

Cabinet

Agenda

MONDAY
1 JUNE 2020
6.30 pm

**THIS MEETING WILL
BE HELD REMOTELY**

It will be streamed via
YouTube on:
<https://youtu.be/msBZISCq5aQ>

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
21 May 2020

If you require further information relating to this agenda please contact:
Katia Neale, Committee Coordinator, tel: 07776 672 956 or email:
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Reports on the open Cabinet agenda are available on the Council's website: <http://democracy.lbhf.gov.uk/ieListDocuments.aspx?Cld=116&Mid=6591&Ver=4>

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 **4 – 6** 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.

PLEASE NOTE that any member of the press and public may listen-in to proceedings at this 'virtual' meeting via the weblink. Members of the press and public may tweet, blog etc. during the live broadcast as they would be able to during a regular Committee meeting at the Town Hall. It is important, however, that Councillors can discuss and take decisions without disruption, so the only participants in this virtual meeting will be the Councillors concerned, the officers advising the Committee and registered speakers who have submitted a valid deputation or petition in advance.

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on item numbers **4-6** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Kayode Adewumi at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday 27 May 2020.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Tuesday 2 June 2020**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Friday 5 June 2020 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 5 June 2020**.

Cabinet Agenda

1 June 2020

<u>Item</u>	<u>Pages</u>
1. MINUTES OF THE CABINET MEETING HELD ON 11 MAY 2020	5 - 11
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 Standards Committee.</p>	
4. HAMMERSMITH & FULHAM PARKS COMMISSION INTERIM REPORT	12 - 17

This report has one appendix which contain 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.

5. **PROCUREMENT STRATEGY FOR THE GROUNDS MAINTENANCE OF PARKS, PUBLIC OPEN SPACES AND HOUSING ESTATES** 18 - 49
- This report has one appendix which contain 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.***
6. **AUTHORITY TO AWARD CONTRACT FOR THE MANAGED SERVICES FOR TEMPORARY AGENCY RESOURCES** 50 - 56
- This report has one appendix which contain information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and is not for publication. The appendix has therefore been circulated to Cabinet Members only.
- Any discussions on the contents of an exempt appendix will require Cabinet to pass the proposed resolution identified at the end of the agenda to exclude members of the public and the press from the proceedings for that discussion.***
7. **FORWARD PLAN OF KEY DECISIONS** 57 - 76
8. **ANY OTHER BUSINESS**

LOCAL GOVERNMENT ACT 1972 - ACCESS TO INFORMATION

Proposed resolution:

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

London Borough of Hammersmith & Fulham

Cabinet

Minutes



Monday 11 May 2020

PRESENT

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

ALSO PRESENT

Councillor Adronie Alford

The Leader introduced the first virtual Cabinet meeting held by the Council. He noted that the Cabinet meeting in April had to be cancelled to allow the Council to focus on the emergency measures to maintain critical services and dealing with the COVID-19 pandemic. He thanked all staff and volunteers involved in dealing with this crisis and ensuring front line services were still being delivered.

Councillor Coleman added that it had been a terrible situation for the NHS staff and care homes. But the Council was operating together with them to ensure there was enough testing and PPE available.

1. MINUTES OF THE CABINET MEETING HELD ON 2 MARCH 2020

AGREED UNANIMOUSLY BY CABINET:

That the minutes of the meeting of the Cabinet held on 2 March 2020 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Sue Macmillan.

3. **DECLARATION OF INTERESTS**

There were no declarations of interest.

4. **DELIVERING SOCIAL VALUE IN HAMMERSMITH AND FULHAM**

Councillor Coleman stated that this report was seeking approval for a Social Value Strategy to be adopted to introduce a mandatory requirement for all procurement activities over £100,000 to generate a minimum 10% in social value.

The aim was to ensure social value activity aligned with Hammersmith and Fulham's Industrial Strategy, H&F Vision, and pledges related to Climate Emergency. It would promote a progressive approach to the procurement of works, goods and services.

AGREED UNANIMOUSLY BY CABINET:

1. To approve the Social Value Strategy (attached as **Appendix 1** of the report).
2. To agree that all tendered contracts above £100,000 (including those procured from frameworks where permitted by the framework rules) have a minimum of 10% of the total score allocated to Social Value. This will increase to 20% by 2023.
3. To agree that all commissioning and procurement over £100,000 should deliver a minimum of 10% Social Value by suppliers and social value key performance indicators (KPIs) will be part of their contract terms. This will increase to 20% by 2023. For contracts under this value, Social Value will be discretionary.
4. To agree the adoption of the national Themes Outcomes and Measures (TOMs) Framework for social value measurement (**Appendix 2**) for all contracts over £100,000.
5. To agree to provide regular reporting to the Cabinet Member for Finance and Commercial Revenue and quarterly reporting to Cabinet on implementation of the strategy. This will include quantitative figures under the TOM framework both committed to and delivered by suppliers.
6. To agree to establish a mechanism for regular reporting to the relevant Policy and Accountability Committee (PAC).

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.

5. AVONMORE, BROOK GREEN AND ADDISON NEIGHBOURHOOD PLAN FORUM/AREA

Councillor Jones stated the full reasons for the recommendations to refuse the applications for a Neighbourhood Forum and a Neighbourhood Area were described in the report.

The Council had assessed the applications and had found that the current distribution of the forum membership was not drawn from different places across the proposed neighbourhood area. Further, the membership was not representative of the area sought for designation with respect to sections of the community and business and education sectors within the area.

As a consequence of the recommendation to refuse the application for the forum, officers had also recommended that the application for the neighbourhood area should be refused, as alone it would serve no purpose.

AGREED UNANIMOUSLY BY CABINET:

That Cabinet:

1. Refuses the application to designate the Avonmore, Brook Green and Addison Neighbourhood Steering group as a Neighbourhood Forum.
2. Refuses the application to designate Avonmore, Brook Green as a Neighbourhood Area.

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.

6. WATERMEADOW COURT - DEMOLITION, SECURITY AND LAND SALE

Councillor Jones informed that the report requested approval for an additional budget of £526,000 to cover additional security and other costs incurred due to the delay in obtaining planning approval for the scheme by the Greater London Authority (GLA) to be able to start demolition. In addition, the Council's JV partner for the development, Stanhope, had advised it could not meet its contractual obligation to secure funding for the project. Therefore, the Council would need to secure and manage the site against illegal occupation until the development phase could start under an alternative strategy.

AGREED UNANIMOUSLY BY CABINET:

That Cabinet approves an additional budget of £526,000 for the Watermeadow Court development project to cover the unforeseen costs set out in paragraphs 11,12 and 13 of the report to be funded from capital receipts.

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.

7. WATERMEADOW COURT TERMINATION OF LAND SALE AGREEMENT AND EDITH SUMMERSKILL HOUSE EXTENSION OF CONDITIONAL PERIOD

Councillor Jones stated that this report was seeking approval to terminate the Watermeadow Court Land Sale Agreement, so the Council would be in the position to find a different approach to developing the site and would target maximising the delivery of affordable housing across the site.

The Leader praised the work done by Jo Rowlands, Strategic Director of Economy, and her team to improve considerably this scheme.

AGREED UNANIMOUSLY BY CABINET:

That Cabinet:

1. Notes that Appendix A and B are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out

in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).

2. Approves the termination of the WMC Land Sale Agreement and delegates authority to the Strategic Director for the Economy, in consultation with the Borough Solicitor, to agree the final form of the legal document(s) of a "Deed of Variation" required for the termination and to enter into it;
3. Approves the payment of £3,491,066 (to be funded from a new general fund capital budget financed by an increase in the Council's Capital Financing Requirement) to the HFS Developments 2 Ltd (being the joint venture company established pursuant to the Joint Venture Agreement) to terminate the WMC Land Sale Agreement in line with the payment structure as set out in the detailed analysis section 15 below; and
4. Approves to vary the ESH Land Sale Agreement to extend the conditional period to 14 June 2021 by way of a deed of variation and enter into it.

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.

8. PROCUREMENT STRATEGY TO COMMISSION AN EXTERNAL PROVIDER FOR DELIVERY OF ALTERNATIVE PROVISION SCHOOL PLACES IN HAMMERSMITH AND FULHAM

Councillor Culhane stated that the Council had a statutory responsibility to ensure that there was an adequate supply of good quality Alternative Provision (AP) and that all children and young people of compulsory school age would have access to a school or a form of Alternative Provision. This included offering a broad range of support, including short-term intervention for pupils at risk of exclusion and full-time/longer-term placements as an alternative to permanent exclusion. He thanked the secondary school Headteachers in the borough for working together with the Council on this report.

Councillor Coleman praised the report and the additional benefits it would bring by creating new jobs and serving the community, as well as taking into account environmental issues.

The Leader thanked Councillor Culhane, Jan Parnell, Assistant Director of Education, and Gary Kynaston, Headteacher of Hammersmith Academy, for their involvement on this report, which would significantly improve the service provided.

AGREED UNANIMOUSLY BY CABINET:

That Cabinet:

1. Notes that Appendices 3 and 4 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 or information in respect of which a claim to legal professional privilege could be maintained in legal proceedings under paragraph 5 of Schedule 12A of the Local Government Act 1972 (as amended).
2. Approves the Procurement Strategy as set out in Appendix 1.
3. Approves the award of the Alternative Provision services contract to TBAP Multi-Academy Trust for the period of 1st June 2020 until 31st August 2022 for the total of £6,313,311.

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.

9. PROCUREMENT STRATEGY FOR THE GROUNDS MAINTENANCE OF PARKS, PUBLIC OPEN SPACES AND HOUSING ESTATES

The Leader stated that since the Cabinet report was published, he had become aware that the Parks Commission, who were doing some excellent work with the intention of reporting in the Autumn, had produced an interim report which should be ready to be considered at the June Cabinet meeting or later. Accordingly, he decided to postpone consideration of this report until Cabinet could consider the interim findings of the Parks Commission.

The Leader added that the Parks Commission's early findings could impact on the procurement strategy. It was important that the residents could have the opportunity to influence both the future strategy for the Council's parks and open spaces and future procurement processes.

AGREED UNANIMOUSLY BY CABINET:

That this report be withdrawn

10. FORWARD PLAN OF KEY DECISIONS

The Key Decision List was noted.

11. ANY OTHER BUSINESS

COVID-19 pandemic

The Leader stressed that the Council's priority was saving lives and keeping people safe. It was also focusing on the welfare of its citizens and on ways to help local business to recuperate in an economic projected to shrink until 2023. He added that the Council was lobbying the central government to work on a large-scale plan with the G20 as this was the scale of the action needed to get the economy moving again to help London and the rest of the country up and running. A report would be brought to the next Cabinet meeting on this issue.

Councillor Jones confirmed that the Council would be bringing forward a plan about recovery and economic regeneration at the next meeting. He thanked officers from the Economy team for their continuous support and engagement with local business in all sectors who were facing extreme challenges.

Councillor Coleman informed that the NHS in London had prepared a paper that would fundamentally shift the way integrated health and care would be delivered in the wake of the COVID-19 pandemic. Councillor Coleman was concerned that local authorities were not given any chance to comment on it and there was no time for proper scrutiny. He had written a response from the borough to the local Clinical Commissioning Group and asked them to pass it on to NHS London stating that local authorities needed authentic partnership working.

The Leader suggested publishing Councillor Coleman's letter on the website and bringing a paper on the issue to Cabinet.

The Leader stated that there had been a degree of confusion following the Prime Minister speech on 10 May on coronavirus, as it was unclear and raised many questions. The Council was seeking clarification, but meanwhile the advice to Council's non key-workers staff and residents was to stay at home, keep safe and not use public transport.

The Leader concluded the meeting thanking H&F CAN and the 2,200 volunteers carrying out consistent inspirational work.

Meeting started: 6.30 pm

Meeting ended: 7.10 pm

Chair

Agenda Item 4

London Borough of Hammersmith & Fulham

Report to: Cabinet

Date: 01/06/2020

Subject: Hammersmith & Fulham Parks Commission Interim Report

Report of: Cabinet Member for the Environment, Councillor Wesley Harcourt

Report authors: Peter Smith, Head of Policy & Strategy
Stephen Hollingworth, Assistant Director, Leisure, Sports and Culture

Responsible Director: Sharon Lea, Strategic Director of Environment

Summary

This report sets out in detail the findings and recommendations from the resident-led Parks Commission (exempt Appendix 1). This is an interim report and is specifically focussed on the Procurement Strategy for the grounds maintenance contract. The Parks Commission will produce a final report later this year to inform the wider Parks and Open Spaces Strategy.

Recommendations

1. That Appendix 1 is not for publication on the basis that it 'contains information relating to the financial or business affairs of any particular person (including the authority holding that information)' as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended), be agreed.
2. To note the findings and recommendations listed below of the Parks Commission in their interim report attached as Appendix 1.
3. To consider recommendations 4, 6, 10, 11 and 12 of the Park Commission's interim report when considering the Parks Commission's final report.
4. To instruct officers to have due regard to the recommendations of the Park Commission's interim report which relate to the Grounds Maintenance Procurement Strategy when preparing said Strategy.

Wards Affected: All

H&F Priorities

Our Priorities	Summary of how this report aligns to the H&F Priorities
Doing things with local residents, not to them	<p>This report presents the interim report of the resident-led Parks Commission, which has engaged residents in the development of the Grounds Maintenance contract specification.</p> <p>The Commission will continue to work on a wider Parks and Open Spaces Strategy and will present a final report later this year.</p>
Being ruthlessly financially efficient	The report considers how the new Grounds Maintenance contract might deliver greater efficiencies
Taking pride in H&F	The report examines how the biodiversity of the borough's parks might be improved via the Grounds Maintenance contract.

Financial Impact

There are no financial implications relating to the recommendations in this report (i.e. considering the findings and recommendations of the Park Commission's interim report). Financial implications arising from any decision to implement the recommendations will be considered as part of the re-procurement of the grounds maintenance contract, which will be the subject of a separate decision report

Legal Implications

There are no legal implications in respect of this proposal.

Contact Officers:

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Position: Chief Solicitor (Property and Planning)
Telephone: 020 8753 2297
Email: adesuwa.omoregie@lbhf.gov.uk

Name: Kellie Gooch
Position: Head of Finance - Environment
Telephone: 07917813604
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Verified by Emily Hill, Director of Finance

Background Papers Used in Preparing This Report

This report is based on the interim report of the Parks Commission (exempt Appendix 1). This is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).

BACKGROUND

The Parks Commission is a resident-led commission, convened in January 2020, to look at the use of parks and open spaces in the borough and to make recommendations to the Council for improvements in how parks are managed and maintained for the enjoyment of residents. The Commission's interim report is focussed on the current Grounds Maintenance Contract and the Council's Procurement Strategy that will inform the specification for the new contract within the re-tendering timetable. Outlined below are the Commission's interim recommendations, followed by the proposed responses.

The Parks Commission's final report is expected to be published later in 2020 and will look at the future of parks and a wider Parks and Open Spaces Strategy.

DETAILED ANALYSIS

Proposals and Analysis of Options

General Principles

It is proposed in the Parks Commission's Report (exempt Appendix 1) that any incentive does not impact on another priority. The Commission's evidence gathering has suggested that incentivising income has affected the affordability of parks for some people. The Council is keen to ensure that this conflict of interest is not built into the contract as a general principle.

Summary of the Parks Commission's Recommendations and Officers' Responses

Recommendation 1. Biodiversity: The General Maintenance Contract should incentivise biodiversity through planting and maintenance. We recommend that a Biodiversity Survey be carried out throughout H&F's Parks and Open Spaces in order to identify areas that can be set aside for biodiversity planting.

Response - Increasing biodiversity will be included in the Procurement Strategy Report.

Recommendation 2. Onsite Composting: The General Maintenance Contract should encourage the Council, contractors and other stakeholders to review whether on-site composting and recycling is feasible and advantageous, and set up composting areas in some or all parks.

Response - On site composting will be included as part of bidder proposals and included in the Procurement Strategy Report.

Recommendation 3. Tree Maintenance: The General Maintenance Contract should include tree work in parks and open spaces.

Response - Tree Maintenance will be included in the Procurement Strategy Report.

Recommendation 4. Trial Extended Opening of Parks: The Council should consider the feasibility of extending the opening hours of parks and look to introduce automatic locking and unlocking of park gates.

Response - The proposed trial of extended opening hours will be addressed by Cabinet, when considering the Parks Commission's final report.

Recommendation 5. Reimagining the Park Warden: Each park should have a designated and named contact provided by the Council or Grounds Maintenance Contractor - a "Park Warden". This person should be the direct contact for residents regarding issues and matters pertaining to their park and provide oversight for the maintenance and activities that occur in the park.

Response - Reimagining Park Wardens will be addressed by including a requirement within a new contract, that the contractor must have a named person responsible for each park as a point of contact. This will be included in the Procurement Strategy Report.

Recommendation 6. The Council should consider repurposing the Parks Police and their budget.

Response - The Parks Police and their budget will be considered by Cabinet, when taking into account the Parks Commission's final report.

Recommendation 7. Delivering Social Value through Engagement with Residents and Volunteers: The Grounds Maintenance Contractor should be incentivised to actively engage with residents and volunteers within each park.

Response - The social value proposal, regarding incentivising engagement with volunteers and local people, will be included in the Procurement Strategy Report.

Recommendation 8. Delivering Social Value through Apprentices:
The procurement strategy for the Grounds Maintenance

Contract should actively reward the creation of an apprenticeship scheme as well as work placements for young people and people with disabilities.

Response - The social value proposal, regarding apprenticeships and work placements for young people and disabled people will be included in the Procurement Strategy Report.

Recommendation 9. Bookings for all sports facilities and land should be brought in-house and run through a single, centralised digital platform, owned and controlled by H&F.

Response - This will be included in the Procurement Strategy Report.

Recommendation 10. The management and usage of parks land for commercial purposes by any non-council owned body (including all leases) should only be done on very clear terms which include appropriate reflection of land value, some degree of free community access, clear Council sight on all income and costs and regular contractual reviews.

Response – The management and usage of parks land for commercial purposes by any non-council owned body (including leases), will be addressed by Cabinet, when considering the Parks Commission's final report.

Recommendation 11. Management of park-related costs and income should be joined-up, so priorities and incentives can be clearly aligned, and the parks run as a whole and as efficiently as possible.

Response - The management of parks-related costs and income will be addressed by Cabinet, when considering the Parks Commission's final report.

Recommendation 12. Parks should be affordable to all schools and all residents to use. The use of parks by young people both in and out of school should be encouraged. Engaging young people in outdoor activity is an essential part of education.

Response - This will be addressed by Cabinet when considering the Parks Commission's final report.

Reasons for Decision

The recommendation that Cabinet note the Parks Commission's interim report and instruct officers to take account of the recommendations in the revision of the Procurement Strategy, will ensure that the Grounds Maintenance Procurement Strategy is fully informed by the Parks Commission's evidence gathering and analysis before the contract specification is finalised and retendered.

Recommendations that do not impact on the Procurement Strategy Report, will be addressed by Cabinet, when considering the Parks Commission's final report later this year.

Equality Implications

There are no direct equality implications for groups with protected characteristics at this stage, under the Equality Act 2010.

Implications completed by: Fawad Bhatti, Policy & Strategy Officer, tel. 07500 103617.

Risk Management Implications

The interim report from the Commission is welcome and comes at a time where Parks have played a significant role in the Covid-19 response in maintaining good mental and physical health of residents, particularly those who have no access to a garden. Parks should continue to delight residents, remain safe and provide a positive contribution to the biodiversity of the local area. There could also be some opportunity to using Parks for events for children, education, hosted walks and showcasing horticultural management but undertaken as the Commission advises under very clear terms.

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

Consultation

Consultation has taken place with the resident-led Parks Commission.

List of Appendices:

Exempt Appendix 1: Interim Report and Recommendations of the H&F Parks Commission

Agenda Item 5

London Borough of Hammersmith & Fulham

Report to:	Cabinet
Date:	01/06/2020
Subject:	Procurement Strategy for the Grounds Maintenance of Parks, Public Open Spaces and Housing Estates
Report of:	Cabinet Member for the Environment, Councillor Wesley Harcourt
Report authors:	Stephen Hollingworth, Assistant Director, Leisure, Sports and Culture
Responsible Director:	Sharon Lea, Strategic Director of Environment

Summary

The Council's original contract for the care and maintenance of Parks and Open Spaces with Quadron Services (trading as Idverde), expired in April 2022. The end date was previously varied to April 2021 to facilitate Bi-borough management of parks and open spaces with Kensington and Chelsea. This need to tie in the end date is no longer required following the return to sovereign services. A new procurement strategy is now required to be agreed in order to meet the timescale for re-procurement and allow enough time to negotiate best value, and de-risk the contract. It is therefore proposed to extend the existing contract date by 10 months until 31 January 2022, which is within the original contract timeframe.

The Council welcomes and thanks the Parks Commission for the ongoing hard work and receipt of its interim report to inform the Procurement Strategy.

This report sets out the broad principles of the strategy informed by the Parks Commission and recommends that authority to finalise the detail is delegated to the Strategic Director for the Environment and the relevant Cabinet Member following receipt of the Parks Commissions Final Report in the autumn.

A new contract is required that:

- Contributes to the Council's priority of being the greenest borough in the UK,
- Provides a high-quality service within the budget available.

Context

Open space includes; parks, playing fields and outdoor sports facilities, cemeteries and churchyards, amenity space for housing and highways, allotments, nature conservation areas and play areas. Parks and open spaces are important in many ways; making a significant impact in improving people's health, wellbeing and quality of life, contributing to maintaining clean air, reducing urban heat and enhancing biodiversity in the borough. The care of our parks and open spaces is an essential

service, cross cutting all the Councils' priorities. A strategy and contract that works across all green space is crucial.

Our strategy to manage parks and open spaces will set out goals in line with the Council's priorities and have a high-quality Grounds Maintenance (GM) contract built in, not bolted on. The GM Contract will be an essential tool to use alongside our policy documents, client-side managers, friends groups, Tenants and Residents Associations (TRA) and other stakeholders to care for and improve our parks and open spaces.

Recommendations

1. To note that Appendix 3 is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve the outline procurement strategy set out in Appendix 1 for the tendering of grounds maintenance operations in parks and public open spaces (including Wormwood Scrubs and council housing sites. The latter to be subject to the outcome of consultation with Tenants and Residents Associations).
3. To delegate to the Strategic Director of Environment, in consultation with the relevant Cabinet Member, the ability to modify the procurement strategy in Appendix 1 (including any amendments to the evaluation criteria) following; receipt of the Parks Commission's Final Report, consultation with the Wormwood Scrubs Charitable Trust Committee, consultation with Residents and Tenants Associations in relation to the maintenance of Housing land.
4. To approve that the existing contract with Quadron Services Ltd (trading as Idverde Ltd) be extended within the original contract time frame, by ten months until 31 January 2022, after which the new contract will commence.
5. To approve the use of £150k invest to save funding from one-off council resources, to fund the site mapping of parks and open spaces to inform the contract specification. The associated savings (£3.7m) will be included in the Council's medium-term financial plans (payback period of less than one year).
6. To take note and give full consideration of the ongoing work of the Parks Commission in developing the Parks and Open Spaces Strategy.

Wards Affected: All

H&F Priorities



Our Priorities	Summary of how this report aligns to the H&F Priorities
<ul style="list-style-type: none"> Building shared prosperity 	<p><i>The procurement strategy for this contract will allow access to council contracts for local businesses and supply chain, leading to local expenditure in the borough.</i></p> <p><i>The contract specification will introduce a quality performance expectation for residents and tenants.</i></p> <p><i>Continued access to high quality green space for residents is a goal for both Parks and Economy Strategies for the wellbeing of our residents.</i></p>
<ul style="list-style-type: none"> Creating a compassionate council 	<p><i>Contractors or any proposed in-house offer must consider social value in their bid including opportunities for apprenticeships, training and work placements for young people and disabled people.</i></p> <p><i>Having open space that provides a range of opportunities and fits the needs of our community is a goal of the Parks Strategy.</i></p>
<ul style="list-style-type: none"> Doing things with local residents, not to them 	<p><i>The procurement strategy rewards suppliers who engage with the community and resident-led commissions and aims to introduce a Key Performance Indicator (KPI) based on resident satisfaction.</i></p> <p><i>Community engagement ownership and co-production is a goal of the parks Strategy.</i></p> <p><i>Consultation and engagement with TRA's to design the service.</i></p>
<ul style="list-style-type: none"> Being ruthlessly financially 	<p><i>The procurement strategy will provide the best value for this service and develop improved ways to; do business, budget and identify opportunities to increase commercial income for</i></p>

efficient	<p><i>investment in the service.</i></p> <p><i>Ensuring our parks and estates provide the highest quality possible within the budgets and opportunities available is a goal of both the Parks and Economy Strategies.</i></p>
<ul style="list-style-type: none"> • Taking pride in H&F 	<p><i>The contract specification will require improvements to parks and open spaces e.g. improvements in biodiversity, play provision and facilities such as toilets, cafes and sports pitches.</i></p> <p><i>Continued investment and improving the aesthetics of our estates and parks are goals of both the Parks and Economy Strategies.</i></p>

Financial Impact

The existing grounds maintenance contract provides for grounds maintenance services across parks and cemeteries, housing estates and Wormwood Scrubs. Accordingly, the existing contract is funded from a combination of council general fund revenue budgets, the Housing Revenue Account (HRA) and a recharge to Wormwood Scrubs Charitable Trust.

The procurement process for the new contract commencing in February 2022 will target a minimum of 10% reduction in the overall contract. Delivery of this cost reduction will likely depend on what services are included in the new contract (this will depend on the outcome of the housing estates grounds maintenance consultation). Exclusion of the housing element (estimated at 30% of the total grounds maintenance contract) would reduce the economies of scale overall and would make the delivery of the targeted section 105 Housing Act saving unlikely. Removing sports bookings would further reduce the contract value but may result in more income being retained by the Council. It is proposed that the existing health and safety budget for all tree maintenance is included within the contract.

The estimated cost of a new contract from February 2022, assuming a 10-year (5+5 year) contract and a 10% reduction on current cost is £33.3m. Note this is based on 2019/20 contract rates and excludes annual contract inflation. Given that most of the contract costs relates to staffing (more than 80%), inflation will be required each year on this contract. Inflation will be requested as part of the Council's annual budget setting cycle. A 10% cost reduction over the 10-year period is £3.7m (£370,000 per annum) - note that not all of this cost reduction would relate to the general fund (some may flow to the HRA and Wormwood Scrubs Charitable Trust). The general fund proportion of any saving will be factored into the Council's medium-term financial plans.

Contract costs for the 10-month extension of the current contract (from 1 April 2021 to 31 January 2022) are expected to remain static, aside from the annual contractual inflationary uplift (to be funded through the Council's annual budget setting process). The cost of the extended contract will therefore be met from current budgets.

The procurement of the new contract is being managed by existing members of staff. Professional fees (such as legal fees) will be accommodated within existing budgets, but there will be a one-off cost of approximately £150,000 relating to the audit of all site assets and mapping of parks and open spaces (including Wormwood Scrubs) to inform the contract specification (this will be payable over 2 years). It is proposed that this is funded as an invest to save initiative, to deliver the targeted 10% cost reduction described above (payback period of less than one year).

Legal Implications

This report is recommending approval of the Procurement Strategy set out in Appendix 1 for Grounds Maintenance in relation to parks and open spaces.

This service is classified as a public services contract for the purpose of the Public Contracts Regulations 2015 and is in excess of the threshold, such that it will need to be procured in full compliance with those 2015 Regulations. The recommended procedure will be the **competitive procedure with negotiation**, as described in the 2015 Regulations and the service department will need to ensure that these requirements are complied with. There are currently no changes in the pipeline to the 2015 Regulations post -Brexit that will affect this procurement.

Provision of parks and similar facilities is generally non-statutory, being in the main, set out as a discretionary service for the provision of recreational facilities as per the Local Government (Miscellaneous Provisions) Act 1976. That said, where such parks and open spaces are in council ownership, the Council as landowner needs to secure appropriate maintenance.

There is the potential for elements of the Procurement Strategy to vary. This may occur depending on the outcome of the final Parks Commission's report and further consultation with the Tenants and Residents Associations. This change may mean there will not be a lot 2 for housing open space but will allow for more detailed consultation with the Wormwood Scrubs Trust Committee. Delegations are being sought to allow modifications to the Cabinet-approved Strategy as a result of this consultation.

It should be noted that housing consultation may need to be carried out in accordance with the formal requirements of section 105 of the Housing Act 1985. Furthermore, if it is decided that lot 2 will remain in the contract, then there are formal consultation requirements with leaseholders to follow at various stages of the procurement, as set out in the Landlord and Tenant Act 1985.

It is a requirement of Contract Standing Order 25 concerning Contract extensions that any proposed extension of a Contract that exceeds the applicable EU threshold must be subject to legal advice on the permissibility of the extension. This is because the 2015 Regulations restrict modifications of contracts to where one of 6 permitted exemptions apply. While there appears to be some ambiguity around the exact basis on which the contract extension was to operate, provision was made for a contract period of up to 14 years, expiring in March 2022. Accordingly, the proposed

extension is within one of the 6 permitted exemptions, as one of these is where a review clause is being exercised in accordance with the contract terms.

Cabinet need to be satisfied that approval of the recommended decision is in the best interests of the Council and following consultation with residents and the Wormwood Scrubs Charitable Trust (WSCT) and feedback from the Parks Commission, will ensure best value in accordance with the Council's best value duty.

Covid-19 Implications

Parks have played an important role in the current Covid-19 crisis, demonstrating the importance placed on access to open space for ensuring the physical and mental wellbeing of residents and tenants. The use of a grounds maintenance contractor has allowed the Council to be flexible and resilient in keeping this service open and proactive in supporting efforts to mitigate the impact of the emergency – supporting social distancing of the population and providing additional support where needed with vitally important and sensitive bereavement services. Financial pressures post Covid-19 will mean the need for a best value and cost-effective solution for the delivery of this service is even more important if we are to maximise this resource for the enjoyment and benefit of residents and tenants.

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Background Papers Used in Preparing This Report: none.

DETAILED ANALYSIS

Proposals

Existing contract

1. The existing Grounds Maintenance (GM) contract with Idverde was advertised for up to 14 years (7 plus 7 years) commencing 1 May 2008 and therefore expiring 30 April 2022. The end date was previously varied to April 2021 to facilitate Bi-borough management of parks and open spaces with Kensington and Chelsea. This need to tie in the end date is no longer required following the return to sovereign services.
2. The contract was previously varied to realise savings. Originally a performance-based contract, it is now an open book contract based on available resources. Although this has the advantages of flexibility and a good working relationship, a major review of how the service is delivered is required as part of this tender process and to tie in with our developing Parks and Open Spaces Strategy (Parks Strategy).
3. To allow enough time to negotiate best value, it is proposed to extend the existing contract date by 10 months until 31 January 2022, which is within the original contract timeframe of 14 years. This will enable enough time to design a suitable contract and specification, based on the Council's priorities and considering the market consultation, to ensure a range of competitive bids are received.

Market research

4. A GM Service Review Team (SRT) was set up and identified that a market engagement exercise was a necessary, useful tool to help design a suitable procurement strategy and a fit for purpose specification. One of the key risks of a procurement process is not receiving a positive response from the market. As a result of the market engagement, several factors have been identified to maximise the attractiveness of the contract around the quality and scope (see Appendix 2).
5. The GM of housing estates is paid for by residents and any approach should be subject to consultation with the TRA's. Early engagement indicated residents may prefer the contract to be provided in house. The procurement will be considered as a joint approach but may lead to separate outcomes for parks and housing estates.

The New Contract

6. The new contract must be within budget and be high quality. It must also provide a service that delivers against the strategic objectives of the Council as outlined in the Economy Department's strategy and the developing Parks Strategy.

Building shared prosperity – Providing access to high quality Parks and Open Spaces in the borough of H&F

7. The Parks Strategy will define the number and typology of Parks and open spaces. Not all our green spaces are the same and our residents do not have equal opportunity of access. The new contract will introduce a range of new Key Performance indicators (KPIs) which prescribe a quality performance expectation so that all residents can access a range of activities and habitats in their local green spaces. In addition, it will set out criteria that make certain parks of borough or metropolitan importance and how the features of these parks are maintained appropriately.
8. Quality is seen as a key issue both by residents and suppliers. As a 10% reduction in budget is required to meet the future budget envelope, this would normally assume a reduction in quality. However, by opting for a performance-based specification, market engagement suggests that submissions will be high in quality, rather than cost driven.
9. A performance-based specification, such as keeping grass cut between 24 and 36mm, allows some of the risk of unforeseen work to be passed to the contractor since they must allow for all cuts required. Although performance-based specification might increase price, quality will be higher, client and residents monitoring will be easier and a better model of partnership working may be developed.
10. Improving the aesthetics of our parks and estates and the wellbeing of our residents is key to both the Parks and The Economy department strategies. Any enhanced service offer, by contractor or insourced DLO would be coproduced with the TRA's on estates and with the Parks Client in parks.

Creating a compassionate council - Providing opportunities and facilities in Parks and Open Spaces that meet the needs of our community

11. The market consultation confirmed that a long-term contract would provide the best opportunities for investment in staff, innovation in social value and potential investment in infrastructure. It is proposed to advertise a 5-year contract with an option to extend for a further 5 years. The contract evaluation of any chosen model will include consideration for social value with specific KPIs for apprenticeships, training and work placements for young people and disabled people. It will also give suppliers the opportunity to demonstrate, innovation, working with volunteer and Friends groups, TRA's and opportunities to invest in Parks or Estates infrastructure

Doing things with local residents not to them - Fostering engagement, ownership and co-production of activities in Parks and Open Spaces with the Parks Commission.

12. A key driver of the Parks Strategy is the aspiration for a Green Flag standard in our parks. This requires the engagement of a Friends group and the adoption of a management plan that sets out how all stakeholders work

together. It is also important to have good interpretation boards on site that provide relevant information for residents and park users, including a named contact for the park and how to contact them. This will be a requirement from our contractor in the next contract.

13. Additional income is valuable, but no park should be overwhelmed community events. In addition, Housing are obliged to consult with their TRA's on whether to insource this service in line with the Housing Direct Labour Organisation's (DLO) Business Plan or continue with the procurement as outlined within this report.

Being ruthlessly financially efficient - identifying budget efficiencies and financial opportunities for investment in Parks and Open Spaces

14. The major expenditure for Parks is the GM contract. To achieve best value, the procurement strategy (Appendix 1) proposes the use of the Competitive Procedure with negotiation, to procure a suitable supplier for the GM contract for Hammersmith & Fulham's (H&F) parks and open spaces
15. The EU Regulations are incorporated into UK Law and will continue to be in place until revoked or amended. GM is not the major expenditure for Housing Estates. Insourcing appraisals have been undertaken and some advantages and economies of scale might be realised for Housing under this delivery model.
16. Removing the housing element, estimated at 30% of the total GM of parks and open spaces, would reduce the economies of scale overall and would make the delivery of the targeted 10% saving on the overall contract unlikely.

Quality

17. The aim of the Parks Strategy, to maximise service quality within the fixed budget, will be achieved by stating a maximum budget within the tender documents and evaluating bids on an 70/30% quality/price basis. This strategy has been successfully adopted by other local authorities and will allow bidders the flexibility to use their expertise to offer the highest quality bid within the available budget, rather than driving down quality through price.

Value

18. The aim of the Parks Strategy, to maximise value, will be achieved by including all Parks, Cemeteries, Housing and Highways sites within the procurement scope. Market research demonstrates this secures benefits from economies of scale and provide advantages to the management of the contract.
19. The contract requirements will be split into lots; however, suppliers will be invited to bid for all lots and make innovative proposals how savings could be achieved by winning more than one lot.

- Lot 1 will include all parks, except Wormwood Scrubs, all cemeteries and all highways sites with a GM element to maximise the economy of scale.
- As outlined above, Housing have proposals to expand their DLO. The cost of insourcing all or part of the service will be offset through enhanced service delivery (See appendix 3) Housing may still wish the option of a separate contract and so Housing will be offered as a separate lot (Lot 2).
- The responsibility for Wormwood Scrubs Park (the Scrubs) is with a Trust. The Council is authorised by the Trust to manage GM for the Scrubs as part of the borough wide GM Contract. The cost is recharged to the Trust. Although the Trust would benefit from economies of scale by continuing this arrangement, it may wish the option of a separate contract, so there will also be a separate lot (Lot 3) for the Scrubs.
- The GM SRT identified that a single term contractor to manage tree works across highways and parks would be preferred. Due to the specialist nature of these works, this will be offered as a separate lot (Lot 4) to secure any advantage offered by a specialist or local contractor. Lot 4 will include the management of trees on all H&F sites apart from; Housing Trees which are included in Lot 2 and Wormwood Scrubs trees in Lot 3.

Taking Pride in H&F - *striving for continuous improvement in Parks and Open Spaces*

20. The Parks and Economy's Strategies aim to build continuous improvement in parks and open spaces. This is achieved primarily in individual management plans. As outlined in 1.7 the length of the contract will encourage suppliers to invest more into the service however there will also be an evaluation of any social value aspects that a supplier could add to the contract. E.g. making and increasing improvements to biodiversity including the installation of bat boxes, loggeries, new trees, areas of long grass, green roofs and green walls or the introduction of an electric or hybrid fleet to reduce emissions. Value might demonstrate educational benefits or to combat climate change or other objectives such as making H&F the greenest borough.

Reasons for Decision

21. To comply with the requirements contained in Contract Standing Orders, which requires approval of a Procurement Strategy before a regulated procurement exercise is commenced.
22. To achieve best value for the Council.
23. To abide by the statutory requirement to consult tenants and leaseholders.

24. To procure a holistic GM service that can help deliver the strategic objectives of the Council and the care and improvement of its parks and open spaces in line with the Parks and Economies Strategies.

Equality Implications

25. There are no direct negative implications for groups with protected characteristics, under the Equality Act 2010, by the approval of this Procurement Strategy.

Implications completed by: Fawad Bhatti, Policy & Strategy Officer, Public Services Reform, tel. 07500 103617.

Risk Management Implications

26. We want to continue to delight our residents with excellent services including those that are provided for in our Parks and Public Spaces. The procurement strategy sets out some of the risks that are being managed as part of the procurement route and options appraisal. Management of our contractor's performance will be a key aspect and contribute to the delivery of our Priority of Taking Pride in Hammersmith & Fulham. Additional risks of insourcing as expressed in the Strategy would be; the Insurable risk of any additional vehicles and fleet and the management and control of Health and Safety risks and liabilities for employees returning to the Council.

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

Procurement Implications

27. The procurement strategy is in line with the Contracts Standing Orders (CSOs). The use of competitive procedure with negotiation will allow the Council to negotiate on pricing and the tenders' submissions to ensure best value for money.
28. The CSOs define the contract as a high-value contract. As such, in line with CSO 18.1, the procurement strategy must be approved by full Cabinet.
29. The split between Quality-Price is 70%-30%. It is recommended that a cap on the commercial envelope is established to ensure the services are procured within the established budgets.
30. Social Value will be part of the awarding criteria and will represent 10% of the quality envelope.

Implications completed by: Andra Ulianov Head of Contracts and Procurement Tel. 07776672876

Commercial Implications

31. This procurement should consider the potential for income generation. In utilising an in-house service, the incremental income required to generate an equivalent cost saving of 10% of current cost budget, would be c£529K, assuming a gross margin of 30%. However, any income the chosen contractor generates through our contacts should be on a negotiated shared income basis.

Implications completed by: David Pearlman Head of Commercial Sales. Tel 07391731680

ICT Management Implications

32. There are no IT implications resulting from this report
33. IM Implications: To ensure GDPR compliance, a Privacy Impact Assessment should be completed to ensure all potential data protection risks resulting from this proposal are properly assessed with mitigating actions agreed and implemented

Implications completed by: Karen Barry, Strategic Relationship Manager, tel 020 8753 3481

Property Management Implications

34. A review of all H&F assets used by Idverde is being undertaken to ensure there are up to date property agreements in place, recognising the current contract is recommended for extension. This will ensure assets occupied by Idverde as part of the service delivery are being fully utilised. It allows the Corporate landlord project to undertake some analysis with key stakeholders to ensure future operational bases are needed and terms of occupation to a new provider are clearly outlined in a new procurement strategy.

Implications completed by: Nigel Brown Head of asset strategy and portfolio management Tel. 07773 281039

Local Business Implications

35. The new Social Value Policy will require this procurement to include consideration of local procurement in the tender documentation and the use of local businesses where appropriate.

Implications to be completed by: Alben Karameros Programme Manager Earls Court Tel 07739316957

Personnel Implications

36. This report concerns the procurement of a contract for the care and maintenance of Parks and Open Spaces. The current contract is outsourced

to an external provider and therefore if a new contract is procured, it is proposed that it will be with an outsourced provider, and the staff employed under the current contract may transfer under TUPE regulations to the new provider. It is therefore considered that there are no implications for Hammersmith & Fulham staff.

Implications completed by Dave Rogers, Deputy Head of HR Operations
Telephone 07717 423441.

Social Value Implications

37. The Social value matrix being developed by the Council will be used in the evaluation of bids. This has been explored with the market and is well established in many areas it will include:
- Apprenticeships and working with local people and involvement of local schools in training schemes.
 - the integration of disabled people.
 - Community participation, volunteering and work taster sessions for people out of work as well as working with voluntary sector partners.
 - Mental wellbeing initiatives such as gardening schemes for Dementia, Elderly people.
 - Environmental projects such as Tree planting and community gardens.
 - Measuring carbon reduction and energy consumption against an agreed baseline with improvements to working practices and fleet management.
 - Measures to combat climate change and improve biodiversity.

PREVENT Implications

38. The inclusion of community cohesion proposals is in line with the Prevent team's community engagement and support priorities for LBHF. There are no other Prevent related implications in the proposal

Implications completed by: Tina Bencik Prevent Co-ordinator 07977470316

Consultation

39. Consultation has been held with potential suppliers in the form of market engagement event and with the Parks Commission and the Wormwood Scrubs Charitable Trust Committee. Internal consultation has been through the SRT with Parks, Highways, Housing, legal finance and procurement.

List of Appendices:

Appendix 1 - Procurement strategy for parks and open spaces grounds maintenance contract.

Appendix 2 Results of Market research and Questionnaire

Exempt Appendix 3 - Financial implications of an in-house grounds maintenance service

Appendix 1

Outline Procurement Strategy for Parks and Open Spaces Grounds Maintenance contract

1. PROCUREMENT SCOPE – WHY THE PROCUREMENT IS NEEDED

LBHF need to retender the grounds maintenance (GM) contract for Parks and Open Spaces within the Borough. The current GM contract with Idverde expires in April 2021. Although originally, it was set to run until April 2022. However, with the aggregation of Hammersmith & Fulham (H&F) parks department with Kensington and Chelsea (K&C) parks department there was an opportunity to have both H&F and K&C Idverde contracts co-terminus and an end date of April 2021 was agreed.

Council expenditure is currently under pressure and the renewal of this contract gives an opportunity to revise the specification in order to make a saving. The target saving for the Council from this contract is 10% of the current annual value of £3.7Million.

At the same time, the H&F Parks Commission formed this year, and other stakeholders will be exploring quality standards in parks. The revised specification will address quality standards through KPI's and improve training through the new contract requirements both important aspects of the developing parks strategy.

This procurement has a significant strategic overlap with other services and can significantly deliver and contribute towards all council objectives. There is an opportunity to make the GM Contract a key tool in the Parks strategy driving improvements and innovation in the service as well as caring for and maintaining the infrastructure. The current contract is delivered across Parks, Cemeteries, Housing and Highways sites. There is an opportunity to review how the service is delivered, introduce new Key Performance indicators (KPI's) and for suppliers to demonstrate, innovation, community engagement and social value. There is also an opportunity to have greater clarity of cost in each area and for the new contract to offer services to schools and look at other income opportunities.

2. MARKET ANALYSIS

The market for procurement of GM operations in parks and open spaces is mature and well developed, but the number of local contractors delivering GM operations for London Local authorities are few. Currently of the 33 London boroughs, 15 manage their GM operations using an in-house DSO or arms-length company and, of the remaining 18, half have a contract with Idverde. The remaining 9 boroughs have contracts with 8 other providers.

A Public Information Notice (PIN) was published on 11th October 2019 for the opportunity of a new GM contract in H&F. It invited potential bidders to attend a market engagement event with council officers to discuss how to design an appropriate contract together, to meet council priorities whilst achieving best value through a reduced budget. A questionnaire was designed for potential bidders to

complete and discuss at the workshop.

7 suppliers initially expressed an interest and 6 attended workshop sessions. These were held individually with each supplier using the questionnaire to frame the discussion. The questionnaire and workshop have provided valuable market information for the procurement strategy included as a summary in appendix 2.

The report process will also take advice from the Council's Local Economic Development Team on the state of the local supply market.

3. PROCUREMENT ROUTE OPTIONS AND CONSIDERATIONS

The following sets out the proposals of the GM SRT having taken account of the recommendations by the Parks Commission in its interim report. Any further recommendations included in the Parks Commission's final report in the Autumn, relating to the procurement strategy, can be included in the final tender specification, as outlined in the competition process timetable in point 6 below. The SRT was set up with the parks service as the lead commissioner for the Council, taking advice from; Procurement, Legal and Finance. Highways, Housing and Property have also been invited to attend these meetings at which the following procurement routes were considered:

3.1 Extension of existing contract. The existing contract uses open book accounting and there is a good relationship with the current provider. However, the savings required could only be made under the current arrangement by reducing resources and quality and a further extension beyond what was originally advertised could place the Council in breach of EU procurement rules. The current contract was designed over 12 years ago, the market has changed, and many significant variations have been put in place to make savings and aid its Bi borough delivery. A revised specification is now required to ensure best value and put in place KPI's that reflect a quality-based service and the Council's priorities.

A short extension to the existing contract is proposed, so that there is enough time to meet the procurement strategy timescale, to design the specification and carry out a negotiated procurement process.

3.2 Bringing service in house is an option recently taken by some local authorities,

However, an in-house option would have a significant cost implication. The estimated additional cost of insourcing this contract is outlined in the exempt Appendix 3.

The reason for the additional cost of insourcing is that LBHF offer more generous terms and conditions to staff than do external suppliers. (e.g. LBHF pension contribution rates are 21.5% which is considerably higher than contractor market rates.) This would be offset through enhanced service delivery in line with resident's expectation and needs.

TUPE is likely to apply both to a transfer from the current contractor to a different contractor or if the service was brought back in house. This is because the activities undertaken and the staff providing the activities before and after the transfer are likely to be fundamentally the same. Under TUPE regulations employees retain their existing terms and conditions of employment. In 2008, 65 employees transferred from the Council to the current contractor under LBHF terms and conditions,

however only 30 remain. The balance of workers making up the 80 FTE required for the service, were provided at the time of transfer by agencies. These agency workers did not transfer. TUPE only requires staff stay on existing terms but council policy may include reinstating to LGPS if staff are not already on this by way of an admission agreement.

The cost to the current contractor to employ staff under LBHF terms and conditions is known to be more than their own conditions of employment. Staff costs account for the major part of the contract's value, which includes direct labor, plus administration and management. Other contract costs; for vehicles, fuel, machinery and materials are likely to be similar in either case.

The estimated additional cost of insourcing this contract is outlined in the exempt Appendix 3.

However, in house can offer more control and flexibility to enhance the service offer and deliver a more holistic service.

Housing Services have a statutory requirement to consult their TRA's on in sourcing.

3.3 Use of a Framework: Frameworks are often recommended as a simpler, quicker process than a full procurement. However, the number of frameworks including GM services are limited and GM contracts are usually too complicated for a framework to be used.

- ESPO 245 is a typical framework that includes for GM services. Although the terms, conditions and pricing are all pre-agreed, making procurement easier, there is no opportunity for negotiation and contracts should not be longer than four years. This would mean evaluation on quality would be difficult and the building of partnership opportunities with the supplier would be limited. Although a request for further competition from those suppliers on the framework could be evaluated against a LBHF specification, not all the suppliers currently serving the London Authorities are on frameworks. Using a framework with limited suppliers would give insufficient competition and may exclude local suppliers. The Council priority for building shared prosperity means we should allow access to council contracts for local businesses.

3.4 External procurement: This will allow us to demonstrate the most economically advantaged tender, a combination of; cost and quality to match our specification. Three Options of tender are available, 'Open' 'Restricted' or Negotiated'.

(a) open procedure: This process allows any supplier to bid for the contract. This maximises the size of the market. This means that the Council cannot limit the number of bids it receives for evaluation which could be numerous.

(b) restricted procedure: This is a two-stage process which allows a short-list of interested parties undertaking a pre-qualification stage prior to the invitation to tender documents.

(c) Competitive Procedure with Negotiation: This process was considered to offer a significant advantage over an open or restricted tender, allowing an opportunity to negotiate the design of the contract before suppliers offer a final tender. After pre-qualification, initial tenders are invited which are negotiated before inviting final tenders. Market engagement evidenced support for this process and demonstrated benefits including:

- Negotiation was thought in our market research to be essential. It's a good way of ironing out details, an opportunity to de-risk and value engineer to achieve the best value and quality.
- It allows proper evaluation of low bids. Generally, suppliers' price on the same basis and a low price usually means a contractor has not included something. Bids need to be able to be easily evaluated against each other on a quality basis.
- Allows time to consider scope, resources, and tasks after submission of an initial tender.

The main consideration with the recommended negotiated process, is that enough time is allocated to explore bids and allow for the consultation and approval processes within the Council, including the duties on the incoming and outgoing employer to consult with staff under TUPE

3.5 The option of Collaboration: Collaborative procurement is working with other similar agencies to deliver greater efficiencies through a combined purchasing power. Since the decision has been taken to have sovereign parks services another Bi Borough arrangement is not thought to be suitable.

4. RISK ASSESSMENT AND PROPOSED MITIGATIONS

4.1 A key risk is a poor response from the market. This might result in no suitable contract to put in place or only low-quality bids. The Council's market consultation exercise suggests this can be mitigated by maximising the attractiveness of the contract as follows:

- Length of Contract. A longer contract would allow more opportunities for a supplier to invest in machinery, training and partnership opportunities such as environmental, social and commercial innovations.
- High Value Contract. Adding more services to the scope of a contract makes it more attractive and easier to offer an economy of scale. Suppliers were keen to show that there would be economies of scale by including all possible services in the contract; i.e. Housing, Highways, Tree care, playground repairs and small works.
- Quality of Service. Specification of a high-quality service with good employment practices, would discourage low quality bids and the risk that a contract is priced too low.
- Risk to supplier. Perceived risk will discourage bids and increase prices of bids submitted. Clear contract terms are required e.g. indexation linked to a blend of earnings and RPI to minimize risks for the supplier over the duration of the contract.
- Sufficient time to bid. The overall timescale to give a start in February 2022 was considered by all to be reasonable and would avoid starting a new contract in the busy March/April period.
- An early opportunity to comment on the specification by suppliers at pre-qualification stage would be valued by suppliers. It would also help the client understand the main cost and quality drivers and if the stakeholder's quality assumptions are to be met within the budget envelope.

4.2 A secondary risk is that the procurement will reveal differences between the

perceived and real cost of the service in different client areas. The GM service is of strategic importance and can offer significant economies of scale if it operates across client departments. In mitigation: -

- All client departments have been invited to the GM Procurement Board meetings to discuss the new GM contract. Service requirements for Highways and Housing can be identified within the Parks and Open Spaces GM contract, so that the cost of the service is clear to the individual client. Clarification over the level of service and funding can be made during the negotiation stage, provided this is clear at the time of the initial tender.
- The revised specification will be based on an updated mapping of the client's contract areas.

5. FINANCIAL INFORMATION

5.1 The budget for the **core GM contract** is held within the Parks and Open Spaces Revenue account, with recharges made to the HRA and Wormwood Scrubs Charitable Trust for their portions of the contract.

- Current Budget for GM in parks and open spaces in 2019/20 is £3,007,100. This budget includes for GM works at identified sites for Housing, Highways and Wormwood Scrubs and a small reactive maintenance budget.
- Current Budget for GM in Cemeteries in 2019/20 is £690,000 including a small reactive maintenance budget.
- Currently the cost for Foam stream, the Councils chosen method of weed control, is included within the above budgets. If this is to be continued it must be expressly identified as it is expensive. Currently the Council has purchased all Foam stream machines and vehicles at a 2017 capital cost of £205,000 These would need to be replaced at some point during the contract period.

5.2 **Non-Core GM services** currently managed by Idverde include:

- Parks and Open spaces sports facilities lettings, except the Linford Christie Stadium, are managed within the contract. The Council receives a guaranteed income of £520,000 per annum from sports lettings, with any net income above this figure, after agreed expenditure, being shared on a 50/50 basis. The contractor's agreed expenditure includes a management fee, staff costs and associated fleet and equipment. In addition, the contractor receives 6.5% of the gross income. It is proposed that this arrangement is not continued in the new contract and this function is retained in house, to maximise the income received by the Council.
- Cemeteries management, the bereavement service, is managed by Idverde. A budget for this service is held within the Parks and Open Spaces Revenue account. It is proposed this continues to be within the Parks and open spaces GM contract.

5.3 Currently separate revenue budgets are held by parks and highways for works to trees,

- The budget for parks trees is included within the core GM budget above.
- The budget for Highways trees is currently £250,000.

Pre-Tender Estimate

5.4 The current value of the Core GM contract is £3,697,100. The mandated saving of this procurement through a redesign of the specification is 10% providing a pre-tender estimate of £3,327,390.

6. COMPETITION PROCESS

Publish PIN/questionnaire (Market research)	October 2019
Invite Supplier for engagement exercise on an individual basis	November 2019
Market Engagement complete	January 2020
Cabinet Approval of Procurement Strategy, based on market consultation	1st June 2020
OJEU Contract Opportunity	June 2020
advertise contract opportunity (SSQ)	June 2020
Deadline for receipt of SQ Submissions	July 2020
Evaluation period and Post-submission clarification(s)	By end July 2020
Notification to Suppliers and Anticipated issue of Invitation to Submit Initial Tender (ISIT) to short listed suppliers	August 2020
Deadline for receipt of ISIT Submissions	October 2020
Evaluation period and clarification(s)	October 2020
Negotiation with shortlisted suppliers	November 2020
Anticipated issue of Invitation to Submit Final Tender (ISFT) to short listed suppliers	December 2020
Deadline for receipt of Final Tender	End January 2021
Evaluation of Final Tender concluded	End February 2021
Cabinet Member approval	March 2021
Notification of Intention to Award to suppliers -	1 st April 2021
EU Standstill period	1 st -10 th April 2021
Letter of Acceptance	11 th April 2021
Anticipated contract award (signed)	July 2021

Contractor prepare to commence	Aug 2021 –January 2022
Contract commencement	1 February 2022

7. SELECTION AND AWARD CRITERIA

7.1 The headline Quality/price ratio being recommended is 70/30% Quality/price. Market research showed that a low-quality ratio encourages bids with fewer resources, little flexibility, contingency, partnership working or social value. Since the budget is already known by the Council, we should seek to maximise the quality of bids within this envelope.

Breakdown of Evaluation Criteria and Weightings

7.2 In relation to Commercial, (cost/Price) the submissions will be evaluated in relation to the lowest priced submission. The lowest priced submission will score a maximum allocation and other bidders will be expressed as a % of that price. i.e. a bid of twice the price will score 50%

7.3 In relation to Technical, (Quality) the weightings will be assessed through a series of relevant method statements as set out in draft below. The total of which will be 100% of the evaluation.

Technical	Award criteria	Weighting
1	Staff resources	20%
2	Service delivery	25%
3	Understanding of the Council's requirements and delivery improvements	20%
4	Management resources	20%
5	Social value (10% of the total score)	15%
	Total	100%

7.4 We will be using the Councils 'Social Value Framework' to evaluate quantitative social value outcomes against question 5. It is now Council policy that all tendered contracts above £100,000 (including those procured from frameworks where permitted by the framework rules) have a minimum of 10% of the total score allocated to Social Value. All suppliers at the workshop saw Social Value

including; community participation, volunteering, environmental projects and measuring carbon reduction as valuable. Most also identified the need to upskill the workforce and use apprentices. One supplier also suggested that a small part of the contract should be reserved under Section 20 of the Public Contracts Regulations 2015 to help disadvantaged groups find work. This is a key mechanism to tie the contract into park management plans and the Parks Strategy and will be explored further as part of the tender process.

8. CONTRACT PACKAGE, LENGTH AND SPECIFICATION

8.1 The current GM contract provides a range of services and operates across client departments as shown below:

Current GM contract by function and Client	Parks	Housing	Highway
The core GM service: care of plants, grass, shrubs and trees and keeping planted areas free of litter and weeds.	✓	✓	✓
Weed control of hard surfaces	✓	✓	X
Sweeping and litter collection from hard surfaces.	✓	X	X
Collection of waste from bins	(✓)	X	X
Fly tipping and Graffiti	(✓)	X	X
General daily visual inspection	✓	X	X
Formal inspection and repair of play equipment	X	X	N/a
Repairs to infrastructure; benches, paths, railings etc.	X	X	X
Tree planting and care from ground level included in core GM service.	✓	X	X
Tree Inspection and arboricultural works	X	X	X
The care of sports pitches and letting function	✓	N/a	N/a
Cleaning Changing rooms and toilets	X	N/a	N/a
Facilities Management (FM)	X	X	X
FM Management of Depots and mess facilities	X	X	X
Burial and bereavement service	✓	N/a	N/a

Contract Package

8.2 Market research has indicated that dividing the contract into lots would increase the cost of some services. Some lots might be less attractive to bidders. Indeed, there is a presumption in the Public Contracts Regulation 2015 that contracts be divided into lots, because there is a requirement to indicate in the procurement documents or the award report why a contract was not split into lots. If bidders take on larger areas of work, they will be able to offer shared resources and economies of scale. Discounts on their price would be expected to be offered by a bidder if they were to win two, three, or four lots. Subject to the ongoing work, and final findings and recommendations of the Parks Commission, the four lots proposed are:

- **(Lot 1): GM services for parks and open spaces including Cemeteries and Highways areas.**

A summary of services in scope is outlined below: -

- a) GM for parks including the maintenance of associated depots on full repairing lease and peppercorn rent for the duration of the contract. The cleaning, inspection and repair of all other park buildings will remain with the Council, as will sports bookings and event management.
 - b) Composting and recycling schemes within the parks.
 - c) Inspection and maintenance of play areas.
 - d) GM for cemeteries including a burial service and the maintenance of associated depots
 - e) Management of the cemetery service
 - f) Testing and safety of memorials
 - g) GM on highways land including raised beds, green walls etc
- **Lot 2 GM services for Housing.** Housing may decide to pursue an insourcing option, as a result it is considered prudent for this service to be offered as a separate lot, so if required it can be removed from the tender process without impacting on procurement of the wider service. This lot must include the management of all Housing trees as well as for core GM services and weed control of hard surfaces. Sweeping and litter collection are currently separately managed.
 - **Lot 3 Wormwood Scrubs.** The WSCT Committee has indicated it would prefer procurement as a separate lot. This smaller lot could be attractive to local contractors and will require a distinct management from general GM services, since large areas need to be managed specifically for the increase of biodiversity. It could equally be managed within Lot 1 with economies of scale demonstrated. This lot must include the management of all trees on Wormwood Scrubs as well as for core GM services outlined in a-c of Lot1.
 - **Lot 4 Trees** It is proposed to include the arboricultural care of all council trees in the borough, apart from Lot 2 and 3, including planned and emergency tree works, tree planting, day to day visual inspections, clearing fallen limbs and tree care from ground level. (a) Arboricultural advice and inspections will continue to be provided by council officers within the Highways Department,

8.3 Other GM services proposed within the contract:

The collection of waste from all park bins is proposed to be included in the core GM service. Currently a separate waste contractor collects waste from bins in some parks, housing areas and highways. The opportunity to work together to achieve economies of scale and improve our rates of recycling is being explored.

Currently separate budgets are held to address fly tipping, graffiti, repairs to cemetery memorials, park infrastructure and play equipment. Works are carried out by independent contractors. The procurement may be able to explore if suppliers could offer a good value service in these areas.

Length of the contract

8.4 The recommended contract length is 5 years with an option to extend up to a further 5 years, with appropriate review and break clauses to meet the Council's changing requirements. Although market research showed some suppliers preferred multiples of 5 years, to tie in with the general leasing options for machinery (5 years) and vehicles (10 years), all suppliers agreed the longer the contract the better as it would allow more investment opportunities in staff, community, innovations and improvements to sites and facilities. This should give an advantage to the Council using a longer contract length.

General Specification

8.5 A bespoke 'council' contract will be used, as off the peg contracts are too generic. There is no industry-specific standard form of contract as there is with sports and leisure centres. Risk and reward need to be balanced as unfair risk will increase the cost.

8.6 An output (performance) rather than input based (frequency) specification is recommended. As the risk of unforeseen work is with the contractor, the price is likely to be higher, quality will be higher; client monitoring is easier, and it will provide a better model for partnership working. Suppliers can use their expertise and flexibility to be more competitive, although the specification must be correctly defined.

8.7 The use of indicative frequencies should be used to benchmark all contractors and a hybrid specification, resource-based contract, or open book partnership approach, could be options discussed in the negotiation stage, to ensure best value for residents and flexibility for the Council.

9. CONTRACT MANAGEMENT

KPI's to cover the technical requirements in Section 7 will be developed to measure performance and outcomes. The workshop identified that a few objective, unambiguous and relevant KPI's would work better than trying to develop too many. The contract should be seen as a key tool to develop objectives within the overall park strategy such as KPI's, partnership working and improvements to park infrastructure.

Some KPI's might be linked to payments. The workshop identified some methods of

partnership working where the contract could still benefit if a KPI was not met. For example, an innovation fund where penalties are directed towards improvements in the park, or satisfaction-based enhanced payments are linked to a resident's survey. These opportunities will be explored.

The current contract is managed by a formal quarterly board meeting, at which performance and payment is assessed based on monthly monitoring meetings. This will be proposed as the minimum since the appointed contract manager will be expected to have a daily relationship with the supplier.

A contract which looks forward 10 years, will need to have agreed methods of change control. These must be transparent and will probably require negotiation. Options such as open book accounting should be explored to foster a good partnership approach.

In addition, there will be opportunities for innovation, capital investment, spend to save, social value, environmental benefit or to showcase new technologies. It would be difficult to build these into a contract, but the contract must be sufficiently flexible to allow them to be explored should they arise.

LBHF Grounds Maintenance Contract Re-Procurement – Key Lines of Enquiry

This is a summary of Response from 6 contractors attending workshops with LBHF on the following questions

Topic		Question	Response
Procurement	1	<p>Procurement Process. We are currently planning to procure this new contract through a Competitive procedure with negotiation. This has a pre-qualification stage, and then invitation to tender, with the option of then negotiating with some or all of the tenderers.</p> <ul style="list-style-type: none"> • What would providers suggest is the ideal timescale for this process? • What key elements should be considered by the Council in preparing its requirements for the contents of a tender return? • How can we maximise the attractiveness of this contract opportunity? 	<ul style="list-style-type: none"> • Time requested for procurement process ranged from 12-24 weeks and would easily fit into our allowed 38 weeks. The overall Timescale to start in February 2022 was thought by all to be reasonable and would avoid starting in the busy March/April period. • Key Elements suggested included: <ul style="list-style-type: none"> • An opportunity to comment on a specification before pricing would be valued. • Negotiation essential to provide enough time. It's the way forward and a good way of ironing out details, an opportunity to de-risk and value engineer to achieve the best value. • Pulling together accurate and detailed source data. E.g. No. of Pitches, furniture, features trees, play areas etc. and TUPE data. • Site visits from both parties; for the contractor to understand the specifications, maps and bills and for the client to inspect existing contracts, depots and take up references. • Proper evaluation especially of low bids. If it's too low someone has not included something. Bids need to be able to be easily evaluated against each other on a quality basis. • The Contract could maximise its attractiveness by:

		<ul style="list-style-type: none"> Do you have any views on the Councils intended price /quality evaluation split of 50%/50% 	<ul style="list-style-type: none"> Demonstrate we want a high-quality service and good employment practices An output rather than input based specification to allow suppliers to use their expertise and be more flexible. Clear terms, indexation linked to a blend of earnings and RPI, minimal risk and a high value (more services) A long contract allowing opportunities for social and commercial innovation One supplier suggested we reserve some aspects of the contract under Section 20 Most thought the evaluation should be 60/40 quality/price and that evaluation of quality including weighting and priorities needs to be clear to avoid low bids with fewer resources, little flexibility, contingency, partnership working or social value. One bidder suggested a higher Quality ratio at the first round. One bidder suggested a 100% quality evaluation based on a fixed budget.
	2	<p>Input/output-based Specification.</p> <ul style="list-style-type: none"> Do providers have any views or preference for frequency or performance-based specification, or should this be a mixture of the two? And for what reasons? What are the provider's experiences of effective or ineffective specifications? What works well, what not so well? 	<ul style="list-style-type: none"> Generally, a performance-based specification was preferred as; the quality would be higher, some said client monitoring is easier and it's a better model for partnership working. As the risk of unforeseen work is with the contractor the price is likely to be higher, and evaluation of tenders is more difficult but all contractors will use indicative frequencies anyway so this could be used as a benchmark. A Hybrid specification was also suggested as a possibility. using a resource-based contract and open book partnership approach to ensure best value for residents and flexibility to the Council. Some examples of specifications which have worked well included: <ul style="list-style-type: none"> Correctly defined; Too tight and the price will be too high or the standard unachievable, too loose and price and quality will be too low. Good information on what has happened previously, especially if specification and current practice do not line up. Strong partnerships which reflect local needs and priorities Unfair risk is not passed to contractor (it will increase cost)

		<ul style="list-style-type: none"> Which KPI's have worked well and why? Which ones have proved to be ineffective and why? Have you used an alternative penalty system for rectifications and defaults other than KPIs? 	<ul style="list-style-type: none"> Examples of KPI's that have worked well included: <ul style="list-style-type: none"> Not Too many. Need to be objective, unambiguous and relevant Not disproportionate penalty Must be tolerant i.e. Recognition that Perfection is not a realistic standard Satisfaction based payments this could be linked to a resident's survey but must be reasonable. Less ideas were provided around alternative penalties that could be used. One was a suggestion that any default fine is put into an innovation fund which could be used to fund improvements in parks.
	3	<p>Contract Duration. The council is considering a 7 year plus 7-year contract.</p> <ul style="list-style-type: none"> What would your ideal length of the contract be, and your reasons including level of capital investment and whole life costs? 	<ul style="list-style-type: none"> Generally, multiples of 5 years were preferred for contract duration. This ties in with the general leasing options for machinery (5 years) and (10 years) for vehicles. Some thought the industry had moved beyond the lease-based system but all agreed the longer the better as it would allow more investment opportunities in staff, community, innovations and improvements to sites and facilities.
	4	<p>Form of Contract</p> <ul style="list-style-type: none"> The Council is considering a bespoke form of contract based on its standard services contract or similar. Are there any standard contract forms that you consider are suitable instead? What do you think is best practice in terms of the division of responsibilities & risk between the Council and the Contractor? 	<ul style="list-style-type: none"> All agreed a bespoke contract is required, off the peg contracts are too generic. Specialist consultants were suggested as the source of a good form. Risk and reward need to be balanced. Risk passed to the contractor will increase cost.
	5	<p>Change control process. Do you have any comments about the best way to structure the change control process, including valuation of the change?</p>	<ul style="list-style-type: none"> Change control will affect profit, must be transparent and will probably require negotiation. Open book accounting and allowing the client time to benchmark shows due diligence. A change control tool was offered by one supplier.

		<ul style="list-style-type: none"> What are your experiences of in-contract change, risks and significant contract and commercial implications? 	<ul style="list-style-type: none"> Wide variety of issues discussed mostly covered in above
	5	<p>Innovation and development. What relevant technical or procedural developments in the industry are on horizon? This could be related to regulations or best practice e.g.</p> <ul style="list-style-type: none"> Which alternative methods are you able to offer to chemical (herbicide/pesticide) spraying/treatment of pests, diseases etc.? How have you reduced your carbon footprint over the past 7 years and how do you plan to further reduce this? How could the Council support this especially in reduction of emissions and the requirement for electric vehicles? What opportunities for improvement can you identify in separation of waste, recycling and green waste? Please indicate any contractual mechanisms that you think would be beneficial to incentivise investment in such innovation over the term of the contract. 	<ul style="list-style-type: none"> No additional experience in Herbicide free weed control was demonstrated beyond our experience. (Hand weeding, alternative planting and geomembranes were mentioned as alternatives) If this is to be within the contract it will have practical and cost implications which need to be clear in the specification. Electric Vehicles and tools were mentioned by most as methods of reducing carbon footprint. Some already use electric/hybrid vehicles but some do not think them up to the task. Are suppliers ISO 14001 accredited Community composting schemes and biofuel were mentioned as Green waste recycling options. Currently all green waste is recycled as mulch but large space and cost of shredder is required. Segregated bins and vans would help recycling but these are minimal savings recyclables are so light it's not worth it in commercial terms. Need to know how much waste we have in the first place to get a benchmark. There is a lot of contamination and separation is expensive. Segregation could be put in place when picking. Innovations Forum built into contract could develop ideas on capital investment, spend to save, social value, environmental benefit or showcase new technologies
	6	<p>Employment terms.</p> <ul style="list-style-type: none"> H&F is London living wage accredited authority. https://www.livingwage.org.uk/ Do you already pay the London living wage and does this apply to your sub-contractors? 	<ul style="list-style-type: none"> Most already pay the London Living Wage.

		<ul style="list-style-type: none"> Do providers see any issues with the EU working time directive? Do providers foresee any TUPE complications for employees due to the effect of Brexit on recruitment and contractors' supply chains? 	<ul style="list-style-type: none"> None saw any issues with the EU working time directive. Some mentioned a probable uplift in labour rates following Brexit.
Service Considerations	7	Branding. What value do providers place on their own brand and can more prominent Council branding be achieved (e.g. through staff uniforms) without resulting in a negative impact? What negative and positive impacts would you foresee?	<ul style="list-style-type: none"> All saw branding as important for; pride resident satisfaction and identification for additional contracts within the borough.
	8	Social Value. The council is in the process of adopting a new policy on social value, especially on employment and training opportunities for the local community, and engagement with local businesses. <ul style="list-style-type: none"> What social value initiatives do you foresee working best in a contract of this type? Please consider all forms of social value - economic, social and environmental? 	<ul style="list-style-type: none"> All suppliers saw the benefits of Adding Social value including: <ul style="list-style-type: none"> Need to upskill work force. Horticulture does not always have a good reputation with young people Apprentice. Schemes could also look to local schools. One bidder expressed a desire that a small part of the contract should be let under Section 20 of the public Contracts Regulations 2015. Either reserved for operators whose main aim is the integration of disadvantaged persons or, ensuring that part of the contract has 30% of disadvantaged workers. We discussed the possibilities of one park, or one operation such as Foam stream being let in this way helping disadvantaged groups in find work. Community participation, volunteering and work taster sessions for disadvantaged, Dementia, Elderly and disadvantaged gardening schemes, working with voluntary sector partners e.g. Mental wellbeing initiatives Environmental projects such as Tree planting with local schools and groups Measuring carbon reduction and energy consumption against an agreed baseline.
	9	Quality. The vision of H&F Council includes the goal of being ruthlessly, financially efficient. How do your standards and methods of working ensure that this does not mean a loss of quality?	<ul style="list-style-type: none"> Main proposal around quality monitoring was the use of hand-held devices which staff can use to log and complete works with a transparent dashboard and client log in. This would not seem to be compatible with

			<p>the Councils Confirm Database.</p> <ul style="list-style-type: none"> Resident surveys were also seen by some to be an option as well as having Staff dedicated to particular areas but multi skilled able to take ownership of their work.
Financial Considerations	10	<p>Cost drivers. What are major cost drivers and how could the contract or service model be adjusted to promote the best financial efficiency and further drive down costs - e.g. energy efficiency savings, alternative staffing or payment models?</p>	<ul style="list-style-type: none"> major cost drivers identified as: <ul style="list-style-type: none"> Major costs are staff, fuel and equipment. Static Staff seen as a particular increase in cost. Increased risk. Chemical free weeding. Innovation is expensive The No. of services. More would give economies of scale. Having a performance-based contract. Input based would be cheaper. KPI's will influence cost (Quality) Can the spec have options? Other suggestions included; Reducing annual planting and playing pitches, more perennials and long grass, managed neglect, geomembranes and water retention granules, and maximising income on sports and events.
	11	<p>Income and commercial opportunities.</p> <ul style="list-style-type: none"> What opportunities can providers identify to generate increased income from related sites and services? Do providers see any opportunities for sponsorship in the service? 	<ul style="list-style-type: none"> Opportunities to improve efficiency of contracts and machinery by shared overheads perhaps other local contracts. Maximising sports and events income. There needs to be more control over the sports facilities as it affects the income. Green waste sold as biofuel/plant sales
	12	<p>Capital investment.</p> <ul style="list-style-type: none"> What specific opportunities for capital investment or infrastructural development can providers identify in the borough that would deliver an improved financial efficiency for the contract? 	<ul style="list-style-type: none"> Themed parks, play facilities, adventure Golf, Go Ape, Flood lit tennis all have the risk of not being authorised by members friends' groups or planning. Likewise, commercial sponsorship and advertising. Have to balance income generation with needs of local people Should not be part of the contract but the opportunity should be there.

		<ul style="list-style-type: none"> • Would bidders prefer to acquire (purchase or lease) fleet vehicles and machinery, or would council purchase or lease be more attractive to the bidders? • The Council is making works depots available on a rent free/ full commercial rent basis. What is the preferred form of tenancy? (e.g. core landlord or full repairing lease) 	<ul style="list-style-type: none"> • Council funded fleet would be well received by some others would prefer to buy own • Depots: License to occupy or an internal repairing lease would be preferred to a full repairing lease. Peppercorn rent best value as commercial rent would drive up the cost.
	13	Payment. The Council is able to offer payment in advance for this service. What advantages could this help you provide to the Council?	<ul style="list-style-type: none"> • Some though this would offer no advantage others thought a saving up to 100K per annum on a £1Million payroll might be achieved
Other	14	Finally. Do you have any other questions, comments, concerns or ideas about how an efficient, quality service could be offered to our residents and visitors?	<ul style="list-style-type: none"> • None identified
Trees	15	<p>Trees. A subsequent question was asked by e-mail after the workshop if the suppliers had any views on the management of trees within the contract.</p> <p>Our preference is for one contract to cover both parks and other e.g. highways trees, Tree inspections and reports would remain within the council but works would be procured from a term contractor either:</p> <ol style="list-style-type: none"> 1. To let tree works as a Lot within the GM contract allowing small specialist firms and GM suppliers to bid 2. As above but allowing GM suppliers to partner with an arboricultural contractor within the main contract. 3. To let tree works as part of the Highways contract. The appointed contractor would act as a nominated contractor within the GM Contract. 	<ul style="list-style-type: none"> • Generally, suppliers preferred option 1, keeping tree works within the scope of the contract but allowing subcontracting with smaller specialist companies. • Using an in-house staff would provide best value through: economy of scale; efficient deployment of resources during emergencies/peaks in workload and planned service quality; reduced risk; and ease of management and monitoring. A subcontractor would diminish some or all of the advantages to be gained from in-house delivery. • Some thought Option 3 may mean parks work suffers from prioritisation. • Some mentioned that the Tree Lot would be less complex and would not need the ongoing Dialogue and discussion that the other lots would.

Agenda Item 6

London Borough of Hammersmith & Fulham

Report to: Cabinet

Date: 01/06/2020

Subject: Authority to award contract for the managed services for temporary agency resources

Report of: Cabinet Member for Public Services Reform – Councillor Adam Connell

Report author: Mary Lamont, Head of People and Talent

Responsible Director: Rhian Davies, Director of Resources

Summary

Following an assessment of the council's future requirements and the impact of Covid-19, this report sets out the rationale for the proposed re-procurement of the council's contract of a Managed Service Provision for temporary agency resources and the award of the contract to a Neutral Vendor through the Eastern Shires Purchasing Organisations (ESPO) Mstar3 Framework.

Recommendations

1. Appendix 1 attached to this report is not for publication on the basis that it contains sensitive information relating to the financial or business affairs of any person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve the award of a contract to Pertemps Recruitment Partnership Ltd relating to a managed service provision for temporary agency resources, with effect from 1 July 2020 for a term of one year with the option to extend for a further year providing for a maximum contract period of 2 years. The maximum value of this contract is £47,000,000.

Wards Affected: All

H&F Priorities

Our Priorities	Summary of how this report aligns to the H&F Priorities
Building shared prosperity	Working with local SMEs, local jobs for local people, supporting returners to work, youth unemployment and supporting the council's vision.
Being ruthlessly financially efficient	Reducing agency spend and underpinning the council's current agency reduction programme.

Impact of the current pandemic (COVID -19)

The council's current contract with Pertemps Recruitment Partnership Limited (Pertemps) under ESPO Framework (Mstar2) for the provision of agency workers is due to terminate on 30 June 2020. The contract was awarded for a 4-year period. There is no option to extend. Consideration has been given to re-procurement in order to ensure a contract is procured that is of Best Value. However, this would entail cost of re-tendering, cost of mobilisation, internal disruption, potential loss of agency workers including those in key roles who may not sign up to a new provider and retraining on a new system (all likely to be required to be undertaken remotely because of the current pandemic). Taking these all into account, along with the deployment of significant resources to support key services, a change of provider would pose a significant risk to business continuity and resilience. Retaining the current way of providing agency workers during the recovery period would offer the council best value at this current time.

The current provider has been proactive in supporting the supply of agency workers to priority services and has a good understanding of current demands. The current provision is a streamlined process that gives managers 24/7 access to an ordering system, standardised processes and direct contact with the provider. Award of the contract to the current provider for a period of 1 year with the option to extend for a further year will be aligned to the council's corporate COVID -19 recovery programme.

Financial Impact

Expenditure through the existing Pertemps contract has risen in recent years; from £17m in 2017/18, £22m in 2018/19 to £23.5m for 2019/20. Expenditure on agency resource is managed by departments who fund agency workers from service staffing budgets.

The Administration is committed to significantly reducing agency spend as part of its commitment to Ruthless Financial Efficiency and Zero-Based Budgeting and a significant internal programme of activity to reduce agency spend was implemented from August 2019, to provide greater scrutiny in terms of rates, headcount, duration of assignments and a move from temporary to permanent roles. Pay rate management will ensure all candidates are recruited at controlled pay rates that represent value for money. Tenure management will see implementation of a formal tenure review programme for candidates that are extended beyond pre-agreed

tenure milestones to enable the review of the role requirement and support identifying where an alternative engagement might be more applicable for the post (i.e. fixed term or permanent contracts).

As stated, the programme of activity is aligned to the council's zero-based budgeting initiatives and the Ruthlessly Financially Efficient Action Plan. Contract management is in place under the direction of the Assistant Director of People and Talent. The current provider has worked with the council to manage demand at the lowest possible margin and reduce forecast spend.

Potential cost savings

The Mstar3 core specification requires the provider to deliver savings against measurable targets and so build on current year on year improvements. The proposed contract has no minimum level of spend and will therefore support this approach.

Based on the level of agency expenditure from 2018/19, the new framework could deliver moderate savings on the rates paid to the Managed Service Provider (MSP). (see below). The bulk of any savings delivered through the re-procurement will be dependent on the level of agency use and spend incurred by departments in the medium term.

As noted above, expenditure on agency resource is managed by departments and this includes ensuring there is adequate budget provision in place. Departments do not have specific budgets for agency staff but are required to manage their agency spend within their employee budgets. The council is experiencing significant financial pressures due to the pandemic and agency cost reductions continue to be a priority area of focus to reduce council expenditure. Therefore, even where budgets exist, departments need to challenge whether agency staff are critical before engaging additional resource.

Maintaining business continuity and service delivery at this critical point in time needs to be considered against the cost of change and mobilisation including additional resources required to support the change. **Appendix 1 – Mstar3 Lot1a Pricing Schedule for Pertemps**

Modelled expenditure on Mstar3 framework based on 18/19 agency spend

18/19 Mstar2 Total on costs	MSP Fee	Agency Fees	ESPO Rebate	18/19 Mstar3 Total on costs	Potential Savings per annum based on 18/19 costs	Savings as % of total on-costs spend
£1,773,318	£97,407	£1,624,043	£6,301	£ 1,727,751	£45,567	2.6%

<i>Index of terms</i>	<i>Description</i>
<i>Statutory costs</i>	<i>National insurance contributions and working time directive contributions paid by the agency.</i>
<i>The Managed Service Provider</i>	<i>Charge rates for the provider's services, including but not</i>

<i>booking fees (MSP)</i>	<i>limited to account management, training, implementation and electronic systems.</i>
<i>Agency fees</i>	<i>Fixed charge rates for fulfilment of an assignment.</i>
<i>ESPO rebate</i>	<i>Recovers the costs incurred in the establishment and management of the framework.</i>

Legal Implications

This report recommends a direct award of a call-off contract to Pertemps under Lot 1a of the ESPO Mstar3 framework for a period of one year with an option to extend for a further year. The maximum contract value over the lifetime of the contract is £47,000,000. The value of the call-off contract exceeds the current EU threshold for services, which is £189,330. Therefore, this procurement is subject to the full procurement regime under the Public Contracts Regulations 2015 ('PCR').

Regulation 33 PCR allows for the use of a legal framework which complies with the PCR. The ESPO Mstar3 framework was procured in accordance with the PCR and runs from 11th April 2019 to 10th April 2021, with a further extension of 2 years until 2023. It also permits the use of direct awards. This framework is therefore a compliant procurement route.

This is a high value procurement under the Council's Contract Standing Orders ('CSOs'). The use of a framework is compliant with the advertising requirements set out in CSO 19.1. A waiver dated 14th May 2020 has been granted in relation to the requirement for a procurement strategy under CSO 18.1. The waiver has been granted on the ground that there are other circumstances which are genuinely exceptional", in accordance with CSO 22.3.6. Regulation 108 PCR requires the council to publish on Contracts Finder, within a reasonable time, the name of the supplier, the date on which the contract was entered into and the value of the contract.

The decision to award can be taken by the Cabinet Member, however given the value of the proposed contract and that the requirement for Procurement Strategy was waived it is appropriate the award decision is considered at Cabinet.

Implications provided by: Natasha Barlow, paralegal at Sharpe Pritchard on secondment to the Council, nbarlow@sharepritchard.co.uk and Hannah Ismail, solicitor at Sharpe Pritchard, hismail@sharepritchard.co.uk

Contact Officer(s):

Name: Mary Lamont
Position: Head of People & Talent
Telephone: 0782 535 1847
Email: mary.lamont@lbhf.gov.uk

Name: Andre Mark
Position: Finance Business Partner
Telephone: 020 8753 6729
Email: andre.mark@lbhf.gov.uk
Verified by: Emily Hill – Director of Finance

Name: Hannah Ismail
Position: Solicitor
Telephone: 44(0)20 7405 4600
Email: hismail@sharpepritchard.co.uk

Background Papers Used in Preparing This Report

Equality Impact Analysis

DETAILED ANALYSIS

Proposals and Analysis of Options

Background – ESPO & MSTAR3

1. The Eastern Shires Purchasing Organisation (ESPO) is a recognised consortium set up to tender for National frameworks that are accessible to local authorities and public sector bodies.
2. This framework is compliant with UK/EU procurement legislation and allows the use of direct awards.
3. This is the third in a series of successful frameworks, (Mstar1, Mstar2 and now Mstar3) further demonstrating ESPO's proven experience, market knowledge and procurement know-how in the temporary/interim staffing market. The market has recently been tested with the Mstar3 framework in place from 11 April 2019 to 10 April 2021 with an option to extend for a further 24 months until 10 April 2023.
4. Under Mstar3 Lot1a, there are 10 suppliers. All suppliers were assessed during the procurement process for their financial stability, track record, experience, technical and professional ability. Suppliers are not ranked under the framework. The delivery model under Lot1a is Neutral Vendor ie where the supplier manages a chain of agencies but may also supply temporary agency workers where this is done through a subsidiary company.
5. The Mstar3 core specification for services (Lot 1a) sets out the fundamental provisions including management of the agency supply chain, an ordering platform, provision, compliance and payment of temporary agency workers, MI and shared business intelligence.
6. The council's current contract for the provision of agency interim and temporary staff is with Pertemps. Pertemps currently deliver under a neutral vendor model.

7. The risks associated with undertaking a full procurement process in accordance with EU procurement rules are predominantly financial, in terms of resource and time; it is likely to take approximately 12 months.
8. Any change in supplier in the current climate will necessitate a change in systems and processes impacting further on service delivery

Conclusion

9. This report recommends the contract for the provision of agency staff through the ESPO Mstar3 framework be awarded to Pertemps.

Equality Implications

10. This proposal will not result in any anticipated negative equality implications for groups with protected characteristics, under the Equality Act 2010. A full Equality Impact Assessment has been undertaken by officers and has concluded an overall neutral impact.

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

Risk Management Implications

11. Proposals seek to retain the current way of providing temporary agency resources through the Covid-19 crisis and into transition to recovery. This is being done in full consideration of several measures including, SLT Targets to reduce agency spend in adherence to the Being Ruthlessly Financially Efficient Priority, the workforce strategy planning taking place following Covid-19 and, the Civic Campus Programme workforce needs. Additional issues considered include the impact that moving to a new provider may require manager and user support and training, adopting a new software system and these are seen as not being ideal during the Covid-19 period where managers will have many other tasks to undertake.
12. Continuity of agency supply, both for critical front-line roles and project/specialist support, during this period where the impact of Covid-19 outbreak and transition to recovery is vital to protect vulnerable residents and ensure continuity of key services.

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

Digital implications

13. IT system implications: there are no direct implications from this proposal.
14. IM Implications: Pertemps will be expected to have a GDPR policy in place and all staff will be expected to have received GDPR training.

15. The existing Privacy Impact Assessment (PIA), should be reviewed as part of the contract award.
16. Any contracts will need to include H&F's new data protection and processing schedule. This is compliant with the General Data Protection Regulation (GDPR) enacted from 25 May 2018.

Implications completed/verified by: Veronica Barella, Chief Digital Officer,
Digital services, 0208 753 2927

List of Appendices:

Appendix 1. Mstar3 Lot1a Pricing Schedule for Pertemps (exempt)

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 Authority hereby gives notice of Key Decisions which the Cabinet, Cabinet Members or Chief Officers intend to consider. The list may change from the date of publication as further items may be entered.

NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

The Authority also hereby gives notice in accordance with paragraph 5 of the above Regulations that it may meet in private to consider Key Decisions going to a Cabinet meeting which may contain confidential or exempt information.

Reports relating to Cabinet key decisions which may be considered in private are indicated in the list of Cabinet 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 Cabinet decision should instead be made in the public at the 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 THE AUTHORITY FROM MAY 2020 TO FEBRUARY 2021

The following is a list of Key Decisions which the Authority proposes to take from May 2020. The list may change over the next few weeks.

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 £300,000) 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 affecting the budget and policy framework set by the Council.

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

NB: Key Decisions will generally be taken by the Executive at the Cabinet, by a Cabinet Member or by a Chief Officer.

*If you have any queries on this Key Decisions List, please contact
Katia Neale on 07776 672 956 or by e-mail to katia.neale@lbhf.gov.uk*

Access to Key Decision reports and other relevant documents

Key Decision reports and documents relevant to matters to be considered at the Authority by Cabinet only, will be available on the Council's website (www.lbhf.org.uk) a minimum of 5 working days before the Cabinet 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 Key Decisions will be subject to a 3-day call-in before they can be implemented, 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 related to Cabinet Key Decisions only. 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:	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. 93 (published 21 May 2020)

KEY DECISIONS LIST – FROM MAY 2020

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	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet <i>(other relevant documents may be submitted)</i>
Cabinet Member and Officer Decisions				
Strategic Director of the Economy Department	May 2020	Corporate Property Services Framework 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	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards Contact officer: Nigel Brown, David Burns Tel: 020 8753 2835, Nigel.Brown@lbhf.gov.uk, David.Burns@lbhf.gov.uk	
Cabinet Member for Housing	May 2020	Upgrade of Controlled Door Access Equipment To upgrade the existing door entry systems with modern day audio, video and GSM equipment to prevent unauthorised access to residential properties providing additional security for residents.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Steve Glazebrook Tel: 07976345556 Steve.Glazebrook@lbhf.gov.uk	
Strategic Director of the Economy Department	May 2020	Charecroft Estate Lift Modernisation Modernisation of eight passenger lifts serving Charecroft estate (Woodford Court A&B; Roseford Court A&B; Shepherds Court A&B; Bush Court A&B)	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): Addison Contact officer: Richard Buckley	

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>
	and Capital up to 1.5m	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.	richard.buckley@lbhf.gov.uk	and / or background papers to be considered.
Director Children's Services	May 2020	Interim Payment for AP Places Approval to pay interim payment to AP provider , prior to full three year SLA being approved in January	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Kevin Gordon Tel: 07970 150897 Kevin.Gordon@lbhf.gov.uk	
Strategic Director Finance & Governance	May 2020	Approval to award a call off contract for stationery and office supplies Award of new stationery contract. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances	Cabinet Member for 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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Geoff Sorrell geoff.sorrell@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet <i>(other relevant documents may be submitted)</i>
		of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Strategic Director of the Economy Department	May 2020	Upgrade of Controlled Door Access Equipment To upgrade the existing controlled door access equipment with modern systems using a cloud based platform.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Steve Glazebrook Tel: 07976345556 Steve.Glazebrook@lbhf.gov.uk	
Cabinet Member for Finance and Commercial Services	May 2020	Banking Services Procurement Strategy Re-tender for the provision of banking services, as the current contract is due to expire in March 2020. Estimated value is £600k for a 10 year contract.	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer:	
Strategic Director of Environment	May 2020	Procurement strategy in relation to the procurement of books and audio materials for the libraries via a framework agreement For the Council to call off from the new two-year (plus two-year extension) framework agreement for the supply of library books and audio-visual materials at a total estimated cost for the initial two years of £200,000 (plus potentially a further £200,000). The award by WSCC will take place in mid-December 2019 and the new	Cabinet Member for the Economy	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer:	

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>
		framework agreement will begin 1 April 2020.		
Cabinet Member for Children and Education	May 2020	SALT, CAMHS, & Local Offer Contracts - Decision to award Rebalancing of SALT contract for LA to take on greater contribution. Introduction of protocol for determining LA/CCG financial contributions to complex cases 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 Children and Education Ward(s): All Wards Contact officer: Paul Triantis Paul.Triantis@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.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m			
Cabinet Member for Health and Adult Social Care	May 2020	Elmgrove extra care accommodation direct award report	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Laura Palfreeman Tel: 0208 753 1953 Laura.Palfreeman@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.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Request to continue the extra care contract at Elmgrove with Notting Hill Genesis beyond the current contract end date for a further one year.		
Cabinet Member for Housing	May 2020	Renewal of Door Entry Systems Renewal of aged door entry systems which serve Council Residential Dwellings that have a communal access.	Cabinet Member for Housing Ward(s): All Wards	A detailed report for this item will be available at least five working days before the date of the meeting and
	Reason: Expenditure/Income -			

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>
	Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Contact officer: Steve Glazebrook Tel: 07976345556 Steve.Glazebrook@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for the Environment	May 2020	Prevent 20/21 Grant Agreement This item is the proposed Grant Agreement with the Home Office for funding for the LBHF/RBKC Prevent team for the upcoming financial year, 2020/2021. The amount of funding proposed is between cca £430,000-cca £480,000, and covers officer posts and projects.	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Tina Bencik Tina.Bencik@lbhf.gov.uk	
Cabinet Member for Children and Education	May 2020	Lot 1 and Lot 2 School Meals Extension Report Key decision, signed off by Cabinet Member, to extend the School Meals Lot 1 and Lot 2 contracts. 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 Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Claire O'Shea Tel: 07879 815 087 Claire.O'Shea@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Member for Children and Education	May 2020	IMPROVING MENTAL HEALTH SERVICES FOR CHILDREN AND ADOLESCENTS IN HAMMERSMITH & FULHAM 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. In November 2019 funding for the provision was approved for 2018/19 (retrospectively) and 19/20, with delegated authority to the Director of Children's Services for 1920/21. Accordingly this report seeks approval for continuation of CAMHS services for contract year 1920/21.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Craig Holden Tel: 07850 541 477 Craig.Holden@lbhf.gov.uk	
Cabinet Member for the Environment	May 2020	Annual Highways Maintenance Programme 1.1. This report seeks approval of the annual highway maintenance work programme for 2020-2021. A key driver for this work is improving the quality of our street scene to give residents and businesses pride in the borough. This work is planned preventative maintenance, aimed at prolonging the life of the Highway infrastructure within the borough. 1.2. We aim to improve efficiency and provide maximum value for money co-ordinating as far as possible maintenance works with the implementation of LIP projects. We are coordinating footways with the need to plan more trees so use our planned maintenance on footways to increase opportunities for adding tree pits.	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: Affects 2 or more wards		Ward(s): All Wards Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Member for Finance and Commercial Services	May 2020	Procurement Strategy for Small Scale Digital Advertising Procuring a concession contract for small scale digital advertising to generate income for the Council.	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/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Bram Kainth Tel: 07917790900 bram.kainth@lbhf.gov.uk	
Strategic Director of the Economy Department	May 2020	Direct Award of Rough Sleeping and Domestic Abuse MHCLG Funded Contracts The direct award of four 12-month rough sleeping contracts and one 12-month domestic abuse contract. The contracts will be funded entirely from MHCLG grants.	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk	
Leader of the Council	May 2020	Safer Streets in Hammersmith & Fulham The report seeks approval to introduce a multi-agency Gangs, Violence and Exploitation Unit to tackle gang related offending in H&F in addition to a strengthened neighbourhood enforcement model which will increase the number of uniformed H&F officers patrolling the streets. Reasons for urgency: The council is currently not able to provide an adequate capability to deal with anti-social behaviour on our streets and housing estates. In addition, there is an urgent need to provide dedicated resources to tackle the increase in gangs and youth violence.	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): All Wards	
			Contact officer: Matthew Hooper Tel: 07450 964 681 Matthew.Hooper@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Strategic Director of Social Care	May 2020	Day opportunities for ageing well Ensuring continued provision of building based day opportunities to support residents with eligible social care needs	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk	
Cabinet Member for Children and Education	May 2020	Approval of the short term direct award to TBAP Multi Agency Trust. Approval of the direct award of a short-term contract for alternative provision to TBAP Multi Agency Trust.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Kevin Gordon Tel: 07970 150897 Kevin.Gordon@lbhf.gov.uk	
Strategic Director of the Economy Department	Not before 15th May 2020	Award Report for Nourish Hub Nourish Hub refurbishment works	Cabinet Member for the Economy	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/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Shepherds Bush Green	
			Contact officer: David Burns, Celine Mionnet, Farrah Rossi Tel: 020 8753 2059 David.Burns@lbhf.gov.uk, Celine.Mionnet@lbhf.gov.uk, farrah.rossi@lbhf.gov.uk	
Cabinet Member for Housing	Not before 22nd May 2020	Business Case and Procurement Strategy for the Major Refurbishment of Maystar Estate W14 Report seeks approval of the Business Case & Procurement	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details
	Reason: Expenditure/Income -		Ward(s): North End	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
	Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Strategy for the major refurbishment of Maystar Estate W14. This project is one which the Council has committed to deliver as part of the Asset Management Compliance Strategy and Capital Programme approved at 1st July Cabinet 2019.	Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk	of any supporting documentation and / or background papers to be considered.
Director Children's Services	Not before 27th May 2020	Call-off Contract Extensions for Semi-Independent Living Support Providers Decision report recommending short-term extensions of up to six months from 12 April 2020 to 12 September 2020 to 16 call-off contracts to secure continuation of existing provision of semi-independent living (SIL) accommodation arrangements for Looked After Children and Young People leaving care to enable continuity of these valuable services during the current Covid-19 outbreak.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Cabinet Member for Children and Education	16 Mar 2020	Centrepont Contract for Care Leavers Accommodation Decision report recommending the extension and modification of an existing supported housing contract delivered by Centrepont Soho for the provision of accommodation-based support for young people leaving care.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Chief Executive	Before 22 May 2020	Social care covid-19 related support to providers Urgent decision under local Covid-19 governance arrangements to support social care providers to ensure continued market delivery in line with government guidance.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and		Ward(s): All Wards Contact officer: Joanna McCormick Tel: 0741207694 Joanna.Mcormick@lbhf.gov.uk	

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	Capital between £1.5m and £5m			papers to be considered.
Cabinet Member for the Environment	May 2020	Highways Planned Maintenance Programme 2020-21		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/Income above £300K - Revenue up to £500k and Capital up to 1.5m	Highways Maintenance programme to renew a number of carriageways and footways in the borough as part of the asset management of the boroughs highway network. To ensure safety requirements under the Highways Act 1980.	Ward(s): All Wards	
			Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	

Cabinet - June 2020

Cabinet	1 Jun 2020	Grounds Maintenance Contract Procurement	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/Income over £5m & policies or new income, reserves use, overspend over £100K	Procurement strategy for a grounds maintenance contract for parks and open spaces including provision for grounds maintenance on housing and highways sites	Ward(s): All Wards	
		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.	Contact officer: Richard Gill Tel: 07833482119 richard.gill@lbhf.gov.uk	

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Cabinet	1 Jun 2020	Interim Findings and Recommendations from the Parks Commission	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: Affects 2 or more wards	<p>This report presents the interim findings and recommendations of the Parks Commission.</p> <p>Reasons for urgency:</p> <p>The procurement strategy for the tendering of grounds maintenance operations in parks and public open spaces will be considered at Cabinet in June.</p> <p>It is important that the Parks Commission's early findings is considered at the same Cabinet meeting as it could impact on the procurement strategy.</p>	<p>Ward(s): All Wards</p> <p>Contact officer: Steve Hollingworth Tel: 07823 534 934 stephen.hollingworth@lbhf.gov.uk</p>	
Cabinet	1 Jun 2020	Award of contract for the managed services for temporary agency resources	Cabinet Member for Public Services Reform	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/Income over £5m & policies or new income, reserves use, overspend over £100K	<p>Authority to award contract for the managed services for temporary agency resources.</p> <p>Reason for the urgency: This report is urgent due to the current COVID-19 pandemic and the need to consider the implications for the council, both financially and in terms of business continuity during recovery.</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</p>	<p>Ward(s): All Wards</p> <p>Contact officer: Mary Lamont</p>	

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		of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Chief Executive	1 Jun 2020	APPROVAL TO DRAW DOWN SECTION 106 RECEIPTS TO FUND ECONOMIC DEVELOPMENT ACTIVITY 2020-2023 This report seeks approval of a three-year £4.9m budget to fund delivery and commissioning of economic development activity to support the achievement of key objectives of the Council's Industrial Strategy, H&F Vision and inclusive economic growth ambitions.	Cabinet Member for the Economy	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: Karen Galey, Kamal Motalib Karen.Galey@lbhf.gov.uk, Kamal.motalib@lbhf.gov.uk	

Cabinet - July 2020

Cabinet	6 Jul 2020	Climate Change and Ecological Emergency Traffic and Parking Measures The report sets out new transport policies and initiatives that support H&F Climate Change to reduce the amount of greenhouse gasses (GHG), sources of noise, light and air pollution, by introducing traffic, parking and transport measures, with the aim of being one of the greenest Councils in the UK and carbon neutral by 2030.	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: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Bram Kainth Tel: 07917790900 bram.kainth@lbhf.gov.uk	
Cabinet	6 Jul 2020	Early Help and Youth Contracts Spend relating to Children's Early Help and Youth Contracts 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	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework		Ward(s): All Wards	
			Contact officer: Lesley Bell Lesley.Bell@lbhf.gov.uk	

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		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	6 Jul 2020	Resident Access and Experience Programme Digital transformation programme for how residents and businesses contact and access the Council 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 Public Services Reform	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: Nicola Ellis, Thea Baillie Tel: 07776673095, nicola.ellis@lbhf.gov.uk, Thea.Baillie@lbhf.gov.uk	
Cabinet	6 Jul 2020	Education City S203 Appropriation	Cabinet Member for the Economy	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): Wormholt and White City Contact officer: Jacquie Agyemang-Johnson Tel: 07787 152733 Jacquie.Agyemang-Johnson@lbhf.gov.uk	
Cabinet	6 Jul 2020	Planning Obligations Draw Down Report 2019/20 Sets out the use of funds received through Section 106 Agreements and the Community Infrastructure Levy	Cabinet Member for the Economy	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
	Reason: Expenditure/Income over £5m & policies or		Ward(s): All Wards Contact officer: Matt Patterson	

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	new income, reserves use, overspend over £100K		Tel: 0777 6672 447 Matt.patterson@lbhf.gov.uk	and / or background papers to be considered.
Cabinet	6 Jul 2020	North End Road Good Growth Fund To approve entering into a grant funding agreement with Greater London Authority for Good Growth Fund and to approve match funding strategy.	Cabinet Member for the Economy	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/Income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): Fulham Broadway; North End	
			Contact officer: Matthew Rumble, Chris Patterson Tel: 07557 295899 matt.rumble@lbhf.gov.uk, chris.patterson@lbhf.gov.uk	
Cabinet	6 Jul 2020	Changes to Scheme of Allocation and Allocation process This report requests permission to implement the changes following consultation on proposed changes to the Council's Housing Allocation Scheme.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Glendine Shepherd Tel: 020 8753 4148 Glendine.Shepherd@lbhf.gov.uk	
Cabinet	July 2020	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	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/Income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): Hammersmith Broadway	
			Contact officer: Hinesh Mehta Hinesh.Mehta@lbhf.gov.uk	

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Cabinet	July 2020	Extension of Lot 4 framework contract H&F currently use the 'Lot 4' framework for which BT was awarded the sole supplier contract to consume network services and commodities. The original call off was for 4 years. The existing contract has an extension clause to allow a further 3 years. This paper seeks approval to execute that extension clause. 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 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/Income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): All Wards Contact officer: David Wadham Tel: 07776 672 392 david.wadham@lbhf.gov.uk	
Cabinet	6 Jul 2020	Civic Campus: Award of Contract for the Refurbishment and Fit-Out of the Town Hall Authority to award a construction contract for the refurbishment and fit-out of the Town Hall Department: The Economy PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances	Cabinet Member for the Economy	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/Income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): Hammersmith Broadway Contact officer: David Burns David.Burns@lbhf.gov.uk	

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		of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	1 Jun 2020	Housing Strategy 2019 Report on the Council's new Housing Strategy	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for Finance and Commercial Services	6 Jul 2020	Extension of Call Off Contract for IT & Communications Services Extension of call off contract for IT & communications services which is currently with BT. Original contract agreed a 3 year extension. 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 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/ income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): All Wards Contact officer: Veronica Barella Tel: 020 8753 2927 Veronica.Barella@lbhf.gov.uk	

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From September 2020				
Cabinet	7 Sep 2020	2019/20 GENERAL FUND REVENUE OUTTURN REPORT To present the 2019-20 outturn spend v budget and explanations for major variances.	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	7 Sep 2020	CORPORATE REVENUE MONITOR 2020/21 MONTH 2 - 31 MAY 2020 To report the forecast spend against budget as at end of May.	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	7 Sep 2020	Egyptian House - new housing and community facilities A property transaction that will result in housing units including affordable housing and community facilities 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 the Economy	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): Wormholt and White City	
			Contact officer: Nigel Brown Tel: 020 8753 2835 Nigel.Brown@lbhf.gov.uk	

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Cabinet	January 2021	Procurement Strategy for Mental Health Supported Housing Procurement strategy for our mental health supported housing in borough contracts. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): All Wards Contact officer: Joanna McCormick, Michele Roberts Tel: 0741207694, Tel: 020 8834 4734 Joanna.Mccormick@lbhf.gov.uk, Michele.Roberts@lbhf.gov.uk	
Cabinet	February 2021	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	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: Fiona Darby, Daniel Miller Tel: 020 8753 6996 Fiona.Darby@lbhf.gov.uk, daniel.miller@lbhf.gov.uk	