for our children and young people that prevents needs escalating and mental health problems becoming entrenched. This includes interventions that can be easily accessed, building confidence and supporting self-management. Also, an easy to navigate system delivered by joined up, multi-agency services.
- 1.4. Accordingly, we intend to use the next 18 months to maximise the quality and value for money of our CAMHS offer, including leveraging £1.75m in recently awarded Trailblazer funding. This includes expanding partnerships to promote emotional wellbeing and mental health in schools, enabling access to the right support in the right place at the right time, and supporting children and young people with emerging needs. We will target our Trailblazer design work to maximise assistance for children and young people who:
 - Are located in areas of highest levels of need and deprivation
 - Have higher than average rates of managed moves or exclusions
 - Have higher than average rates of special educational needs and disabilities
- 1.5. H&F's CAMHS provision is central to our drive to create a compassionate council, ensuring that no child is left behind, while offering value for money to residents.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1. Notes and ratify the decision to directly award the following Child and Adolescent Mental Health Services (CAMHS) contracts:
 - A contract for Looked after Children for a two-year period from 1st April 2018 with West London NHS Trust at a cost of £380,083 with provision for a one-year extension;
 - A contract for Early Intervention Community Mental Health Services for a one-year period from 1st April 2019 with West London NHS Trust at a cost of £210,932 with provision for a one-year extension;
 - A contract for the Meanwhile Parental Health Project for a two-year period from 1st April 2018 with Central North West London NHS Trust at a cost of £163,784 with provision for a one-year extension.

2.2 Delegates the decision to approve a one-year extension in respect of the two contracts with West London NHS Trust to the Director of Children's Services in consultation with the Cabinet Member for Children and Education.

3. REASONS FOR DECISION

3.1. Approximately 34,000 children and young people live in Hammersmith & Fulham, making up 18% of the population, with 28,000 attending schools in the Borough. One in ten children, or three young people in every school class, are at risk of experiencing poor mental health at some point¹.

3.2. Access rates to CAMHS services and level of investment are now monitored by NHS England as part of a move to broaden reach and uptake of early intervention services. Our community services are a vital part of this early intervention piece as they specifically pick up lower level mental health needs.²

3.3. Hammersmith & Fulham Council and our partner CCG have recently secured Trailblazer funding to provide Mental Health Support Teams in local schools for two years beginning September 2019. This £1.75m award (£0.90m in Year 1 and £0.85m in Year 2) will enable the introduction of 15 staff supporting 16,000 children and young people in areas of higher health inequalities, and those with special educational needs and disabilities.

3.4. The Mental Health Support Teams will increase equality of access to mental health services by working in areas of socioeconomic inequality, crime and with higher rates of BAME children and young people; also in schools where pupils have more complex needs – such as Special Educational Needs and Disabilities and emotional and behavioural disorders. The teams will support 25 educational settings, including 18 priority settings identified through consultation across primary, secondary, 6th form, special schools and alternative provision.

3.5. A review undertaken in 2015 as part of the CAMHS Transformation plans for H&F recommended the following: adoption of the Thrive model which replaces the previous tiered system with a needs-based model consisting of five categories: getting advice, getting help, getting more help, getting risk support and thriving. Also:

- Co-location of CAMHS staff with Early Help/schools teams
- Greater emphasis on delivering mainstream and universal services including accessible community-based provision
- Multiple access points to provide initial advice and support, review of needs and risk, and signposting

¹ Based on national and London averages.

² The national target is to hit 34% access rate by 2019/20. In H&F in 2017/18, 46% of children with a diagnosable mental health conditions were seen for treatment. Source: North West London Clinical Commissioning Groups Children and Young People's Mental Health and Wellbeing Local Transformation Plan 2015-2020, October 2018 Refresh

- Integrated pathways that draw support to the child rather than diagnostic/process driven
- Increased access to online resources

(See Appendix 1 for service redesign timetable.)

4. PROPOSAL AND ISSUES

4.1 Child and Adolescent Mental Health service (CAMHS) in Hammersmith & Fulham comprise the following services:

- A multi-disciplinary borough-based Looked After Children CAMHS team that is co-located with the Council's Looked After Children's Teams at Cobbs Hall. Also an early intervention community CAMHS service, joint funded with North West London CCG, providing services means early help and targeted services to children and young people (0-18), both of which are delivered by the West London NHS Trust.
- A parental health project to improve child/parent relationships and parenting, and reduce safeguarding concerns, delivered by Central North West London NHS Trust.
- An online counselling service for adolescents ('Kooth') delivered via an app, provided by Xenzone. This service is showing particular early success in reaching H&F's BME children and young people.
- A principal social worker within the H&F Contact and Assessment Team, seconded to CAMHS to undertake social work for complex cases with mental health issues.
- A post within the H&F educational psychology service that provides support in schools.

(See Appendix 1 for further service detail).

4.2 Plans regarding provision will be bolstered by CAMHS-specific Trailblazer funding (Para 3.3). Two Mental Health Support Teams will be developed to work directly in schools and colleges, outreaching to vulnerable groups of pupils. The teams will complement the services described above, meeting low-to-moderate levels of need via 1-1 and group-based activities in schools, and providing extra support to teachers. Trailblazer funding is contingent on providing ongoing area spend and access data on CAMHS to NHSE, and cannot be used as substitution funding for existing services already being commissioned. (See Appendix 1 for indicative timetable of H&F Trailblazer implementation).

4.3 In the coming months officers will be working with all of our CAMHS providers to ensure that they are making a positive difference to the mental health of children and young people in Hammersmith & Fulham. This means delivering on the following core requirements:

- Providers establish a stronger community presence, with a premium on visibility and accessibility of services.
- Services work to maximise their connection to other providers within the provision. This includes closer working with H&F's in-house teams including transition services, Looked After Children, Family Service and Child Protection, and Contact and Assessment teams.
- H&F's children and young people feel involved in service development, with co-production activities designed to strengthen the offer and build on individual and community assets.
- Services collect and report on meaningful outcomes that provide a clear indication of the difference they are making in the lives of the children and young people served. This is an acknowledged area requiring improvement across the services.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. **Do nothing (not recommended).** This is not a viable option because governance approval is required to support funding of this important provision. Services listed in 4.1 are currently being delivered by providers at cost and on a rolling basis. Failure to meet commitments for these services could risk reputational damage to the Council, likely legal challenge, and destabilise existing services for a widely acknowledged at-risk group of residents.
- 5.2. **End current arrangements at end of financial year 19/20 and re-procure services for 20/21 (not recommended).** This option would not afford officers the opportunity to initiate a proper tendering process; nor to implement a review of the service that provides appropriate efficiencies while maintaining an effective, client centred CAMHS offer for our most vulnerable residents. Furthermore, due to the specialist nature of these services, it is unlikely that alternative providers to the existing NHS health trust market could be identified within the timeframe.
- 5.3. **Approve payment for the above services up to 2019/20 and delegate authority to the Director for Children's Services to extend by one year (recommended).** This is the recommended option because it will maintain service stability in terms of this important current offer. Additionally, it will provide sufficient time to develop a high quality, co-produced CAMHS offer that leverages the new Trailblazer funding; the intention being to maximise collaboration between providers and other stakeholders to deliver the best outcomes for children and young people with mental health support needs.

6. CONSULTATION

- 6.1. Relevant service managers and heads of service have been consulted on, and are in agreement with, the recommendations set out in this report. This

includes Heads of Service within Children's Services as well as the Service Managers within Family Services.

7. EQUALITY IMPLICATIONS

- 7.1. It is not anticipated there will be any direct negative impact on groups with protected characteristics, under the Equality Act 2010, by the approval of recommended option.
- 7.2. The proposals outline the continuation of important services to vulnerable young people in the borough.
- 7.3. *Implications completed by: Fawad Bhatti, Policy & Strategy, tel. 07500 103617.*

8. LEGAL IMPLICATIONS

- 8.1. This report requests Cabinet to note and ratify the decision to direct award the contracts listed in table 1 at paragraph 4 above. The contracts fall under Schedule 3 Social and Other Specific Services under the Public Contracts Regulations 2015 ("PCR 2015"). The current threshold for contracts under the PCR 2015 is £615,278. For all three contracts, the direct award being requested for ratification together with the proposed one-year extension falls under the threshold, though it should be noted that for the Looked After Children service, this threshold is close to being reached. Where the threshold is not exceeded, only a small portion of the PCR 2015 is applicable. The main consequence is that the council is not obliged to hold an EU compliant procurement competition before awarding these below-Threshold Contract.
- 8.2. The council is nonetheless still required to comply with the general Treaty on the Functioning of the European Union (TFEU) 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. The Contract Standing Order (CSO) 10.2b requires the use of existing framework arrangements or to otherwise seek public quotations via the Council's e-tendering system. This has not occurred in relation to these contracts. Normally for a direct award a waiver of the usual tendering requirements would have been applied for before the contracts were entered into, but this was not done on this occasion and so there is a breach of Contract Standing Orders in relation to these direct awards. As a matter of local government law, a decision cannot be made retrospectively to cover something that has already been implemented, hence the recommendation is in the terms of "note and ratify" rather than "agree".
- 8.4. Cabinet is also requested to delegate the decision to extend the contracts with West London NHS Trust beyond April 2020 for a duration of one year. The value of the proposed extension for each contract exceeds £100,000 and therefore is a Cabinet decision in accordance with CSO 20.3, unless Cabinet

delegates this decision to the relevant director in consultation with the relevant Cabinet Member in accordance with CSO 17.3.1.

Implications provided by: Hannah Ismail, Solicitor, Sharpe Pritchard LLP, external legal advisers seconded to the Council tel. 0207 405 4600

9. FINANCIAL IMPLICATIONS

- 9.1. Sufficient budget and provision is in place for commitments for 2019/20 and outstanding amounts for 2018/19 financial year.
- 9.2. A financial assessment and credit check has not been undertaken for services proposed to be provided by National Health Service organisations.
- 9.3. A credit check should be requested for the expenditure to be made with Xenzone before contract award.

Implications completed by: Tony Burton, Head of Finance for Children's Services and Education, 07909 004710 Implications verified Emily Hill, Assistant Director, Corporate Finance, Tel. 020 8753 3145.

10. IMPLICATIONS FOR LOCAL BUSINESS

- 10.1 There are no implications for local businesses.

Implications verified Albena Karameros, Economic Development Team, Tel. 020 7938 8583

11. PROCUREMENT IMPLICATIONS

- 11.1 The author of the report is requesting Cabinet approval:
 - i) For a waiver of Hammersmith & Fulham Contract Standing Orders (CSO's) to allow for the retrospective direct awards of the following three contracts:
 - a) to West London NHS Trust for the provision of a CAMHS service for Looked After Children. The contract would have a retrospective start date of 1st April 2018 and an initial duration of two years with an option to extend for a further one year. The contract would have a maximum value over three years of £605,743;
 - b) to West London NHS Trust for the provision of an Early Intervention Community CAMHS service. The contract would have a retrospective start date of 1st April 2019 and an initial duration of one year with an option to extend for a further one year. The contract would have a maximum value over two years of £421,864; and
 - c) to Central North West London NHS Trust for the provision of a Meantime Parental Health Project. The contract would have a retrospective start date of 1st April 2018 and an initial duration of two years with an option to extend

for a further one year. The contract would have a maximum value over three years of £245,676.

- ii) That the decision to exercise the one-year extension options in respect of the two contracts with West London NHS Trust be delegated to Director of Children's Services in consultation with the Cabinet Member for Children and Education.

11.2 The services to be provided under the proposed contracts fall under the category of Social and other specific services as defined by Chapter 3 Section 7 and listed in Schedule 3 of the Public Contracts Regulations 2015 ("the Regulations"). CSO 10.2 classifies contracts with values of £605,743, £421,864 and £245,676 as "Medium Value" (£25,000 to below £615,278) and requires that if it is not possible to "call off" the service from an existing framework agreement then public quotations should be sought using the council tendering portal (capitalEsourcing) and the Government's Contracts Finder portal.

11.3 CSO Section 3: Waivers and Exemptions provides for the requirement to expose a service to commercial competition to be waived if one of five grounds are satisfied:

A prior written waiver to these CSO's may be agreed by the Appropriate Persons if they are satisfied that a waiver is justified because it is in the Council's overall interest.

It is considered that the author of the report has demonstrated that a waiver of the CSO's is in the Council's overall interest.

11.4 CSO 3.1 defines the *Appropriate Persons* to agree waivers with an estimated contract value of £100,000 or more as the appropriate Cabinet Member(s) and the Leader of the Council.

11.5 CSO 3.2 states that all waivers with an estimated value of £25,000 and more, and the reasons for them, must be detailed in a report either to the appropriate Cabinet Member or the Cabinet. This report satisfies this requirement.

11.6 On the basis that the waiver is approved the contracts, having values in the range of £100,00 to below £5,000,000 and not having been the subject of a Cabinet approved Procurement Strategy and Business Case, should be awarded by Cabinet (CSO 17.3).

11.7 In the event the waiver of the Contract Standing Orders is approved, and the direct award of contracts are made the awards must be published in Contracts Finder, the three contracts must be formally executed in accordance with CSO 19 and the contract details entered on capitalEsourcing.

11.8 As referred to in 11.2 above the services to be provided under the proposed three contracts fall under the Regulations' definition of Social and other

specific services. Such services are only subject to the provisions of the regulations when they exceed the financial threshold of £615,278. Accordingly, the contracts having values of £605,743, £421,864 and £245,676 do not fall under the Regulations and the contracts are classified as “unregulated”.

Implications completed by: Tim Lothian, Procurement Officer, 020 8753 5377

12. IT IMPLICATIONS

- 12.1. No IT implications are considered to arise from this report as it requests approval to make retrospective direct awards for the Child and Adolescent Mental Health Services (CAMHS) listed in the report. Should this not be the case, for example, by requiring new systems to be procured or existing systems to be modified; or, should this change, IT Services should be consulted.
- 12.2. IM implications: (the) Privacy Impact Assessment(s) (PIA) for any personal data processing activities affected as a result of extending these contracts will need to be updated to reflect any changes to the way that data is processed and stored as a result of these extensions (for example, in the provision of the online counselling service *Kooth*). This will ensure all potential data protection risks are properly assessed with mitigating actions agreed and implemented. Mitigations could include contract data protection and processing schedules or information sharing agreements as appropriate and (Cloud) Supplier Security Checklists (CSSQs) to ensure the systems used by the partners/any third parties comply with H&F’s regulatory and information security requirements. If (a) PIA(s) is/are not yet in place to cover the relevant data processing activities, one/these will need to be completed.
- 12.3. Any contracts listed in this report will need to include H&F’s data protection and processing schedule if this is not yet the case. This is compliant with the General Data Protection Regulation (GDPR) enacted from 25 May 2018.
- 12.4. All suppliers listed in the report will be expected to have a Data Protection policy in place and all staff will be expected to have received Data Protection training.
- 12.5. *Implications verified/completed by: Tina Akpogheneta, Interim Head of Strategy and Strategic Relationship Manager, IT Services, tel 0208 753 5748.*

13. RISK MANAGEMENT

- 13.1 Being ruthlessly financially efficient means that the service is evaluated on criteria including delivery against the council values. Here needs and expectations of a service are met and are in accordance with creating a compassionate council. Working collaboratively with partners is also a key consideration and the intention is to build on progress made over the last two years, in conjunction with our CCG partners, to ensure that H&F’s CAMHS offer ensures an effective response across these categories.

- 13.2 Future modelling intentions for these services will reflect H&F's adoption of a zero-based budgeting model as there currently are some finance budget pressure risk of around £25k. These will need to be considered in future efficiency savings.

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

LIST OF APPENDICES:

Appendix 1 - Hammersmith & Fulham CAMHS Provision – Service Descriptions

Appendix 2 - Exempt

Appendix 1

Hammersmith & Fulham CAMHS Provision – Service Descriptions

LAC CAMHS

The service is available to looked after children and those with disabilities on the edge of care identified as vulnerable, experiencing emotional distress and/or mental ill health, up to the age of 21. This includes 'step up' and 'step down' support for children from other CAMHS services. Services include protecting placement stability and helping children through stages of transition in their journey through the care system. The team also has a role in providing oversight, and review of those looked after children who require services from out of borough/independent CAMHS.

Early Intervention Community CAMHS

Joint funded with North West London CCG (at £205k and £201k respectively), the team provides services to children and young people (0-18) living in H&F. Presenting problems that are treated include mood disorders; self-harm; eating and anxiety disorders; ADHD; behaviour and anger problems; sleep problems; school-based problems; severe learning difficulties and school refusal where mental health concerns have been identified.

The Meantime Parental Health Project

Based at The Masbro Centre and consisting of one senior family psychotherapist working 4 days a week (0.8). Key functions include assessment and development of parenting support plans that improve child/parent relationships and parenting, and reduce safeguarding concerns. Also advocacy for parents subject to a child protection plan, ensuring that they are empowered to contribute to planning and reviews. Priority is based on need and risk, with Child Protection cases holding priority.

Kooth

An online counselling service for adolescents delivered via an app, the service allows young people to access confidential help, advice and support from qualified counsellors via their phones. This is in line with NHS England's goal of enabling children, young people, parents and carers to access high quality and reliable online information and support. It shows great early promise in reaching BME children and young people.

A principle social Worker – Contact and Assessment Team

This is a specialist principle social worker within the Contact and Assessment Team, seconded to CAMHS to undertake social work for complex cases with mental health issues. This includes situations where children may be in need of protection, accommodation or care provision. Duties include advising on safeguarding issues, treatment and consultation regarding child protection issues, and linking work in relation to children who are looked after by Hammersmith & Fulham.

Educational Psychology Service

Provides whole-school mental health support through the EP Core Offer which is allocated to all schools. Includes critical incident support, whole school mental health training, training to Special Educational Needs Coordinators and Learning Support

Assistants to deliver the Emotional Literacy Support Assistants programme. The EP service also works closely with CAMHS and the Cheyne Child Development service to provide post diagnostic support for children who are diagnosed with Autism Spectrum Disorder.

Specialist Behavioural Support

Currently under design by H&F and the CCG, for proposed implementation in 20/21, within the existing budget envelope. The proposal is for specialist behaviour support for Children and Young People with Autism Spectrum Disorder (ASD) and/or Learning Difficulties (LD) who are at risk of inpatient psychiatric admission, or of being placed into residential care by social services. Involves implementation of positive behavioural strategies for reducing the occurrence of violent or risky behaviours, and allowing more children to remain supported in-borough and at home.

CAMHS Service Redesign – Indicative Timetable

What	When
Phase 1 – Analysis and Service Review	
<ul style="list-style-type: none"> • Mapping of existing pathway • VFM and outcomes of existing services • Needs, demand and usage profiling • Analysis of best practice models • Gap analysis • Co-production and stakeholder feedback 	Oct '19 – Feb '20
Phase 2 – Planning	
<ul style="list-style-type: none"> • Establish understanding of current provision – is it strategically relevant, achieving outcomes? Risks associated with decommissioning. • Finalise decommissioning and commissioning intentions • Final development of new integrated service model 	Mar - Jun '20
Phase 3 – Implementation	
<ul style="list-style-type: none"> • Development of contract documents 	July – Aug '20
<ul style="list-style-type: none"> • Invitation to tender 	Sept – Oct '20
<ul style="list-style-type: none"> • Tender submission and evaluation period 	Sept – Oct '20
<ul style="list-style-type: none"> • Contract award 	Nov – Dec '20
<ul style="list-style-type: none"> • Contract mobilisation 	Jan – Mar '21
<ul style="list-style-type: none"> • Service commencement 	Apr 1 st , '21

Indicative Timetable for H&F Trailblazer Implementation

Month/Year	Milestone
Aug 2019	<ul style="list-style-type: none"> Open recruitment for Clinical Team Lead and Senior Therapists / Psychologists³ and Project Manager
Sep / Oct 2019	<ul style="list-style-type: none"> Project Manager interviewed and in post⁴ Interview for senior MHST posts (listed above)⁵ Join university interview panels for EMHPs
Nov 2019	<ul style="list-style-type: none"> Initial outreach with education settings by PM commenced to prepare them for Trailblazer delivery Open recruitment for Administrator
Dec 2019	<ul style="list-style-type: none"> Interview for Administrator
Jan 2020	<ul style="list-style-type: none"> EMHPs, Clinical Team Lead, Senior Therapists / Psychologists and Administrator in post Induction, training, shadowing (inc. existing EMHP delivery in West London and other HF Mind services) and supervision commenced Trailblazer Steering Committee established and operational (meeting quarterly)⁶ Support DfE baseline survey with education settings
Feb 2020	<ul style="list-style-type: none"> Develop service SOP, referral and assessment process, communication materials, SLAs etc. and share with stakeholders (education settings, GPs, CAMHS etc.) Meeting with 12 education settings (8 primary – 1 per EMHP and 4 secondary – 2 EMHPs in each) to agree service delivery and assess context, need and current provision Ongoing EMHP training, shadowing and supervision⁷ Open recruitment for Staff Wellbeing Adviser and WSA Adviser
Mar 2020	<ul style="list-style-type: none"> Deliver training to 12 education settings on triage and referral of MH cases Support education settings to start identifying appropriate

³ Learning from West London Trailblazer is that it takes at least 4 months to recruit for senior therapeutic / psychological posts

⁴ Learning from West London Trailblazer is project start-up is an intensive time and PM is required in post ahead of service delivery, in order to prepare for effective project start-up. Project initiation funds to be used to cover PM post Sep 2019 – Aug 2020

⁵ If these posts are not recruited in time for Jan 2020, senior therapists / psychologists in West London Trailblazer team may support with supervision, as EMHPs under that team will only require supervision bi-monthly / monthly by that stage and/or temporary support may be drawn from agency staff

⁶ To include H&F CCG, HF Mind, HF Mencap, Kooth, LA Education, LA Family Support, CAMHS, School Nursing, Healthy Education. School HeadTeacher, CYP and parent/carer representatives to be included shortly after

⁷ Learning from Trailblazer in West London is that most EMHPs have not had therapy themselves and so have not developed self-reflective practice so a lot of time needs to be dedicated to this to promote more effective therapeutic delivery. Supervision is required for 1-1.5 hours weekly per EMHP, as well as weekly group supervision

	<p>EMHP training cases</p> <ul style="list-style-type: none"> • Start screening, triage and assessment process, ready to start delivery in summer term • Interviews for Staff Wellbeing Adviser and WSA Adviser • Education setting forum established and operational (meeting quarterly)⁸
Apr 2020	<ul style="list-style-type: none"> • EMHPs and senior therapists / psychologists start clinical delivery in education settings after Easter holidays • EMHP time in placement with HF Mind increased from 2 (Jan – Mar) – 3 days per week (Apr – Dec) • Staff Wellbeing Adviser and WSA Adviser in post and start assessing 12 education setting needs and developing action plans • Quarterly report submitted to NHSE and monthly access data flowed to MHSDS
May 2020	<ul style="list-style-type: none"> • Staff Wellbeing Adviser and WSA Adviser start delivering interventions in 12 education settings
Jun 2020	<ul style="list-style-type: none"> • Start scheduling service delivery for academic year 2020/21⁹
Aug 2020	<ul style="list-style-type: none"> • Focus on service content refinement, MHST CPD and other service development • Deliver interventions in schools that have ongoing activities in summer, as well as to local youth groups¹⁰ • Content development with HF Mencap for staff and parent interventions around SEND / LD • Content development with National Education Union for staff wellbeing interventions
Sep 2020	<ul style="list-style-type: none"> • Start service delivery for academic year 2020/21
Oct 2020	<ul style="list-style-type: none"> • Start meeting with second cohort of education settings to agree service delivery and assess context, need and current provision – ready for Jan 2021 • Start up-skilling school nursing team on EWMH support, triage and referral
Nov 2020	<ul style="list-style-type: none"> • Deliver training to second cohort of education settings on triage and referral of MH cases • Support second cohort of education settings to start identifying suitable cases for referral to MHSTs
Dec 2020	<ul style="list-style-type: none"> • MHSTs fully operational and all education settings engaged
Jan 2021	<ul style="list-style-type: none"> • EMHPs start delivery full-time (5 days per week) • Service delivery in second cohort of education settings

⁸ To include 12 education settings initially and then add other education settings, as interventions are rolled out to include them as well

⁹ Learning from previous delivery is that it is very difficult to schedule service delivery at the start of the academic year because education settings are so busy so pre-scheduling is important to utilize time effectively

¹⁰ HF Mind has delivered to Scouts, Action on Disability, Cadets and other youth groups over the holidays

	commenced – all education settings receiving services
Mar 2022	<ul style="list-style-type: none">• Final report / evaluation to NHSE

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 4 NOVEMBER 2019 AND AT FUTURE CABINET MEETINGS UNTIL APRIL 2020

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 07776 672956 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 2019/20

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. 83 (published 3 October 2019)

KEY DECISIONS LIST - CABINET ON 4 NOVEMBER 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 Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet <i>(other relevant documents may be submitted)</i>
4 November 2019				
Cabinet	4 Nov 2019	CORPORATE REVENUE MONITOR 2019-20 MONTH 4 31ST JULY Report of variance to budget at end of July. Virement requests.	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	
Contact officer: Emily Hill emily.hill@lbhf.gov.uk				
Cabinet	4 Nov 2019	GENERAL FUND RESERVES STRATEGY 2019/20 to 2022/23 Provides a financial update on Hammersmith and Fulham's reserves and sets out the strategy for their future use	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: Budg/pol framework		Ward(s): All Wards	
Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk				
Cabinet	4 Nov 2019	Social Value Policy Approve the content of the Social Value Policy to allow its implementation across all Council's services. PART OPEN PART PRIVATE	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
	Reason: Budg/pol framework		Ward(s): All Wards	
Contact officer: Ilaria Agueci Ilaria.Agueci@lbhf.gov.uk				

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		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.		papers to be considered.
Cabinet	4 Nov 2019 Reason: Expenditure more than £100,000	<p>Major Refurbishment Sullivan Court Phase 1</p> <p>External and Communal Refurbishment of Six Blocks at Sullivan Court SW6: 13-24 (Block C); 25-44 (Block D); 45-64 (Block E); 65-84 (Block F); 85-104 (Block G); and 372-443 (Block L)</p> <p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Housing</p> <hr/> <p>Ward(s): Sands End</p> <hr/> <p>Contact officer: Richard Buckley richard.buckley@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Nov 2019 Reason: Expenditure more than £100,000	<p>REGULARISATION OF HAMMERSMITH & FULHAM'S CHILD AND ADOLESCENT MENTAL HEALTH SERVICES CONTRACTS</p> <p>Hammersmith and Fulham's Child and Adolescent Mental Health Services (CAMHS) provide multi-disciplinary assessment, and therapeutic and psychopharmacological interventions for children and</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.

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		young people up to the age of 18 years. As a result of the move toward sovereign borough arrangements in 2018, and the dissolution of Section 75 arrangements, contracts funded by the Local Authority have become the responsibility of the Local Authority, while others remained joint Local Authority / CCG contracts. We are therefore now working to regularise Hammersmith & Fulham Council's position regarding those contracts for which it has retained funding and responsibility, whether on a joint or sole basis.		
Cabinet	4 Nov 2019 Reason: Expenditure more than £100,000	Reprocurement of Mosaic for Adults and Children's Social Care The Mosaic system has been in use for the management of cases in Adults and Children's Social Care. The existing contract comes to an end in January 2020 and needs to be renewed.	Cabinet Member for Finance and Commercial Services, Cabinet Member for Children and Education, Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Veronica Barella, Josh Hadley Tel: 020 8753 2927, Tel: 020 8753 1980 Veronica.Barella@lbhf.gov.uk, Josh.Hadley@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	4 Nov 2019 Reason: Expenditure more than £100,000	Independent Living Direct Payment Support Service Approval to directly award a contract to Action on Disability for the Independent Living Support Service for H&F residents.	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Karen Udale Tel: 07833 481242 karen.udale@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	4 Nov 2019	Transport Plan Annual Spending Submission 2020/21 Seeks approval to submit bid to Transport for London for transport projects in 2021-2 and to delegate authority for implementation to the Cabinet Member for Environment	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Chris Bainbridge Tel: 0208 753 3354 chris.bainbridge@lbhf.gov.uk	
2 December 2019				
Cabinet	2 Dec 2019	Corporate Revenue Monitor 2019/20 Month 5 31 August 2019 Forecast outrun position as at and of August. Requests for any budget virements or write offs.	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 Contact officer: Emily Hill emily.hill@lbhf.gov.uk	
Cabinet	2 Dec 2019	Offsite Records Storage Service 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. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the	Cabinet Member for 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: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Anthea Ferguson, Edward Crow Tel: 02087536641, Anthea.Ferguson@lbhf.gov.uk, Edward.Crow@lbhf.gov.uk	

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		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	2 Dec 2019 Reason: Expenditure more than £100,000	<p>PROCUREMENT OF ENERGY – FLEXIBLE SEPTEMBER 2020-2025 AND FTFP 2020-2025</p> <p>This report seeks the approval for entering into contractual agreements with London Energy Project (LEP) for the procurement of London Borough of Hammersmith & Fulham’s (LBH&F) energy procurement requirements via a Central Purchasing Body, LASER from 30th September 2020 till 31st March 2025.</p> <p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Finance and Commercial Services</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Sebastian Mazurczak, Kal Saini Tel: 020 8753 1707, Tel: 0208 753 7937 Sebastian.Mazurczak@lbhf.gov.uk, Kal.Saini@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	2 Dec 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>	<p>Cabinet Member for Finance and Commercial Services</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Nigel Brown, David Burns Tel: 020 8753 2835, Nigel.Brown@lbhf.gov.uk, David.Burns@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

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				considered.
Cabinet	2 Dec 2019 Reason: Expenditure more than £100,000	<p>Accommodation Strategy for Young People</p> <p>Strategy detailing proposed approach for accommodation arrangements for Looked After Children, Care Leavers and Young People at risk of homelessness. This strategy will include recommendations for the borough's semi-independent living arrangements and supply of in-borough supported accommodation services.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Children and Education</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@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	2 Dec 2019 Reason: Affects 2 or more wards	<p>Housing Strategy 2019</p> <p>Report on the Council's new Housing Strategy</p>	<p>Cabinet Member for Housing</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	2 Dec 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	2 Dec 2019 Reason: Expenditure more than £100,000	Rough Sleeper Supported Accommodation Procurement Strategy 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. 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 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.
6 January 2020				
Cabinet	6 Jan 2020 Reason: Income more than £100,000	Council Tax Base and Collection Rate 2020-21 and Delegation of the Business Rate Estimate This report is a Statutory requirement and contains an estimate of the Council Tax	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Jamie Mullins	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation

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		Collection rate and calculates the Council Tax Base for 2020/21.	Tel: 020 8753 1650 Jamie.Mullins@lbhf.gov.uk	and / or background papers to be considered.
Cabinet	6 Jan 2020 Reason: Expenditure more than £100,000	Council Tax Support Scheme 20/21 Set out the Council Tax Support Scheme for 20/21 Financial Year	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Kirsty Brooksmith Kirsty.Brooksmith@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	6 Jan 2020 Reason: Expenditure more than £100,000	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2019/20 (SECOND QUARTER) This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations, as at the end of the second quarter	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	6 Jan 2020 Reason: Affects 2 or more wards	Corporate Revenue Monitor 2019/20 Month 6 30 September 2019 Forecast outturn position as at end of September. Request for virements	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Emily Hill emily.hill@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.
3 February 2020				
Cabinet	3 Feb 2020	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2019/20 (THIRD	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least

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	Reason: Expenditure more than £100,000	QUARTER) This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations, as at the end of the third quarter	Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	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	3 Feb 2020 Reason: Expenditure more than £100,000	FOUR YEAR CAPITAL PROGRAMME 2020/21 AND CAPITAL STRATEGY 2020/21 This report presents the Council's four-year Capital Programme for the period 2020-24.	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	3 Feb 2020 Reason: Affects 2 or more wards	Corporate Revenue Monitor 2019/20 Month 7 31 October 2019 Forecast outturn position at end of October 2019. Virement requests.	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Emily Hill emily.hill@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.
2 March 2020				
Cabinet	2 Mar 2020 Reason: Affects 2 or more wards	Defend Council Homes Policy Policy to provide extra protection for residents of council homes, involving them from the start of any redevelopment proposals and ensuring the council is working to best practice.	Cabinet Member for Housing Ward(s): All Wards Contact officer: Fiona Darby Fiona.Darby@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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20 April 2020				
Cabinet	20 Apr 2020	Corporate Revenue Monitor 2019/20 Month 9 21 December 2019	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	Forecast outturn as at end of December. Virement requests	Ward(s): All Wards	
			Contact officer: Emily Hill emily.hill@lbhf.gov.uk	