

Cabinet

Agenda

MONDAY
7 DECEMBER 2020
6.30 pm

**THIS MEETING WILL
BE HELD
REMOTELY**

It will be streamed via
YouTube on:

https://youtu.be/X_Ub_sQDtrZQ

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
27 November 2020

If you require further information relating to this agenda please contact:
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Reports on the open Cabinet agenda are available on the Council's
website: www.lbhf.gov.uk/councillors-and-democracy

PUBLIC NOTICE

The Cabinet hereby gives notice of its intention that it may want to hold part of this meeting in private to consider the exempt elements of item 5 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 items number 4 and 5 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 2 December 2020.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Tuesday 8 December 2020**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Friday 11 December 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 11 December 2020**.

Cabinet Agenda

7 December 2020

<u>Item</u>	<u>Pages</u>
1. MINUTES OF THE CABINET MEETING HELD ON 2 NOVEMBER 2020	5 - 14
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. DELIVERING INTEGRATED ENFORCEMENT IN H&F	15 - 35
5. PROCUREMENT STRATEGY FOR CONSULTANCY SERVICES FRAMEWORK	36 - 58

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appendix which contains information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and is not for publication.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

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

6. FORWARD PLAN OF KEY DECISIONS

59 - 86

7. 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 2 November 2020

NOTE: This meeting was held remotely. A recording of the meeting can be watched at on YouTube at: <https://www.youtube.com/watch?v=s8MtkbeqAWI&feature=youtu.be>

PRESENT

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 Lisa Homan, Cabinet Member for Housing
Councillor Sue Macmillan, Cabinet Member for Strategy
Councillor Max Schmid, Cabinet Member for Finance and Commercial Services

1. MINUTES OF THE CABINET MEETING HELD ON 12 OCTOBER 2020

RESOLVED:

That the minutes of the meeting of the Cabinet held on 12 October 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 Councillors Stephen Cowan and Andrew Jones.

3. DECLARATION OF INTERESTS

Councillor Sue Fennimore subsequently declared a significant interest in respect of Item 8 on the agenda - Education City Update – as she was a member of the board of OnSide Youth Zone. She considered that this did not give rise to a perception of a conflict of interests and, in the circumstances it would be reasonable to participate in the discussion and vote thereon.

4. CORPORATE REVENUE MONITOR 2020/21 MONTH 4 - 31 JULY 2020

Councillor Max Schmid presented the report and thanked the finance officers for managing to keep the projected non Covid-19 overspend lower than in previous years under difficult budget pressures.

RESOLVED:

1. To approve the General Fund virements of £4.884m and £0.276m HRA virements as detailed in appendix 9.
2. To note General Fund forecast overspend of £8.691m, £5.844m of which arises from the in-year impact of Covid-19 on the General Fund.
3. To note the Housing Revenue underspend of £1.006m.
4. To note the in-year Dedicated Schools Grant overspend of £3.582m.
5. To note the need to develop and implement mitigation measures to close overspends.

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. FINANCIAL IMPACT OF COVID-19 ON THE COUNCIL

Councillor Max Schmid stated that as the government had broken its promise to fully fund councils for the financial impact of the pandemic, this Council now had a deficit of £13.7 million, even before moving into a second wave of the pandemic. The financial impact of the pandemic had been aggravated by a decade of austerity due to previous reductions in government funding. Therefore, the Council should avoid entering into any significant new unfunded financial commitments. The Council had a good level of reserves retained over the last few years that would need to be used if significant additional government grant was not made available. Many councils around the country were not in this fortunate position and were cutting down services to residents and making large scale redundancies. Thus, Councillor Schmid appealed to the government to honour the commitment it had originally made to fully fund councils to meet the financial cost of Covid-19.

Councillor Sue Fennimore stated that it was deeply disappointing that England did not have a short lockdown of two to three weeks to bring the rising rate of coronavirus under control, that Labour leader Sir Keir Starmer called for a few weeks ago. It would have made sense to the public to do that over the half-term. Now the second lockdown would have a significant impact on residents and on the Council's finances.

Councillor Ben Coleman provided an update on what the Council was doing to prepare for the second lockdown, which he agreed should have started earlier and be shorter. The Council had a strong plan to manage this second wave and was focusing on supporting the community and ensuring critical services were maintained. He thanked all officers involved in preparing this plan, particularly Linda Jackson, Director of Covid-19 response & recovery, Dr Nicola Lang, Director of Public Health, and Lisa Redfern, Strategic Director of Social Care. He informed that the Council was stepping up contact tracing to mitigate and manage local outbreaks, as the national test and trace system was proving to be inadequate and was only reaching 60% of people with the virus. The Council was reaching 90% of the unreachable people by knocking on the doors of residents who the central system had failed to contact, encouraging them to self-isolate. Councillor Coleman strongly believed the government should use the four weeks of the lockdown to turn NHS Test and Trace into a locally led service, putting local authorities and local public health officials in the driving seat in the battle against this pandemic, with appropriate delegated powers and funding. He added that H&F CAN was still supporting residents and would shortly be sending a letter to all residents who were previously shielded to offer their support. He also stated that flu immunisation was being made accessible and available to all vulnerable residents to reduce the impact of Covid-19.

Councillor Sue Fennimore stated that Professor Kevin Fenton, London regional director for Public Health England, had praised the Council for the work being done regarding test and trace, which exceeded other areas of the country; despite not having received the amount of money originally promised by the government.

Councillor Larry Culhane informed that following the government decision to refuse to fund children free school meals during half-term, the Council had stepped in and created a scheme to provide free school meals for over 5,000 students plus an additional 20% for schools to use at their discretion. He thanked all officers who managed to create this scheme in less than one day, Tesco for providing the vouchers in such a short notice and particularly the schools for distributing them on time. The Council was already beginning plans to step in during Christmas to carry on providing free school meals as it was expected the government would also refuse to provide them over that period.

RESOLVED:

1. To note the contents of the report which detail the financial impact of Covid-19 on the council and the actions being taken to mitigate pressures.
2. Agree that, as a result of these financial pressures, that the council should not enter into any significant new unfunded financial commitments.

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. THE SUSTAINABLE DELIVERY BY THE COMMUNITY OF THE BRAND-NEW SANDS END ARTS AND COMMUNITY CENTRE

Councillor Ben Coleman, on behalf of Councillor Andrew Jones, presented the report. The Sands End Arts and Community Centre (SEACC) replaced the Sands End Community Centre, that was closed in 2013, with a brand-new architect designed building run by and for local people. Funding had been negotiated from developers for the construction and start-up costs and the SEACC Trust, which Councillor Coleman would be the Chair, would raise its own long-term funding, so the facility did not represent a cost to residents. The centre would be fully open at the beginning of the new year. It would develop, thrive and strengthen local citizenship and community engagement. He thanked all residents involved in helping to deliver this centre.

RESOLVED:

1. To grant the lease of SEACC and the Seed Bank to the proposed SEACC Trust, for an initial term of 60 years with an option to extend to 99 years in accordance with the Heads of Terms and conditions contained in Appendix 1.
2. To delegate authority to the Interim Strategic Director for the Economy in consultation with the Head of Law and the Cabinet Member for Finance and Commercial Services, to finalise and complete negotiations with the SEACC Trust in order to give effect to the decision in 1 above.
3. To approve a grant of the balance of £400,000 after the deduction of costs of fit-out of SEACC by the Council, to be funded by a combination of remaining Tideway grant balances and s106 receipts in hand, to the SEACC Trust for equipment and cash flow.
4. To delegate approval of the actual grant amount to the Strategic Director for the Environment.
5. To delegate approval of the Business Plan of the proposed SEACC Trust to the Strategic Director of Environment in consultation with the Cabinet Member for the Economy, following its approval from the Charities

Commission, for the sustainable running of SEACC buildings, contained in Appendix 2.

6. To approve the Council entering into a grant agreement with the Trust, to ensure that the requirements of third-party funders are complied with.

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. BUSINESS CASE & PROCUREMENT STRATEGY FOR THE MAJOR REFURBISHMENT OF THREE HOUSING ESTATES: SULIVAN COURT SW6, BECKLOW GARDENS W12, AND EMLYN GARDENS W12

Councillor Lisa Homan presented the report on behalf of Councillor Andrew Jones. She stated that the project at Sullivan Court was one which the Council had committed to deliver as part of the Asset Management Compliance Strategy and Capital Programme approved by Cabinet in July 2019. The proposed projects at Becklow Gardens and Emlyn Gardens were similarly guided by the principles of the strategy to improve the Council's estates.

RESOLVED:

It is recommended that Cabinet approves the Business Case & Procurement Strategy for procurement of each of the following works contracts:

1. The major refurbishment of Sullivan Court estate SW6 at an estimated value of £6.081m.
2. The major refurbishment of Emlyn Gardens estate W12 at an estimated value of £4.5m
3. The major refurbishment of Becklow Gardens estate W12 at an estimated value of £4.3m
4. Approves a £5.8m capital budget, funded by HRA borrowing, to progress Becklow Gardens and Emlyn Gardens with the remaining £3m funded from uncommitted and unallocated budgets identified within the overall programme.

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. EDUCATION CITY UPDATE

Councillor Sue Fennimore subsequently declared a significant interest in respect of this item, as she was a member of the board of OnSide Youth Zone. She considered that this did not give rise to a perception of a conflict of interests and, in the circumstances it would be reasonable to participate in the discussion and vote thereon.

Councillor Max Schmid presented the report on behalf of Councillor Andrew Jones. He noted that this scheme had previously been approved by Cabinet in April 2019 and Full Council in May 2019, but the changes to the tenure and the funding of the youth zone required additional capital budget, for which Cabinet approval was required and the awarding of a commercial loan would require Full Council approval. This project had been amended to deliver 100% affordable housing.

Councillor Larry Culhane spoke about the positive impact this scheme would have on young people. Some of the key aspects of the scheme were that ARK Swift primary school was being rebuilt, ARK head offices would be moving to White City, an adult learning centre and nursery would be provided and there would be a brand-new Youth Zone, in addition to the 100% genuine affordable housing. He thanked Councillor Sue Macmillan, his predecessor, who had worked on the wider scheme.

RESOLVED:

That Cabinet

1. Notes 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).
2. Approves an additional £5,114,000 to the council's capital budget giving a total capital budget of £72,622,000 for the construction of 132 residential units, Adult Learning Centre, Nursery and associated professional fees and development management costs.

3. Approves a further capital budget of £1,750,000 to be funded by section 106 contributions for the Council's additional contribution to the Youth Facility giving a total contribution of £5,250,000 subject to receipt by the Council of the section 106 contributions.
4. Agrees that the Council enters into a funding agreement and agreement for lease with OnSide Youth Zones and any subsidiary company, which are required to facilitate the development of the Youth Zone and Education City subject to receipt of satisfactory state aid advice.
5. Delegates authority to the Strategic Director for the Economy, in consultation with the Cabinet Member for the Economy and the Arts and the Head of Law, to finalise and complete negotiations with OnSide Youth Zone and any subsidiary company in order to give effect to the decision in 3 above.
6. Notes the proposed changes to the master development agreement required in order to facilitate the development moving forward.
7. Notes the proposed the change of residential tenure of 61 private rented units to 61 Shared Ownership units, subject to any necessary planning approval.

That Cabinet recommends to Full Council

1. That the Council approves a loan of up to £35 million to Ark for the construction of the office block at Education City, based on the heads of terms attached at confidential appendix 1, subject to receipt of satisfactory legal and financial advice, and state aid advice
2. To approve a capital budget of £35m be added to the capital programme to fund the loan to Ark.

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. INVESTMENT IN AFFORDABLE HOUSING AND APPROPRIATION OF LILLIE ROAD SITE

Councillor Lisa Homan presented the report on behalf of Councillor Andrew Jones. This was part of the Building Homes and Communities Strategy, which the Council was committed to using its assets to meet its strategic objective of delivering genuinely affordable homes. This report recommended Option B because it delivered a higher quantum of affordable housing as it proposed a 45-home scheme comprising 23 (50%) affordable homes.

RESOLVED:

That Cabinet:

1. Notes 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).
2. Approves a capital budget of £1,802,000 in the General Fund (GF) to facilitate the redevelopment of the Lillie Road Site, to the planning and procurement stages.
3. Delegates authority to the Strategic Director for the Economy in consultation with the Cabinet Member for the Economy authority to approve any drawdowns of the approved capital budget above £1,000,000.
4. Notes that the remaining budget of £802,000 will be funded from a combination of capital receipts and borrowing and delegate final confirmation of funding to the Director of Finance in consultation with the Cabinet Member for the Finance and Commercial Services.
5. Resolves that the area of land shown edged red on the plan at Appendix 2 of the report are no longer required for the purpose for which it is currently held (General Fund purposes).
6. Approves the appropriation of the Lillie Road site shown edged red on the plans at Appendix 2 from the General Fund to the Housing Revenue Account subject to securing external valuations and approval of the Head of Asset Strategy and Portfolio (Borough Valuer).
7. Delegates authority to the Director of Finance in consultation with the Head of Asset Strategy and Portfolio (Borough Valuer) and the Cabinet Member of Finance and Commercial Services to take the necessary steps, including securing external valuation of the site in order to facilitate the decision in 6 and consequently, re-assign the development budget and spend to the HRA from the General Fund.

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.

10. NORTH END ROAD GOOD GROWTH FUND

Councillor Ben Coleman presented the report on behalf of Councillor Andrew Jones. He stated that it was part of the Administration Manifesto commitment to revive North End Road. He informed that the Council had been successful with an application to the Mayor of London's Good Growth Fund. The fund would allow access to £1m of external funding to implement a range of improvement projects for North End Road. This would enable to improve the safety and space for pedestrians and cyclists, would support the growth and viability of the street market and high street, provide support for existing market traders, attract new market traders, increased customer choice, amongst other benefits. This report requested approval to establish a budget for the project and how the Council intended to provide match funding. Prior to implementation of the projects and throughout delivery there would be extensive engagement with stakeholders to review the emerging priorities for North End Road.

Councillor Sue Fennimore stated that the revival of North End Road and the market would offer significant support to local residents and affordable, healthy food. She reminded everyone about the great importance of the local markets across the whole borough.

RESOLVED:

1. To note that Appendix 2 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 strategy to provide match funding equivalent to £1,350,000, required to draw down the Good Growth Fund from the GLA as set out in the detailed analysis section of the report.
3. To approve a new capital budget of £2,220,000 which is funded by the GLA's grant and capital receipts if available or borrowing, with final confirmation of funding delegated to the Director of Finance in consultation with the Cabinet Member of Finance and Commercial Services.

4. To approve a new, one-off, revenue budget of £30,000 for North End Road seasonal markets and training and development for new and existing market traders, funded by Neighbourhood CIL.

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.

11. FORWARD PLAN OF KEY DECISIONS

The Key Decision List was noted.

12. ANY OTHER BUSINESS

There was no other business.

Meeting started: 6.30 pm
Meeting ended: 6.56 pm

Chair

London Borough of Hammersmith & Fulham

Report to: Cabinet

Date: 07/12/2020

Subject: Delivering Integrated Enforcement in H&F

Report of: Councillor Steve Cowan – Leader of the London Borough of H&F
Councillor Sue Fennimore - Deputy Leader of H&F

Responsible Director: Sharon Lea - Strategic Director for the Environment

Summary

The Council's number 1 priority will always be keeping people safe which is why in 2020 the Council introduced its Safer Streets Budget. Despite significant cuts to local government financing and the huge costs of dealing with the Covid-19 pandemic, the Council has invested the largest-ever amount in crime fighting with new CCTV and the new Gangs, Violence & Exploitation Unit working with the Metropolitan Police Service (MPS).

These are all measures to help defend our residents against the ever-present threats of anti-social behaviour, crime and terrorism. Amid rising levels of violent crime, the Council is determined to crack down on those who prey on our most vulnerable children.

The pandemic itself, both national lockdowns and the tier system all present challenges in keeping our residents safe. The police are the first to put themselves into harm's way to protect us, but there are fewer police in our country than there were 10 years ago and London now has the lowest level of police officers per head in 20 years. That is why the Council is taking the extraordinary step of continuing its commitment to funding police and enforcement officers. We believe there has never been greater need. We now intend to go further.

Acting on a key recommendation from the H&F resident-led Policing and Crime Commission report of September 2020, the Council is establishing a new integrated enforcement unit introducing uniformed officers patrolling every street and housing estate in the borough.

The Council will merge the Neighbourhood Wardens, Parks Police, Street Scene Enforcement and Highways Enforcement functions into a new single Neighbourhood Enforcement Team (NET). The NET will have an expanded team of 72 officers, up from the current 40 undertaking enforcement related roles at present across the Council. The NET will work round the clock, seven days a week, supporting the MPS and protecting residents from anti-social behaviour crime providing consistency and expertise to tackle persistent issues; particularly in known hotspots in the borough.

This report proposes the single largest investment in Community Safety in H&F’s history which, together with the newly created Gangs, Violence and Exploitation Unit and our expansive CCTV network, will deliver the most professional and effective local authority enforcement service in London. In doing so, we will make H&F safer for everyone.

Recommendations

That Cabinet:

1. Agrees the creation of a highly visible Integrated Enforcement Team operating seven days a week to patrol H&F and assist the Police to reduce crime and anti-social behaviour in the Borough.
2. Approves the investment of up to £4,561,000 per annum in the Integrated Enforcement Team for part year 2020/21 and full year 2021/22, to be funded from existing budgets and S106 developer contributions.

Wards Affected: All

H&F Priorities

The proposals set out in this report will contribute to our priorities in the following ways:

Our Priorities	Summary of how this report aligns to the H&F Priorities
Building shared prosperity	<i>Safer and cleaner streets will ensure people feel free to enjoy their streets during the day and in the evening</i>
Being ruthlessly financially efficient	<i>The new model of integrated enforcement will centralise and diversify the roles of a range of officers to maximise impact and improve the effectiveness of our work to improve the look and feel of the public realm</i>
Taking pride in H&F	<i>Cleaner and safer streets will improve levels of resident satisfaction and will make our high streets more appealing.</i>

Financial Impact

It is estimated that the expenditure for the service will increase from £3.0m to £4.6m (full year costs) and represents an additional investment of £1.6m compared to the current service net expenditure budgets. The estimated expenditure is inclusive of all employee staff costs, operational and service level agreements.

It is proposed that the service is funded from a combination of existing general fund and housing revenue account budgets with additional investment made from S106 resources for 2020/21 and 2021/22.

The Director of Finance will undertake a review of the funding once the service is fully established and operational. Following that review, the funding for the service will be incorporated within the budget setting process for 2022/23.

Legal Implications

Section 111 of the Local Government Act 1972, in summary, provides that subject to specific statutory limitations relating to defined service areas, a local authority has power to do anything ...which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. Further section 17 of the Crime and Disorder Act 1998 requires the Council to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, (a) crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment); and (b) the misuse of drugs, alcohol and other substances in its area; and (c) re-offending in its area. Cabinet is thus able to agree the recommendations to create a single integrated enforcement team which brings together all strands of environmental and anti-social behaviour related enforcement.

“*Section 106*” refers to section 106 of the Town and Country Planning Act 1990. This allows the Council to collect financial contributions from Developers to be spent on the specific purposes set out in each section 106 Planning Obligation - which can sometimes be geographically limited in extent. In this sense section 106 contributions are “ringfenced” to the purposes and geographical areas set out in each section 106 agreement. Further, section 106 contributions are development sensitive and are dependent on the developments being implemented to trigger the payment contributions.

The costs of the proposed Neighbourhood Enforcement Team, as identified in this report, are to be partially met from the Community Safety and Security contributions secured under the Section 106 agreements identified in the table at paragraph 25, 26 and 27 below. Legal services have checked the s.106 agreements as identified and are satisfied that the section 106 contributions can be used for the proposed purposes as identified in this report.

Contact Officers:

Name: Matthew Hooper

Position: Chief Officer for Community Safety & Regulatory Services

Telephone: 020 8753 5809
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Name: Sukvinder Kalsi
Position: Head of Finance (Environment)
Email: sukvinder.kalsi@lbhf.gov.uk
Verified by: Emily Hill, Director of Finance

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Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

1. Due to the current financial constraints on local government and changes in the crime and anti-social behaviour landscape it is necessary to explore alternative service delivery models for enforcement which can consistently and effectively address longstanding issues but also be flexible enough to respond to emerging concerns. H&F requires increased flexibility of its resources which can only be achieved by centralising and diversifying all enforcement activities with comparable functions.

OPTIONS AND ANALYSIS OF OPTIONS

Neighbourhood Enforcement – an integrated enforcement proposal

2. There are significant benefits in bringing together teams across the Council with enforcement functions in to one central team. The proposal involves the amalgamation of a number of existing teams: Neighbourhood Wardens, Parks Police, Street Environment Services, Highways Enforcement and Market Inspectors. In addition to this it is proposed the total number of officers in the service is uplifted from 39 to 72 FTEs (full time equivalent).
3. The benefits of integrating enforcement into one service can be summarised as follows under the relevant outcomes:

3.1 A Safer H&F

- Highly **visible foot patrols**, responsive to the needs of residents
- A **dedicated Neighbourhood Enforcement Officer** for each ward
- Patrols on our **streets and housing estates to deter crime and tackle Anti-Social Behaviour**
- **Public Space Protection Order** enforcement (busking, dog control and

street drinking)

- **Highways** and **Street Trading Enforcement** to ensure footways and roads are safe and free from obstructions and hazards
- **Park Patrols**, including emptying & locking parks at night
- **Re-assurance** and **community engagement** following youth violence incidents
- Highly **trained** and **accredited** staff to assist during events and emergencies

3.2 Cleaner, Greener Streets

- Officers consistently enforcing **littering** and **flytipping** legislation through fines and prosecutions
- Borough wide inspections to ensure local **businesses** are disposing of their **waste** legally
- Improved safety on **footpaths** and **highways**

3.3 Effectiveness & Efficiency

- One diversified team with **consolidated operational practices** and procedures
- **Live on street supervision** and tasking of staff through GPS tracking, body cameras and mobile IT
- Transparency – a **formal process for tasking** resources on a monthly basis using complaints data and input from elected members
- **Holding perpetrators to account** through fines, prosecutions and increased compliance
- Enhanced response to **noise & nuisance** issues overnight

4. In addition to the benefits outlined above a range of new supplementary duties could also be undertaken:

- Rough sleeper welfare patrols
- Licensing & planning compliance checks
- Market Inspection & Enforcement

5. Dedicated ward officers represent a significant increase in presence for enforcement, re-assurance and regulation in the borough. Residents in all areas will be able to contact their ward officer directly and pass on any crime, anti-social behaviour or environmental crime concerns and these will be fed into a formal monthly tasking process to ensure there is adequate accountability and oversight in dealing with any issues.

6. In addition to the dedicated officers there will be a flexible tasking team available to deploy to emerging crime, anti-social behaviour or regulatory issues. Having this flexible resource allows H&F to respond visibly to issues within hours.

7. All Ward based officers will work closely with the local dedicated Police officers to ensure our officers are a core part of the community safety infrastructure across the borough. In co-ordination with MPS the increase in high visibility patrols will reduce levels of drug dealing, robbery and violent offences. By sharing intelligence and conducting joint patrols where necessary our staff will provide daily re-assurance to residents that the Council is responding to the issues that concern them most.
8. The core proposed service hours are between 7am – 10pm on Monday and Tuesday, extending to 7am – 5am Wednesday to Sunday. Use of overtime will allow teams to be deployed earlier or later as required.
9. In addition to giving authority to the Neighbourhood Enforcement Officers for a range of powers the team will act as eyes and ears across the borough for a wide range of issues. Foremost among these is the dedicated H&F Gangs, Violence & Exploitation Unit. By sharing intelligence about what patrolling officers observe during their shifts they will help to build an intelligence picture that will help us to better safeguard our young people.
10. Other services that the Neighbourhood Enforcement Officers will work closely with include the Private Rented Sector Licensing team to pass on issues of poorly managed premises and Planning Enforcement to refer unauthorised developments.
11. The Neighbourhood Enforcement Team will be ideally placed to provide the operational backbone of H&F's emergency planning arrangements. This could include a broad range of duties from undertaking welfare checks to staffing cordons in affected areas. During any future phases of the Covid-19 pandemic this team could be deployed in a range of ways to help safeguard residents by encouraging compliance with the regulations.
12. The proposals contained in this report deliver the recommendations of the recently concluded independent H&F resident led Policing & Crime Commission. Specifically, recommendation two of the Commission's final report invites the creation of a single co-ordinated team of officers into a 'borough taskforce' to tackle crime and anti-social behaviour. In addition, the creation of this new team will provide a mechanism for a number of the Commission's other recommendations to be delivered.
13. The proposal to create a Neighbourhood Enforcement Team is a significant undertaking and marks a significant development for LBHF in our commitment to respond to the ASB, crime and local environment issues that matter most to residents.

Resourcing

14. The proposed Neighbourhood Enforcement Team will have the responsibility of patrolling the whole borough, day and night, to tackle a range of crime,

disorder, anti-social and environmental issues. This is a significant task and will require significant levels of resource to effectively deliver the service.

15. As stated above the proposal seeks to merge:

- Neighbourhood Wardens
- Parks Police
- Street Environment Services (waste enforcement)
- Highways Enforcement
- Market Inspectors

16. A number of the vacant Neighbourhood Enforcement Officer roles will be advertised locally as apprenticeship and trainee opportunities in order to grow and replenish the pipeline of enforcement officers.

17. Local knowledge will be crucial to delivering effective enforcement approaches in the borough. It is proposed that as part of the recruitment campaign we utilise local channels to encourage H&F residents to apply.

Reasons for Decision

18. The Council believes the Neighbourhood Enforcement Team and approach represents the best option to achieve maximum effectiveness and value for money within its existing resources. The recommendations are made in light of increasing public concern and the outcomes of the H&F resident led Policing and Crime Commission which recently published its final report.

Equality Implications

19. The implications for the community in the proposals above are overwhelmingly positive but time will need to be invested in ensuring there are good links between these new officers and the communities they will serve.

20. While it is proposed all wards across the borough will receive routine daily patrols from their dedicated Ward Officer, it is likely greater resources will be deployed in areas experiencing high levels of crime and anti-social behaviour. In line with the findings of the resident-led Policing & Crime Commission it will be necessary to ensure we communicate effectively, particularly with young people in the borough, about the role of the Neighbourhood Enforcement Officers in order to gain trust and confidence. A communication and engagement plan will be required to ensure we've maximised opportunities for the new Enforcement Officers to meet and engage with young people constructively across the borough.

21. As part of a training and induction programme all Enforcement Officers will be given training in unconscious bias, equality, diversity and inclusion. As officers are highly visible authority figures they will be trained to take reports of hate crime and provide signposting to H&F and local services as well as liaise with the Anti-Social Behaviour Unit and the Police to tackle hate crime based on race, religion, disability or sexual orientation.

22. A full Equality Impact Assessment has been completed and is included at Appendix 1. Implications completed by: Fawad Bhatti, Policy & Strategy Officer, tel. 07500 103617

Risk Management Implications

23. The recommendations are consistent with Council Priorities and are being done in accordance with our H&F business plan specifically being pioneering and relentlessly searching for better answers to manage risk in the community by listening, working with residents and finding creative ways to take us forward.

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

Planning Implications

25. The current available balance from planning agreements that include specific obligations towards community safety and security purposes is £136,293.

AKA	Planning Ref	Available Funds	Conditions	Notes
784	2013/00856/FUL 282-292 Goldhawk Road, W12 9PF S106 signed 10.09.2013	£16,552.96	Towards community safety & security	For projects within the Central Hammersmith Area
776	2012/03546/FUL & 2014/02370/VAR Kings Mall Car Park and West 45 Glenthorne Road S106 signed: 01.07.2013 & 07.05.2015	£119,739.69	Towards community safety & security	For projects within the Central Hammersmith Area

26. A further £595k towards community safety purposes has been negotiated and secured as part of the following s106 agreements and is expected to be received in the next five years.

AKA	Development	Amount agreed	Condition	Notes
776	Kings Mall Car Park, Glenthorne Road And 45 Beadon Road, London W6	£175,000	Towards community safety and security	2 nd payment of £175k prior to 85% occupation, 1 st payment already received on 55%. Development likely to compete in 2021/22 but

				may have been delayed as a result of Covid
801	Riverside Studios and Queens Wharf, Crisp Road, W6 2013/03799/FUL S106 signed 22 January 2014	£420,000	Towards emergency services within the Borough including police and fire services and community safety team	Not to Occupy the Development unless the Emergency Services Contribution has been paid to the Council. Demand notice for payment to be issued

27. As there are insufficient specific funds currently available for these purposes, the remaining balance (£3.8m) required of the s106 contribution towards both the Integrated enforcement team and Gangs, Violence and Exploitation Unit for 2020/21 & 2021/22 will need to be funded from some of the planning agreements secured from developments within the growth areas of the borough. A number of these include obligations for community safety in the long list of purposes for which the funds can be used in those areas:

AKA	Planning Ref	Available Funds	Conditions	Notes
732/ and 722	Land East of Chelsea Harbour Drive S106 signed 30.03.2012 2011/03122/FUL and Chelsea Creek s.106 signed 27.03.2012 2011/01472/COMB	£3,401,447	Towards ... community safety	For projects within the South Fulham Area
776	Kings Mall Car Park and West 45 Glenthorne Road s.106 signed 1 July 2013 2012/03546/FUL	£385,872	Towards community safety	For projects within the Central Hammersmith Area
861	London House S.106 signed 7 August 2015 2014/02677/VAR	£51,390	Towards community safety and security	For projects within the Borough
917	M&S White City	£11,320	Towards social	For projects

	106 agreement signed 25 June 2018 2017/04377/VAR		and physical infrastructure or non-infrastructure items	within the White City OAF Area to be agreed with the Council
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28. The above available funds amount to £3.85m, so it is sufficient to cover the £3.8m cost of the Integrated enforcement team and Gangs, Violence and Exploitation Unit for 2020/21 & 2021/22. However, in allocating all of this funding to community safety purposes, it will not be available for any of the other purposes included in the individual agreements. Contributions from s106 funds is subject to Cabinet Member approval through the normal S106 allocation process.
29. Implications verified by Joanne Woodward, Chief Planning Officer.

List of Appendices:

Appendix 1 - H&F Equality Impact Analysis Tool

APPENDIX 1 - H&F Equality Impact Analysis Tool

Conducting an Equality Impact Analysis

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

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

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

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

General points

1. In the case of matters such as service closures or reductions, considerable thought will need to be given to any potential equality impacts. Case law has established that due regard cannot be demonstrated after the decision has been taken. Your EIA should be considered at the outset and throughout the development of your proposal, it should demonstrably inform the decision, and be made available when the decision is recommended.
2. Wherever appropriate, the outcome of the EIA should be summarised in the Cabinet/Cabinet Member report and equalities issues dealt with and cross referenced as appropriate within the report.
3. Equalities duties are fertile ground for litigation and a failure to deal with them properly can result in considerable delay, expense, and reputational damage.
4. Where dealing with obvious equalities issues e.g. changing services to disabled people/children, take care not to lose sight of other less obvious issues for other protected groups.
5. If you already know that your decision is likely to be of high relevance to equality and/or be of high public interest, you should contact the corporate equalities lead Peter Smith (Head of Policy & Strategy) peter.smith@lbhf.gov.uk or 07818 402486 for strategic advice.
6. More general advice and guidance can be accessed from the separate guidance document (on the intranet) or [ACAS - EIA](#). Or you can contact the officer below.

Fawad Bhatti (Policy & Strategy Officer)
Fawad.bhatti@lbhf.gov.uk
07500 103617

H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	20 / 21 Q3
Name and details of policy, strategy, function, project, activity, or programme	<p><u>Title of EIA</u> Integrated Enforcement in H&F – Neighbourhood Enforcement Team</p> <p><u>Short summary</u> H&F is implementing a new integrated enforcement unit which will introduce uniformed officers who will patrol H&F's streets and housing estates to respond to anti-social behaviour and environmental crime, which will include: PSPO enforcement, highways and street trading enforcement, park patrols, enforcing littering and fly tipping legislation, dealing with commercial waste, rough sleeping patrols, etc. The new Neighbourhood Enforcement Team (NET) will work seven days a week and support the MPS in protecting residents from crime.</p> <p>The Neighbourhood Enforcement Team will merge several team functions - Neighbourhood Wardens, Parks Police, Street Scene Enforcement, Highways Enforcement and Market inspectors. Officers will provide the consistency and expertise to provide high visibility engagement and support to residents and provide the same approach when tackling persistent offending; particularly in known hotspots in the borough.</p> <p>As officers are highly visible authority figures they will also serve as community ambassadors engaging and providing reassurance to residents and members of the public. They will be trained to take reports of hate crime and provide signposting to both H&F and non-council hate crime services. Following reports, they will liaise with the Anti-Social Behaviour Unit and the Police to tackle hate crime based on race, religion, disability or sexual orientation. They will also be trained to identify other high-risk street-based concerns including adult/child safeguarding, homelessness, substance use, domestic abuse, modern slavery, serious youth violence/gangs and other forms of exploitation working closely with partners and council departments to link residents into appropriate services.</p> <p>The implementation and presence of the NET is expected to have a positive impact on residents by ensuring H&F is a safer and cleaner borough for all to enjoy. This EIA sets out the specific considerations in relation to those residents with one or more protected characteristics.</p>
Lead Officer	<p>Name: Matthew Hooper Position: Chief Officer - Safer Neighbourhoods & Regulatory Services Email: Matthew.Hooper@lbhf.gov.uk Telephone No: 07450 964 681</p>
Date of completion of final EIA	19/11/20

Section 02	Scoping of Full EIA											
Plan for completion	<p><u>Timing</u> This EIA was drafted to reflect Cabinet approval for the creation of the NET. This EIA will be used to inform the implementation and ongoing monitoring of the NET.</p> <p><u>Resources</u> This EIA is informed by relevant crime and performance data from the strategic assessment, borough profile, disproportionality report, PSPO consultation, police and business intelligence team data.</p>											
Analyse the impact of the policy, strategy, function, project, activity, or programme	<p>Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.</p> <table border="1" data-bbox="495 679 2136 1423"> <thead> <tr> <th data-bbox="495 679 741 828">Protected characteristic</th> <th data-bbox="741 679 1912 828">Analysis</th> <th data-bbox="1912 679 2136 828">Impact: Positive, Negative, Neutral</th> </tr> </thead> <tbody> <tr> <td data-bbox="495 828 741 1193">Age</td> <td data-bbox="741 828 1912 1193"> <ul style="list-style-type: none"> The NET will not negatively impact individuals based on age but may have a positive impact in safeguarding young people. Officer training will consider age when undertaking action and assessing individual cases. The NET will need to consider safeguarding implications for young people. The Net will offer a visible protection to all. Their presence will deliver several trusted adults in the community to young people who may be victims of crime, may be being exploited into/engaged in crime and provide adequate links into safeguarding and GVEU as appropriate. </td> <td data-bbox="1912 828 2136 1193">Positive</td> </tr> <tr> <td data-bbox="495 1193 741 1423">Disability</td> <td data-bbox="741 1193 1912 1423"> <ul style="list-style-type: none"> The NET will not negatively impact individuals on the basis of disability but may have a positive impact in providing support to individuals with disabilities. The NET will need to ensure that individuals with particular disabilities, learning disabilities or mental health conditions are provided with appropriate and accessible information, guidance and support. This will be incorporated </td> <td data-bbox="1912 1193 2136 1423">Positive</td> </tr> </tbody> </table>			Protected characteristic	Analysis	Impact: Positive, Negative, Neutral	Age	<ul style="list-style-type: none"> The NET will not negatively impact individuals based on age but may have a positive impact in safeguarding young people. Officer training will consider age when undertaking action and assessing individual cases. The NET will need to consider safeguarding implications for young people. The Net will offer a visible protection to all. Their presence will deliver several trusted adults in the community to young people who may be victims of crime, may be being exploited into/engaged in crime and provide adequate links into safeguarding and GVEU as appropriate. 	Positive	Disability	<ul style="list-style-type: none"> The NET will not negatively impact individuals on the basis of disability but may have a positive impact in providing support to individuals with disabilities. The NET will need to ensure that individuals with particular disabilities, learning disabilities or mental health conditions are provided with appropriate and accessible information, guidance and support. This will be incorporated 	Positive
Protected characteristic	Analysis	Impact: Positive, Negative, Neutral										
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Disability	<ul style="list-style-type: none"> The NET will not negatively impact individuals on the basis of disability but may have a positive impact in providing support to individuals with disabilities. The NET will need to ensure that individuals with particular disabilities, learning disabilities or mental health conditions are provided with appropriate and accessible information, guidance and support. This will be incorporated 	Positive										

	<p>into officer training to ensure that disability and mental and physical wellbeing is taken into account by officers when assessing individual cases.</p> <ul style="list-style-type: none"> • The NET will be trained to identify and take reports of hate crime involving disability and will be able to refer into the Hate Crime Coordinator. This may increase disability hate crime reporting which is currently underreported and the lowest form of reported hate crime in H&F. • The increased visibility provided by the NET may improve identification of individuals being targeted by crime/ASB because of disability. 	
Gender reassignment	<ul style="list-style-type: none"> • The NET will not negatively impact upon individuals on the basis of gender reassignment. • The NET will be trained to identify and take reports of transphobic hate crime, although this hate crime is the lowest recorded hate crime type in H&F. 	Neutral
Marriage and Civil Partnership	<ul style="list-style-type: none"> • The NET may positively impact upon individuals on the basis of marriage and civil partnership. • The increased visibility of NET officers on streets and estates may be able to identify incidents of intimate partner domestic abuse occurring in public/street-based areas which may occur in the context of a marriage or civil partnership (5.7% adults experienced DA in the past year). 	Positive
Pregnancy and maternity	<ul style="list-style-type: none"> • The NET will not negatively impact upon individuals on the basis of pregnancy and maternity • Pregnancy and maternity will be taken into account by officers when assessing individual cases and where safeguarding concerns are identified appropriate action will be taken. 	Neutral
Race	<ul style="list-style-type: none"> • The NET may have both a positive and potentially negative impact upon BAME individuals, who are overrepresented as both victims and perpetrators in certain crime types and where there are lower levels of trust towards statutory/enforcement services. • The NET will need to ensure they undertake unconscious bias training and effective and ongoing community engagement with BAME individuals and communities to listen to what BAME communities have to say, increase confidence in council services / NET officers, and improve perceptions of safety. The NET will need to ensure effective monitoring and scrutiny to ensure there is no disproportionality in enforcement. • The NET will have a positive impact as officers will be trained to identify and 	Positive + Potentially negative

	<p>take reports of hate crime, of which race-related crime is the highest hate crime type in H&F.</p> <ul style="list-style-type: none"> The NET will have a positive impact on communities as, each ward, will have a minimum one dedicated officer who will become known to the residents, and the residents known to them allowing for trusted relationships to develop 	
Religion/belief (including non-belief)	<ul style="list-style-type: none"> The NET may positively impact upon individuals on the basis of religion/belief. The NET will have a positive impact as officers will be trained to identify and take reports of hate crime, of which race and religious are among the highest in H&F. 	Positive
Sex	<ul style="list-style-type: none"> The NET will not have a negative impact on individuals on the basis of sex. Women are disproportionately affected by domestic and sexual violence and NET officers will be trained to identify incidents which may occur in the public spaces. NET officers will provide increased visibility during evenings (up until 5am, Wed-Sun) providing safer streets for all, but recognising women's night-time safety in public places. 	Neutral
Sexual Orientation	<ul style="list-style-type: none"> The proposed extension of the PSPO will not negatively impact upon individuals on the basis of sexual orientation. The NET will have a positive impact as officers will be trained to identify and take reports of hate crime and respond to homophobic hate crime. 	Positive

***Groups that cross more than one strand**

It is important to recognise how individuals with multiple protected characteristics are impacted. For example, the NET will need to consider the impact on young, black (and other minority ethnic) individuals. There is an overrepresentation of the Black group of young offenders compared to local youth population in H&F. In H&F the rate of overrepresentation of BAME young people has been above the London and National rates.

***Other considerations**

While it is not a protected characteristic, the impact of the NET on those with existing vulnerabilities surrounding homelessness and problematic alcohol / substance use should also be considered. These vulnerabilities will be taken into account by officers when assessing individual cases. This will also be incorporated into training and guidance and training will be given to officers to ensure that those who are experiencing homelessness or problematic alcohol or substance use are referred into the appropriate safeguarding mechanisms and provided with appropriate offers of support.

	<p>Where there are concerns re problematic alcohol use, substance misuse the approach of the NET will be in line with broader enforcement approaches within the Community Safety Unit where education and referral to treatment services is of the highest importance.</p> <p>Human Rights or Children’s Rights If your decision has the potential to affect Human Rights or Children’s Rights, please contact your Equality Lead for advice</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998? No</p> <p>Will it affect Children’s Rights, as defined by the UNCRC (1992)? No</p>
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Section 03	Analysis of relevant data Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.
Documents and data reviewed	Data from the 2018 borough profile, strategic assessment, police statistics have been reviewed.
New research	Monitoring and performance data in relation to enforcement, engagement and protected characteristics should inform the ongoing implementation and operation of the NET.

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Section 04	Consultation
Consultation	Details of consultation findings (if consultation is required. If not, please move to section 06)
Analysis of consultation outcomes	Consultation not required

Section 05	Analysis of impact and outcomes
Analysis	Consultation not required

Section 06	Reducing any adverse impacts and recommendations
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Outcome of Analysis

Actions are detailed in the action plan below. General actions to reduce the risk of adverse impacts on any specific groups include:

Robust Training and Procedures

- NET officers will be provided with a robust training package on key issues relating to: ASB, enforcement, safeguarding, unconscious bias, hate crime, available support. This training will be classroom based and include a range of providers delivering specialist information
- Development of robust operational policies and procedures will be introduced during mobilisation and, where appropriate, published on the NET web pages for residents to see in an open and transparent approach
- The NET staff will be trained and given access to, and adhere to existing policies and processes (e.g. PSPO enforcement plan) and their respective governance procedures
- All NET staff will be accredited

Monitoring and Scrutiny

- NET staff will record interactions, engagement and enforcement with residents and MOP
- Ongoing monitoring and scrutiny of performance
- Use of body worn video to ensure the safety of authorised officers and residents and to provide evidence and transparency
- Targeted, intelligence-led identification of hotspots and enforcement
- Live on street supervision and tasking of staff through GPS tracking, body cameras and mobile IT
- Transparency – a formal process for tasking resources on a monthly basis using complaints data and input from elected members

Community Engagement and Support

- NET will engage with communities to improve confidence and public perception
- NET will engage with communities to improve confidence in reporting
- Communication and engagement plan develop for communities but with focus on young people
- NET officers will be knowledgeable on available support services/pathways in the borough.
- NET officers will undertake support, not just enforcement (e.g. Welfare checks, rough sleeping patrols)

Partnership

- NET officers will work closely with key departments and agencies to ensure the right interventions are identified
- NET officers will undertake a coordinated approach to engagement, support and enforcement.

Recruitment and Staffing

- Where new officers are recruited, care will be taken to ensure a diverse NET team

Section 07	Action Plan					
Action Plan	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer and borough	Expected outcome	Date added to business/service plan
	Supporting young people who may be involved in ASB, victims of ASB or where safeguarding concerns are identified by NET officers	<ul style="list-style-type: none"> - Officers to receive safeguarding training - Officers to have thorough understanding of, and work closely with, key departments working with CYP (GVEU, CSC) - Communication and engagement plan for work with young people - Evidence-led tasking - Engagement with young people in both formal and informal settings 	Implementation and ongoing	Head of Community Safety and Neighbourhood Enforcement Manager	<ul style="list-style-type: none"> - CYP diverted into appropriate support - CYP safeguarded - Opportunities for early intervention - To ensure there is not a disproportionate impact on CYP - Officers build relationships with YP and understand their concerns 	To be added following Cabinet on 7 th December
Additional vulnerabilities and support needs of those with disabilities, learning disabilities or mental health issues.	<ul style="list-style-type: none"> - Possible disabilities, learning disabilities or mental health conditions will be considered by officers when assessing individual cases and whether to take enforcement action. - Any written information made available in an 	Implementation and ongoing	Head of Community Safety and Neighbourhood Enforcement Manager	<ul style="list-style-type: none"> - To ensure enforcement action does not have a disproportionate impact on those with disabilities, learning disabilities or mental health issues 	To be added following Cabinet on 7 th December	

		<ul style="list-style-type: none"> - accessible format - This will be incorporated into officer training to ensure that disability and mental and physical wellbeing is considered by officers when assessing individual cases. - Training to identify hate crime and how to take reports - Evidence led tasking 			<ul style="list-style-type: none"> - To ensure those who may be targeted as victims of ASB or crime because of or who have disability are linked into support. 	
	Addressing potential impact on BAME individuals; distrust of statutory/enforcement services and disproportionality in enforcement.	<ul style="list-style-type: none"> - Officers will undertake unconscious bias training - NET officers will be from diverse backgrounds - Robust and transparent processes/protocols - Use of body worn - Live supervision and tasking - Monitoring and scrutiny - Accurate recording of information - NET officers will undertake community engagement activities - Communication and engagement plan - Complaints data used to monitor performance - Evidence led tasking 	Implementation and ongoing	Head of Community Safety and Neighbourhood Enforcement Manager	<ul style="list-style-type: none"> - Increase BAME confidence in NET - Increased safety for BAME individuals and communities - Ensure proportionality 	To be added following Cabinet on 7 th December

	Additional vulnerabilities and support needs of those experiencing homelessness or with problematic substance use	<ul style="list-style-type: none"> - Additional vulnerabilities surrounding homelessness will be considered by officers when assessing individual cases and whether to take enforcement action. - Authorised officers to be given information and support packs which can be given to those who officers believe are homeless. - Authorised officers to be trained on process for ensuring appropriate support is offered to those who officers believe are homeless - Evidence led tasking 	Prior to implementation and ongoing	Head of Community Safety and Neighbourhood Enforcement Manager	<ul style="list-style-type: none"> - To ensure enforcement action does not have a disproportionate impact on those who are homeless 	To be added following Cabinet on 7 th December
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Section 08	Agreement, publication and monitoring
Senior Managers' sign-off	Name: Matthew Hooper Position: Chief Officer, Safer Neighbourhoods & Regulatory Services Email: matthew.hooper@lbhf.gov.uk Telephone No: 020 8753 5809 Considered at relevant SLT: 28.10.20
Key Decision Report (if relevant)	Date of report to Cabinet: 7.12.20 Key equalities issues have been included: Yes

Agenda Item 5

London Borough of Hammersmith & Fulham

Report to: Cabinet

Date: 07/12/2020

Subject: Procurement Strategy for Consultancy Services Framework

Report of: Councillor Lisa Homan, Cabinet Member for Housing

Report author: David McNulty, Assistant Director, Operations

Responsible Director: Tony Clements, Strategic Director for the Economy

Summary

Delivering the services carried out by the Economy, such as housing repairs, the capital programme, and Facilities Management (FM), requires extensive support from specialist external technical consultants and other professional services. Other Council departments carrying out construction or facilities management projects may also require such services.

The Economy therefore propose to set up a framework agreement with pre-vetted, high-quality technical consultants offering competitive rates to assist it in delivering these projects over the next four years. The technical consultant framework will be available to all Council departments and will be designed with the intention of delivering significant savings. There is potential to design the framework so it can be used by other organisations, thereby generating a revenue stream through fees.

Once the framework is in place officers would be able to 'call off' suppliers to support specific projects. The default method will be a mini-competition, whereby the four suppliers in the relevant lot will need to submit specific prices and answer specific quality questions related to the project. When the need for technical consultants/professional services is highly urgent and meets set predefined criteria (for example health and safety) then it will be possible to directly call off a supplier (the top scoring supplier depending on the value of the project). These direct call offs are called Direct Awards and will be permitted when the capital value of the project is under £6.5m.

Recommendations

1. Appendix 4 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 Procurement Strategy for the Council to set up a series of 6 frameworks of technical consultants and professional services to aid the

delivery of capital projects to meet the Compliance, Housing Repairs and Capital functions, as set out in Appendix 1.

3. To delegate authority to the Strategic Director of the Economy, in consultation with the relevant Cabinet Member for Housing, to approve minor changes to the procurement process or to the evaluation methodology as set out in procurement strategy in Appendix 1 for operational reasons if required.
4. To approve the award of call off contracts under the Framework Agreements up to an aggregated value of £18 million over the four-year term across all six frameworks.
5. To note that once the frameworks are awarded, authority will be sought to amend the Contract Standing Orders so that a procurement strategy is not required when the framework is utilised.

Wards Affected: All

H&F Priorities

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Prosperity is increased by having high performing, cost effective, capital project technical consultants and professional services working for the Council. Apart from the direct savings which can be achieved by the Council taking a commercially competitive attitude to procuring technical consultants, there are also savings which can be made by having high quality, highly motivated technical consultants working on any particular capital project.
Creating a compassionate council	<p>The HRA Business Plan allows for the on-going investment in the properties which directly support residents in living healthy and independent lives.</p> <p>Having a set of dynamic and cost-efficient technical consultants who are invested in the Council's ambitions will help the Council to achieve its aims in terms of repairs and capital works more compassionately.</p>
Doing things with local residents, not to them	Residents can be involved in the selection of these technical consultants through participation in the procurement exercise and

Our Values	Summary of how this report aligns to the H&F Values
	future mini-competitions. Resident involvement proved successful in the procurement of the new Housing Repairs and Maintenance contracts.
Being ruthlessly financially efficient	This initiative could save significant sums of money for the Council if the frameworks can deliver better value than what we currently get from 3 rd party frameworks. We will build our framework to feature a 'volume rebate based on the volume of work provided over the course of the framework.
Taking pride in H&F	This project will provide the Council with the ability to define, control and improve quality of cost and delivery for the repairs and capital programmes. It will also give the Council the ability to set and monitor contractual terms and insurance requirements which will protect the Council. Having high performing technical consultants will reflect well on the Council.
Rising to the challenge of the climate and ecological emergency	The Council will have more control over environmental issues if it procures its own frameworks rather than rely on the environmental criteria of other frameworks. Increased levels of sustainability will be examined as part of the process to procure technical consultants for the Council.

Financial Impact

The recommendations in this report do not have any direct financial implications as setting up the proposed framework will be resourced by existing staffing and budgets. Any call-off from the framework will be subject to confirmation of available budget within the HRA Asset Management and Compliance programme which has a budget of £154m for the period of 2020 to 2024¹. Furthermore, a minimum assessment of the financial stability and capacity of framework members will be required for which the minimum criteria is:

- a. A CreditSafe score greater than 50 (deemed as low risk)

¹ The stated budget is correct as at the first quarter of 2020/21 as set in the Capital Programme Monitor and Variations report as approved by Cabinet on 12 October 2020.

- b. An average turnover of the last two years of at least double the contract or maximum lot value.

As the above indicators will change over time it is recommended that these checks are made ahead of setting up the framework and also as part of any mini competition/contract award.

As completion of framework will need to be resourced by existing staffing and budgets.

Legal Implications

The total potential value of the framework contracts to be let are above the threshold specified in the Public Contracts Regulations 2015 (as amended) (the “PCR”) for service contracts, which is currently £189,330, and must therefore be procured in accordance with the PCR. This means a new procurement competition. The Contract is classified as a high value contract under the Council’s Contract Standing Orders as it is above the EU threshold for services.

All high value contracts are required to:

- have a Service Review Team established to oversee the procurement (CSO 17);
- have a Procurement Strategy reviewed at the Contracts Assurance Board and approved by the relevant decision maker before the procurement process commences (CSO 18); and
- have a Tender Appraisal Panel established following approval of the procurement strategy (CSO 19.3).

This report fulfils the requirement for a procurement strategy. Further, under CSO 19 a high value contract requires either the use of an existing framework agreement (which is not applicable here) or a contract notice to be published in the Official Journal of the European Union (‘OJEU’) along with an opportunity listing on the Council’s e-tendering portal (capitalEsourcing) and publication of a contract notice on Contracts Finder.

This report is recommending the approval of the Procurement Strategy for the setting up of six separate frameworks with the appointment of up to four providers on to each framework.

The appropriate decision maker for procurement strategies for contracts over £5 million is Cabinet. Cabinet therefore needs to be satisfied that the recommended decision is in the best interests of the Council. The implementation of this decision will then be in accordance with the EU procurement rules concerning use of frameworks.

Tenders will be evaluated on the basis of the most economically advantageous tenderer to the Council. The top four tenderers for each lot will be appointed to the relevant framework. Evaluation methodology has been agreed by the project team and is set out in the procurement strategy. The split between quality and price is 50:50 which differs from the Council’s standard.

As this is a services contract, the Council is also under an obligation under the Public Services (Social Value) Act 2012 to consider how the letting of these contracts can benefit the social, economic and environmental well-being of their area. These are factors which will be considered and built into the contract and procurement documents. The Council has recently adopted a Social Value policy which requires that 10% of the total scoring is for social value, which will be subject to assessment by an external assessor, a company called Social Value Portal. The requirements of the assessor and the Council's policy will need to be built into the tender documents.

Implications completed by: Sally Stock, Partner at Sharpe Pritchard, sstock@sharpepritchard.co.uk, legal advisers on secondment to the Council.

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Legal comments completed by: Sally Stock, Partner at Sharpe Pritchard, sstock@sharpepritchard.co.uk, legal advisers on secondment to the Council.

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS – ISSUES AND PROPOSALS

1. Delivering the services carried out by the Economy, such as the housing repairs function, the capital programme, compliance, and Facilities Management, often requires support from specialist external technical consultants.
2. See exempt Appendix 4 paragraph 1 for details of current and future spend on technical consultants.
3. Any of the following can be required: structural engineers; property condition surveyors (commercial and residential); mechanical & electrical engineers; architects; fire safety engineers; CDM (health & safety) specialists; damp, mould and condensation specialists; HVAC engineers; electrical engineers; planning consultants; employer's agents; project managers or contract administrators. In recent years, the Economy department has required Quantity

Surveyors to assist with settling final accounts with contractors and resolving commercial disputes. Very large sums of money have been at stake.

4. There are also plans for extensive stock condition surveying. These will be high value contracts and there are extensive fire door replacement projects, currently on site, which require specialist project management support.
5. Sometimes technical consultant support is needed before we can procure the build contractor; for advice on contract form, for advice on how to structure the construction contract, or support with writing a specification. At other times the support is needed post procurement when ongoing specialist project management is required.
6. See exempt Appendix 4 paragraph 2 for other relevant factors.
7. Officers currently have the following two options to procure consultancy support:

A) Full procurement via the Council's e-tendering portal

8. This should provide the best route to a value for money provider because it provides an up-to-date test of the market and should result in the Council obtaining a keen, high quality and competitively priced contractor to carry out the work. However, this process is very labour intensive, often requires input from Central Procurement and takes several months to carry out.

B) Use a 3rd Party 'Approved List' (3rd Party Framework or DPS)

9. Officers are also able to turn to 3rd party frameworks. These frameworks have been competitively tendered in accordance with EU rules and thus offer a quicker and more simple way to satisfy external and internal rules than the full-scale procurement exercise as described above. Fees are often payable to the 3rd party framework owner.
10. This option can still save a great deal of time as it does not require a full procurement process to be carried out. It allows the project to be carried out more quickly.

Issues

11. Clearly full procurement is the best route to a value for money provider, but it is difficult to execute when so many of the projects that require technical consultants/professional services are safety related and time pressured. It is possible to obtain an urgent decision in an emergency. It is not surprising therefore that the department tends to use 3rd party frameworks for technical consultants/professional services.

Issues with 3rd Party Frameworks

12. See exempt Appendix 4 paragraph 3 for the disadvantages of using 3rd party frameworks.

Proposals

13. Being 'ruthlessly financially efficient' means making sure that Hammersmith & Fulham uses the leverage of its cumulative spend to achieve best value for its residents. For each contract but also across the whole programme of its commissions. To that end the Economy Department would like to set up a series of frameworks with pre-vetted, high-quality consultancy / professional services practices offering competitive rates to assist it in delivering capital projects over the next four years. Officers feel this is what a commercially savvy Housing Association would do.
14. Having good, high quality suppliers who are keen to work with a framework owner and who are signed up to the Council's own terms and conditions, should mean better quality and better value, both on a contract by contract but also on a cumulative basis.
15. The framework would not just be used for housing repairs, capital programme and growth projects, it would be available for the Facilities Management and Schools maintenance services to use too.
16. Setting up a framework such as this will provide numerous advantages to Hammersmith & Fulham. Advantages such as:
 - The potential to make significant financial savings for the Council by encouraging suppliers to provide discounts for aggregated work volumes upfront together with volume rebates based on volume of work over time. Currently each contract from a 3rd party framework is awarded in isolation, as a one off and the Council pays the full rate. With its own framework the Council can offer repeat work and suppliers will be asked for discounts for repeat commissions.
 - The ability to form good commercial relationships so that quality of outcome can be improved on a project by project basis as mutual expectations are better understood.
 - Increasing the leverage of the Council over suppliers on its framework which decreases the risk of underperformance. Suppliers are less interested in performing well for framework users, who may use them on a one-off basis, than they are for framework owners, who are likely to use the suppliers repeatedly. This is one of the reasons why so many organisations set up their own frameworks.
 - Providing simple templates to encourage officers to put contracts in place post Call Off, reducing risk to the Council.

- The ability to set in stone and control the Council's contractual terms and insurance requirements via the drafting of the initial framework and Call Off agreements.
- Knowing how much work a supplier receives reduces the risk of the supplier becoming overstretched and underperforming.
- Reducing the risk of procurement challenge to the Council which is inherent in the use of unapproved 3rd party frameworks.

Potential to generate savings

17. Over the four years, from 2020 to 2024, the HRA Capital Programme has a value of £154m. See exempt Appendix 4 paragraph 4 for details of future spend on technical consultants.
18. All of the suppliers on our framework will have proven their value for money, and via mini-competitions within the framework, we can further test for best value. If our framework is able to deliver percentages lower than would be available from using 3rd party frameworks, there is potential for significant savings. If the Council can achieve rates through this procurement that are 1% (of the total project costs) lower than 3rd party frameworks can offer, then based on the total capital programme value of c£120m, savings to the Council could be up to £1.2m (assuming all consultancy/professional services requirements of the Capital Programme are fulfilled through the framework).²
19. One way to seek savings is through taking account of repeat usage and total annual spend. Most 3rd party frameworks are set up with a view to many organisations making single call offs from the framework. There is no expectation of repeat usage or any reward for that. This means that if an organisation uses a 3rd party framework 3 times in a year for £1m each time then it will pay fees on all of the work at the rate for a £1m project, which is higher, rather than at the rate of £3m which would be lower. This has the effect of raising the fee percentage for the whole programme (assuming all contracts are packaged and procured in this way).
20. We have scope to design a framework whereby the Council gets a rebate if we end up giving a supplier multiple commissions and a total level of spend that exceeds certain thresholds. A mechanism will be put in place to allow the Council to achieve the low fee percentages offered for larger projects by aggregating the value of its projects on an annual basis. This would mean, for example, that three projects of £1m which were placed 4 months apart would

² This is probably the peak of the savings potential and it is reliant on all technical consultant/professional services spend for the entire capital programme going through the proposed framework, and then a universal 1% discount being achieved. There is ultimately no guarantee that the bespoke framework will be able to achieve better rates than 3rd party frameworks. It is also possible that the Council will continue to use 3rd party frameworks for some services. The repeat usage mechanism might provide a surer route to savings but again this will depend on how much work is put through the bespoke framework.

attract the fee percentage attributed to a single £3m project rather than the rates which would have existed for three projects at £1m rates. This will create savings for the Council.

21. Officers will aim to incorporate into the framework design the ability to enable other organisations (other Councils, public sector bodies, or housing associations) to use the framework. This has the potential to generate a revenue stream for the Council through fees.

Governance Arrangements

22. The advantage for the Council of having its own framework is that it can be sure that it has procured suppliers through a compliant process. Officers will become familiar with the use of the framework which will in turn lead to swifter call offs. Further, the form of contracts will be standard for the call offs which should assist in contract management.
23. The contract standing orders require officers to prepare and seek approval of a procurement strategy for all contracts above £189,330³. Once the frameworks are in place it is proposed that the Contract Standing Orders are amended so as not to require a procurement strategy where the frameworks are utilised.
24. Officers will not be compelled to use the framework if there is a better value procurement route available to them (although it is envisaged that this framework will in most cases be the best value route). Officers would be required to produce a procurement strategy and seek approval for any alternative procurement route.

The proposed framework

25. The framework agreement itself is a contract with no guarantee of work. The agreement sets out the terms and conditions which will govern any contract let under that agreement. There will be a separate framework for each lot, each of which will be for a different function or the same function but for projects in different price bands.
26. We are proposing to set up six frameworks – see Appendix 3. There would be 6 separate frameworks (procured as separate lots) each with 4 suppliers. These will be the suppliers who offer the best quality and value in their tenders. Four of the frameworks will be for multi-disciplinary suppliers, with the only difference between the frameworks being the range of capital project values that the consultancy work would support: one for projects worth £0-500k, another for projects worth £500k-3.5m, and so forth as set out in the procurement strategy. (Note that the technical consultant/services spend that is being commissioned

³ This is the current threshold for Service contracts under the Public Contracts Regulations 2015

through the framework would be a fraction of these project values, e.g. 5%, and the actual capital work would be procured entirely separately from this framework). There will also be two specialist frameworks for specialist services.

27. The lowest value lot will also be available for ad hoc resourcing e.g. if a quantity surveyor is required for a few days or weeks then the framework suppliers on Lot 1 will be invited to propose a QS at the suitable grade for the project who is available to commence work within the Council's timeframes. This can be procured as a mini-competition or as a direct award depending on the urgency of the award.
28. To be as financially efficient as possible it is proposed that the contractors on the framework be selected on a 50% price and 50% quality basis. The framework is for professional services, which are often highly regulated, with less scope for wide variance in quality. It is important that the framework provides competitive prices, because mini-competitions within the framework (see section 32 below) provide an opportunity to introduce quality criteria into each specific project's use of the framework. More about the lots and their value bands is set out at Appendix 1 and Appendix 3.

Call Offs

29. Work assignments, with a financial value, are commissioned from the framework agreement via contracts known as 'Call Offs'. Making a call off means creating a smaller contract on the back of the main framework agreement. This process sees a supplier from the relevant lot being chosen to carry out that work. Call Offs are generally awarded either by Direct Award or by Mini Competition.
30. In the case of a Direct Award, a supplier is appointed from the framework without any further competition. Direct Awards will only be used for predefined circumstances such as for emergencies where the urgent nature of the work demands it. See exempt Appendix 4 paragraph 5 for details of the commercial threshold for Direct Awards.
31. Any supplier on our framework will have passed certain generic quality thresholds at the framework procurement stage. This will mean that every supplier on the Council's framework will have achieved a level of quality which is acceptable, enabling Direct Awards to take place if required.
32. The alternative is a 'Mini-Competition'. In effect this means putting the project out to competition amongst the four suppliers in the lot. The competition can be based simply on price or it can be based on price and quality, depending on what the Council feels is relevant for the project. Mini-competitions are a further way to achieve value for money – it is further competition amongst the four contractors who scored highest at the point the framework was established. It enables Council officers to apply quality questions that are relevant to the specific project but weren't covered in the initial evaluation when the framework was established. The initial criteria have to be somewhat generic whereas the

per-project mini-competition criteria can reflect the specific needs of the project. Any of the four contractors in each lot's 'list' could win the mini-competition.

33. Mini-competition will therefore be the default, expected method for calling off suppliers from this framework, because they are the best way of achieving value for money. Processes will be put in place by the Economy's Governance and Commissioning Team to support officers to run mini-competitions, and training will be provided. Direct Awards will only be used in the circumstances described above in section 30.
34. To provide assurance that the framework is being used as intended, with mini-competition as the default method of call-off and Direct Awards only in special circumstances, the Economy department will bring a report to Contract Assurance Board every six months, detailing the call offs made and the method used.

Options analysis

Option 1 – Do nothing

35. Continuing as usual, using 3rd party frameworks which have been procured to suit other organisation's needs. There are certainly disadvantages associated with this course of action, as set out at section 12 in the main body above, but it is one quick way to comply with internal and external rules. It is the status quo and it is what will continue if nothing else is done.

Option 2 – Procure each appointment individually

36. Should in most cases provide good assurance of value for money because it provides an up-to-date test of the market and should result in the Council obtaining a keen, high quality and competitively priced contractor to carry out the work. However, this process is very labour intensive, often requires input from central procurement and usually takes several months to carry out.

Option 3 – The Council procures its own framework (The preferred option)

37. Being 'ruthlessly financially efficient' means making sure that Hammersmith & Fulham uses the leverage of its cumulative spend to achieve best value for its residents, for each contract but also across the whole programme of its commissions. Setting up a framework of pre-vetted, high-quality consultancy / professional services practices offering competitive rates to assist it in delivering capital projects is what a commercially-savvy Housing Association would do.
38. Having good, high quality suppliers who are keen to work with a framework owner and who are signed up to the Council's own terms and conditions, should mean better quality and better value, both on a contract by contract but also on a cumulative basis.

Reasons for Decision

39. To Council has an ongoing need for technical consultants to support our capital projects, and some of the functions of the housing repairs and facilities management services. Establishing a bespoke framework is intended to enable the Council to secure high quality, value for money providers of technical consultant services – so that the projects and services they support can fully deliver for residents.
40. The framework will be designed around the Council's requirements (contract terms, financial pre-requisites, health and safety regime) and will give the Council greater control and influence over the providers on the framework. This should result in highly reliable providers.
41. There are opportunities to generate savings through 'repeat usage' discounts when the same providers are used multiple times (such discounts are not available to the Council through 3rd party frameworks).
42. A bespoke framework enables the Council to embed an effective process for using it (with templates, process guides and training), and to build officer familiarity in using it. This should lead to quicker and more effective procurement of technical consultants – enabling capital project to start delivering for residents quicker.

Equality Implications

43. There are no anticipated negative implications for groups with protected characteristics, under the Equality Act 2010, associated with these proposals.
44. *Implications verified by: Fawad Bhatti, Policy & Strategy Officer, Resources, Tel: 07500 103617*

Risk Management Implications

45. Proposals are in accordance with the Council's approach to Being Ruthlessly Financially Efficient during a time when finances are stretched due to years of austerity and the impact of Covid on the local economy. Quality, value and accessibility are the key drivers to ensure that Residents continue to receive the best service at the best price possible. By creating a framework, suppliers will have established their capacity, experience and capability to undertake works to the standards required by the Council. Additionally, access, by other Council Services, to the framework would be in accordance with the management of our corporate asset objectives and reduce administrative requirements by having pre-qualified providers in place.
46. *Implications verified/completed by: Michael Sloniowski, Risk Manager, Tel: 020 8753 2587, Mobile: 07768 252703*

IT Implications

47. IT Implications: No IT implications are considered to arise from the proposal in this report. However, if the implementation of the framework or subsequent

procurement activity results in a requirement for new systems to be procured, existing systems to be modified, or IT enhancements to be considered, Digital Services should be consulted.

48. IM implications: A Privacy Impact Assessment needs to be completed followed by a discussion with the Digital Services Information Management team to ensure all potential data protection and security risks resulting from this proposal are properly assessed with mitigating actions agreed and implemented.
49. *Implications completed by: Karen Barry, Strategic Relationship Manager, Tel: 020 8753 3481*

Implications for Local Businesses

50. Consultants appointed on the framework will be encouraged to use local businesses where possible. They will be made aware of the Council's business support programme, HF Brill Bizz Supply Chain, which assists local small and medium-sized firms to win contracts for works, supplies and services in the borough.
41. *Implications completed by: Dominic D'Souza, Commercial Manager, Tel: 07769 197655*

Leasehold Consultation

42. As a landlord the Council is required to comply with the Service Charges (Consultation Requirements) Regulations.
43. Leaseholders are required to contribute towards any costs the Council incurs in maintaining the common and structural parts of their building and estate. These includes any associated costs for professional services.
44. When individual contributions towards a long-term agreement are expected to exceed £100 in any one year, there is a need to go through a formal consultation process. This consists of two distinct stages that sit either side of the procurement process. This allows homeowners to comment on the procurement methodology and the rationale for the framework during the first phase and the tender returns during the second. As this agreement will be subject to Public Notice, recipients will not have nomination rights.
45. The stage one consultation will commence after Political Cabinet in early November so that it can be completed shortly after Cabinet in early December and the procurement exercise can commence in line with the timeline featured in Appendix 2.

46. *Implications completed by: Ciaran Maguire, Major Works Manager, Tel: 020 8753 7502*

List of Appendices:

Sr.	Particulars
Appendix 1:	Procurement Strategy for a Consultancy Services Framework
Appendix 2:	Timeline
Appendix 3:	Framework Design
Appendix 4:	Exempt Appendix

Appendix 1: Procurement Strategy for a Consultancy Services Framework

1. Procurement Scope - Why the procurement is needed

- 1.1 To keep its 17,000 homes safe, secure, warm, and weathertight the council needs to undertake £154m of capital works and £34m of repairs to its housing stock over the next four years. The Council also needs to carry out various fire safety projects as part of its Fire Safety Plus programme. Facilities Management also has need for technical consultants on some projects.
- 1.2 The council needs to have a clear route to market to secure technical consultants and support services to ensure the works are delivered efficiently and effectively. Technical consultants such as: structural engineers; property condition surveyors (commercial and residential); mechanical & electrical engineers; architects; fire safety engineers; CDM (health & safety) specialists; damp, mould and condensation specialists; HVAC engineers; electrical engineers; planning consultants; employer's agents; project managers or contract administrators.
- 1.3 See exempt Appendix 4 paragraph 1 for details of current and future spend on technical consultants.

2. Framework design and range of services

- 2.1 Stakeholders throughout the Economy Department have been consulted in order to put together a list of technical consultant and professional services that should be included in an H&F framework. A diagram showing the full range of requirements together with the proposed approach to procurement is set out as Appendix 3 to this report.
- 2.2 There are consultancies who are specialists who only provide very specific services, such as structural engineering and architecture but there are other, multi-disciplinary practices who offer a wider range of services. For the types of projects which the Economy Department generally carries out it is felt that consultancies providing multi-disciplinary services will be the most appropriate. To reduce overreliance on any single supplier and encourage ongoing competition beyond the point the framework is established, a range of suppliers is recommended. Multi-disciplinary services have therefore been split into four identical lots, differentiated by price band. There is one lot for capital projects worth £0-500k, another for projects worth £500k-3.5m, and so forth. This has the advantage of providing a greater range of suppliers for the Council, offering more choice in the multi-disciplinary field which also provides resilience and increases competition.
- 2.3 The four multi-disciplinary lots, being identical, will be easier to procure because many of the technical questions will be the same. Only the project values will differentiate the work.

- 2.4 Areas aimed to be covered by the multi-disciplinary lots will be: architects, quantity surveyors, structural engineers, mechanical & electrical, commercial consultancy, acoustic / rights of light, planning consultants, employer's agents / project managers, CDM expertise, cost consultancy, contract administration, quantity surveying, stock condition surveys, building surveying (damp, mould and condensation), commercial property condition surveys and general property condition surveys.
- 2.5 The use of different price bands, with the lowest being £0-500k, where the consultancy/professional service fee would end up being c.5% ie £25k, may have the effect of discouraging large consultancies from bidding for the lower value lots where the projects are likely to be small. This will hopefully provide a lot made up of smaller SME firms, enabling the Council to appoint SMEs to carry out smaller projects. This encourages SMEs to apply and will hopefully give them the opportunity to gain valuable experience and to grow.
- 2.6 There will also be two specialist lots. These will cover general engineering and site security. General engineering will cover structural engineering, civil engineering, HVAC engineering, fire safety engineering, electrical engineering and specialist engineering services such as acoustics. Site security will cover fire watch services, manned security guarding, mobile patrol security, CCTV, access control, intruder alarms, fire detection monitoring and response services and alarm receiving and monitoring. These are high risk areas and potentially high cost.
- 2.7 Each lot will be deliberately designed to cover the widest possible range of consultancy services for the Council. Very specialist services can still be procured separately or may be found on 3rd party frameworks.
- 2.8 It is proposed that each lot contains 4 suppliers. This is to ensure that reasonable competition can occur when a mini competition process is run. Three suppliers would have been sufficient for this purpose, but four are suggested to ensure that a mini competition is still viable even if one of them goes into administration or decides not to continue being part of the framework.
- 2.9 Direct Award mechanism
- 2.10 The most common direct award mechanism sees the supplier who got onto the framework with the highest score for a combination of price and quality (the 'number one' on the 'list'), in any particular lot, being appointed directly without any further competition.
- 2.11 On a framework of six lots, this means direct award would only be open to the six lead suppliers. One from each lot. If there are a great number of projects it is possible that these six suppliers may become overloaded and start to underperform. This may not be noticed until after the event when the damage has already occurred. As the 'go to' supplier, in any particular lot, complacency may set in and performance may suffer.

- 2.12 Competition to be part of the Council's framework may be greater if the chance of obtaining work is increased. Conversely, consultancies may be discouraged from bidding if the direct award mechanism only favours the highest scoring bidder in each lot.
- 2.13 The greatest guarantor of competition is to insist on mini-competitions being run for each project – so that each of the four suppliers in the given lot have the opportunity to win.
- 2.14 In addition, the framework will seek fee percentages for a wider range of project values within each lot. For example, in the £0-500k lot, rather than just asking for one price, we will ask for prices for projects valued at £0-100k, £100-200k, £200-300k and so on. The direct award will then be made to the supplier who provides the most competitive fee percentage for the specific project value within the lot.
- 2.15 This would increase the likelihood of more of the suppliers in each of the six lots obtaining some work throughout the course of the framework, even if the Council used a lot of direct awards. This will give some assurance to any bidders who are sceptical that the Council will carry out mini-competitions as the default option. Ultimately though, mini-competition is the best route to best value and there are controls in place (see section 33 in the main report) to ensure that it is the default way of using this framework.
- 2.16 Contract Management
- 2.17 Lack of effective contract management may result in poor technical consultant performance. It is recommended that a range of simple key performance indicators (KPIs) are put in place to monitor functions such as communications, timeliness, quality of work completed, average fee percentage per project and final cost.
- 2.18 Poor performance, occurring on more than one occasion, will mean a technical consultant being suspended from the framework for 6 months. The consultancy will then lose out on work which will be placed with other technical consultants. A second offence within the same set period will result in suspension for 12 months and a third offence will mean permanent removal from the framework.

3. Procurement Strategy – procuring suppliers onto the framework

3.1 Framework Value

- 3.2 See exempt Appendix 4 paragraph 1 for details of current and future spend on technical consultants.
- 3.3 As above.
- 3.4 See exempt Appendix 4 paragraph 6 for the proposed framework value.

3.5 Framework Duration

3.6 Framework agreements have a legal maximum duration of four years. Contracts may run beyond the four-year duration, but care needs to be taken not to be seen to be deliberately extending the duration of the framework. The framework agreement will therefore be for four years where individual call offs may run slightly beyond that period.

3.7 Framework Selection and Award Criteria: Price Quality Ratio

3.8 Each place on the framework will be awarded to the top four bidders who in rank order provide the top four Most Economically Advantageous Tenders (MEAT) based on a combination of price and quality. For the reasons laid out in section 28 of the main report, a ratio of 50% Price and 50% Quality is recommended.

3.9 Tenderers for each place on the framework will be evaluated based on their Quality (Technical) submission and Price (Commercial) submission.

3.10 Breakdown of Evaluation Criteria and Weightings

3.11 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%.

3.12 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 Quality score.

Sr.	Technical Award Sub-Criteria	Weighting
1	Resources	(10%)
2	Cost Effectiveness and Efficiencies	(15%)
3	Managing Projects	(20%)
4	Service Delivery	(15%)
5	Quality of Work	(15%)
6	Sustainability	(5%)
7	Social Value	(20%)

3.13 Procurement Procedure

3.14 An explanation of the four main procurement routes has been provided by the Council's solicitors as part of the pre-procurement due diligence and discussions. This explanation is provided below as background to the recommendation set out below. There are essentially four options:

- Open
- Restricted
- Competitive with negotiation

- Competitive dialogue
- 3.15 Under the **open procedure** any company which is interested may submit a tender in response to a contract notice. There is therefore no process of shortlisting in this procedure and it does not allow the authority to undertake any process of negotiation with the contractor. There are two potential disadvantages to this procedure. First, in a field of activity where there are a large number of potential providers (which is the case here), there is a danger that the Council will receive an unmanageably large number of bids. These would all need to be evaluated in accordance with the published criteria. This could be a demanding task and require considerable resources to undertake it. An open procedure could have adverse consequences in terms of the quality of the bids. If a contractor knows that it is only one of a relatively small number of companies invited to submit a tender it will be incentivised to put in a high quality and competitive bid. This incentive is less likely to apply with the open procedure.
- 3.16 The **restricted procedure** allows the Council to restrict the number of companies invited to submit a tender. This has the advantage that the Council can decide the number of bids it needs to provide reasonable competition. The participants know that they are competing with a relatively small number of competitors and therefore have an incentive to devote a reasonable level of resource to their bid and to be competitive. There is no power under the restricted procedure to engage in any negotiation in relation to the bid. However, it is possible to provide explanations and clarifications so that all potential bidders are clear about what they are applying for and how their bids should be structured.
- 3.17 Under the **competitive procedure with negotiation** the authority must, in the tender documents provide a description of their needs and the characteristics required of the works/services to be procured. The authority can limit the number of participants. Negotiations take place to improve the contents of the bids. However, authorities can award on the basis of the submitted tenders only (meaning without negotiations) provided they have reserved the right to do this.
- 3.18 The **competitive dialogue procedure** requires the authority to define their needs and requirements in a descriptive document. There is then a dialogue to identify and define the means best suited to satisfying their needs. There is no option of simply accepting a tender without dialogue. If this procedure is chosen, the authority is committing itself to a dialogue. There is usually a process of successive stages of dialogue with the number of participants reduced at each stage. Once the dialogue is concluded the remaining participants are invited to submit final tenders based on their solutions.
- 3.19 The open and restricted procedures can be used for any procurement exercise taking place under the Public Contracts Regulations. The competitive procedure with negotiation and the competitive dialogue procedure can only be used in the situations specified in regulation 26(3). In the case of this procurement it would be because of “specific circumstances related to the

nature, the complexity or the legal or financial makeup or because of risks attaching to them”.

3.20 There are clear disadvantages for this procurement in using the open or competitive dialogue procedures. The open procedure may result in an unmanageably large number of bids without sufficient incentive to ensure these are of a high quality. The competitive dialogue is likely to be demanding in terms of resources and may commit the authority to negotiations which are unnecessary.

3.21 Whether the restricted procedure or the competitive procedure with negotiation is preferable will depend on (1) whether the Council regards the procurement as sufficiently complex for this to be a situation where the competitive procedure with negotiation can be used and (2) whether there is in fact likely to be a need for negotiations

3.22 Procedure: Recommendation

3.23 In this instance it is believed that the procurement is not sufficiently complex to require negotiation and that, therefore, the restricted procedure is the most appropriate route.

3.24 Timeline

3.25 The timeline for this project is as set out in Appendix 2

4. Social Value, Local Economic and Community Benefits

4.1 In addition to requirements under the Public Contracts Regulations (2015) LBHF has its own values, vision and policies in relation to how services are to be procured and how contracts are to provide value for money along with practices in line with Council values.

4.2 The procurement process will ensure that the Council's values are embedded in the resulting contracts by a combination of specifying requirements, including outlining the contribution expected from contractors to targets set by LBHF, evaluating bids in line with these requirements and ensuring key performance indicators are enshrined in contract documentation with successful bidders to facilitate performance management throughout the contract term.

4.3 Specific areas to be worked on include seeking social value from the contracts. This is an area that can provide benefits to the Borough which are in addition to the service provision and price agreed with the contractors. This is an area which is developing in public sector procurement, balancing the requirements of fairness in the process with securing benefits tailored to the Council's ambition. Examples of social value in contracts across the UK include local employment, apprenticeships and training programmes, developing new enterprises and co-operatives.

- 4.4 The successful bidder's financial contribution is, by necessity, calculated in a slightly different way from many of the Council's normal procurements. Because no work is guaranteed under a framework, it is not possible for a bidder to put a financial value on their likely contribution. Instead, bidders will be asked to supply a percentage which will be levied on the value of any call off contract which they actually receive. This percentage, submitted as part of getting onto the framework, will be competitively scored to achieve maximum social value for the Council.
- 4.5 The successful bidder's financial contribution to social value will therefore be via a percentage which will be part of the bid and which will be levied and audited as part of each project undertaken by the technical consultant.

5. Sustainability

- 5.1 Environmental performance will also be considered through the procurement process, including examining transportation options, use and recycling of materials, waste management, service delivery practices, as well as seeking to stimulate technological innovation to enable environmental advances in the performance of Council in its heating, lighting and fabric of its housing stock.

Appendix 2 - Timeline	October				November				December				January				February				March				April				May					
	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24
Design Framework and CAB / Cabinet Sign-off			CAB	26th PAPERS	2nd POL CAB	Revise if necessary				7th FULL CAB																								
S20 - 1st Stage																																		
Issue OJEU Wait 30 days																																		
Issue Tender / Wait & Evaluate																																		
Permissions / Alcatel																																		
S20 - 2nd Stage																																		
Signing Contracts																																		

APPENDIX 3 - FRAMEWORK DESIGN

Lots 1-4 are defined by the value of the capital projects that the consultant services would support. Note that the value of the consultant services procured through the framework would only be a fraction of these project values

LOT 1	LOT 2	LOT 3	LOT 4	LOT 5	LOT 6
CAPITAL PROJECT VALUE. THE CAPITAL WORKS WOULD NOT BE PROCURED THROUGH THE FRAMEWORK £0 - 500k	CAPITAL PROJECT VALUE. THE CAPITAL WORKS WOULD NOT BE PROCURED THROUGH THE FRAMEWORK £501k - £3.5m	CAPITAL PROJECT VALUE. THE CAPITAL WORKS WOULD NOT BE PROCURED THROUGH THE FRAMEWORK £3,500,001 - £6.5m	CAPITAL PROJECT VALUE. THE CAPITAL WORKS WOULD NOT BE PROCURED THROUGH THE FRAMEWORK £6,500,001 +	CAPITAL PROJECT VALUE. THE CAPITAL WORKS WOULD NOT BE PROCURED THROUGH THE FRAMEWORK ALL	CAPITAL PROJECT VALUE. THE CAPITAL WORKS WOULD NOT BE PROCURED THROUGH THE FRAMEWORK ALL
VALUE OF CONSULTANT/SERVICES CONTRACT PROCURED THROUGH THE FRAMEWORK DEPENDS ON SUPPLIER % PRICE. A 5% PRICE WOULD EQUATE TO: C. £0 - 25k	VALUE OF CONSULTANT/SERVICES CONTRACT PROCURED THROUGH THE FRAMEWORK DEPENDS ON SUPPLIER % PRICE. A 5% PRICE WOULD EQUATE TO: C. £25 - 75k	VALUE OF CONSULTANT/SERVICES CONTRACT PROCURED THROUGH THE FRAMEWORK DEPENDS ON SUPPLIER % PRICE. A 5% PRICE WOULD EQUATE TO: C. £75k - 325k	VALUE OF CONSULTANT/SERVICES CONTRACT PROCURED THROUGH THE FRAMEWORK DEPENDS ON SUPPLIER % PRICE. A 5% PRICE WOULD EQUATE TO: C. £325K +		
MULTI / ALL DISCIPLINES LOT Supplier 1 2 3 4	MULTI / ALL DISCIPLINES LOT Supplier 1 2 3 4	MULTI / ALL DISCIPLINES LOT Supplier 1 2 3 4	MULTI / ALL DISCIPLINES LOT Supplier 1 2 3 4	ENGINEERING GENERALLY (Structural / Civil & M&E & Specialist) Supplier 1 2 3 4	SITE / FIRE SECURITY Supplier 1 2 3 4
CALL OFF TYPE Direct Award or; Mini Competition	CALL OFF TYPE Direct Award or; Mini Competition	CALL OFF TYPE Direct Award or; Mini Competition	CALL OFF TYPE Mini Competition Only	CALL OFF TYPE Direct Award or; Mini Competition	CALL OFF TYPE Direct Award or; Mini Competition

Each multi-disciplinary lot to cover:

- Architects
- Quantity Surveyors
- Structural Engineers
- Mechanical & Electrical
- Commercial Consultancy
- Acoustic / Rights of Light
- Planning Consultants
- Employer's Agents / Project M
- CDM Expertise
- Cost Consultancy
- Contract Administration
- Quantity Surveying
- Stock Condition Surveys
- Building Surveying
- (Damp, mould and condensation)
- Commercial Property Cond Surv
- General Property Cond Surveys

Lot to cover:

- Structural engineering
- Civil Engineering
- Foundation Design
- HVAC Engineers
- Fire Safety Engineers
- Electrical engineering
- Specialist engineering such as acoustics

Lot to cover:

- Fire watch services
- Manned security guarding
- Mobile patrol security
- CCTV
- Access control
- Intruder alarms
- Fire detection
- Monitoring and response services
- Alarm receiving and monitoring

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 NOVEMBER 2020 UNTIL APRIL 2021

The following is a list of Key Decisions which the Authority proposes to take from November 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

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. 100 (published on 26 November 2020)

KEY DECISIONS LIST – FROM NOVEMBER 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				
Finance				
Cabinet Member for the Environment	November 2020	<p>Annual Highways Maintenance Programme</p> <p>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.</p> <p>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.</p> <p>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.</p>	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	
Cabinet Member for the Environment	November 2020	<p>Highways Planned Maintenance Programme 2020-21</p> <p>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.</p>	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 above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Member for the Environment	November 2020	Proposals for the Noise and Nuisance team's revised service hours	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	Review of the Hours of operation of the borough's Noise & Nuisance service	Ward(s): All Wards Contact officer: Valerie Simpson Tel: 020 8753 3905 valerie.Simpson@lbhf.gov.uk	
Cabinet Member for Housing	November 2020	Replacement of Spandrel Panels (Medium and Low Risk Properties)	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	Replacement of Spandrel Panels at the identified properties covering the stripping out of existing panels and renewing panels including carrying out, as required, all associated works.	Ward(s): All Wards Contact officer: Dominic D Souza Dominic.DSouza@lbhf.gov.uk	
Strategic Director of the Economy Department	November 2020	DISPOSAL OF LAND ADJACENT TO JEPSON HOUSE TO A2DOMINION HOUSING GROUP	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 - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	The land adjacent to Jepson House, Pearscroft Road, SW6 2BS (the Site has a lapsed planning consent (reference 2016/01960/FR3) for the demolition of the existing structures and redevelopment of the site to provide 33 affordable (social rent) residential units. A tender process using the Framework was carried out in December 2019 and this report sets out the recommendation to approve the disposal of the Site and appoint A2Dominion Housing Group to develop it .	Ward(s): Sands End Contact officer: Ayesha Ovaisi Tel: 020 8753 5584 Ayesha.Ovaisi@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>)
Strategic Director of Environment	Before 18 Dec 2020	Climate and Ecological Emergency – Expansion of Lamp Column Electric Vehicle Charge Points Having successfully secured £215,175 funding from OLEV for residential lamp column EV charge points, and negotiated the necessary 25% match funding of £72,000 from FM Conway, we are seeking permission to expand the network by a further 152 charge points using the existing LBHF term contract with FM Conway and CityEV.	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 above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Deputy Leader	November 2020	Third Sector Investment Fund Report to agree forward plan for 3SIF.	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	
Strategic Director of Environment	11 Nov 2020	Policing and Crime Commission Final Report The final report of the resident-led Policing and Crime Commission with recommendations for consideration.	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	
Cabinet Member for the Economy	December 2020	Approval to commit and draw down Section 106 receipts to fund economic development activity for financial year 2021/22	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
	Reason: Expenditure/Income -		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
	Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Approval to commit and draw down Section 106 receipts to fund economic development activity for financial year 2021/22.	Contact officer: Kamal Motalib, Karen Galey Kamal.motalib@lbhf.gov.uk, Karen.Galey@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for Housing	1 Dec 2020	Procurement Strategy – Dry to Wet Riser Conversion Works in Six (6) Blocks To appoint a Contractor to undertake conversion works of Dry Risers to Wet Risers in Six (6) Blocks to enhance fire safety.	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	
Cabinet Member for Housing	Not before 3rd Dec 2020	Social Housing Decarbonisation Fund Demonstrator bid £1.5m Council contribution to receive £0.9m grant contribution to deliver 30 street properties with the innovative energiesprong approach to retrofit social housing (https://www.energiesprong.uk/). For these homes it will mean warmer and more energy efficient homes, a reduction in households' energy bills, and lower carbon emissions.	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	
Cabinet Member for the Environment	16 Nov 2020	Approval to spend Local Authority Delivery scheme grant funding Hammersmith & Fulham (H&F) has jointly won £4.73m funding from the Local Authority Delivery (LAD) scheme as part of a consortium of seven London boroughs, to carry out energy efficiency and low-carbon retrofits for low-income households in the private sector.	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 - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		<p>Reason for urgency: This report seeks approval for the London Borough of Ealing, as lead authority for the bid, to spend this funding on H&F's behalf. An urgent decision is needed due to the tight timeline for delivery conditional to the award.</p>		
Resources				
Director of Finance	<p>November 2020</p> <p>Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m</p>	<p>Banking Services Procurement Strategy</p> <p>Re-tender for the provision of banking services, as the current contract is due to expire in March 2020. Estimated value is £300k for a 10-year contract.</p>	<p>Cabinet Member for Finance and Commercial Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Andra Ulianov Tel: 02087532284 Andra.Ulianov@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>
Strategic Director of Environment	<p>November 2020</p> <p>Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m</p>	<p>Procurement strategy in relation to the procurement of books and audio materials for the libraries via a framework agreement</p> <p>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 framework agreement will begin 1 April 2020.</p>	<p>Cabinet Member for the Economy</p> <p>Ward(s): All Wards</p> <p>Contact officer: Sameena Ali Tel: 07824 407 247 Sameena.Ali@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Member for Health and Adult Social Care	November 2020	Elmgrove extra care accommodation direct award report	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 - 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.	Ward(s): All Wards Contact officer: Christine Williams, Joanna McCormick Tel: 0741207694 Christine.Williams@lbhf.gov.uk, Joanna.Mccormick@lbhf.gov.uk	
Director Children's Services	November 2020	Call-off Contract Extensions for Semi-Independent Living Support Providers	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	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.	Ward(s): All Wards Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Cabinet Member for Children and Education	November 2020	Centrepoint Contract for Care Leavers Accommodation	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	Decision report recommending the extension and modification of an existing supported housing contract delivered by Centrepoint Soho for the provision of accommodation-based support for young people leaving care.	Ward(s): All Wards Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@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>)
Cabinet Member for the Environment	November 2020	<p>Procurement Strategy for Land and Property System</p> <p>The IDOX Group currently provides the Council's land and property-based IT case management system (Uniform) for multiple regulatory services across the authority.</p> <p>The software is highly embedded within the organisation and underpins a large number of business processes and casework management. Its contract has expired and needs to be reproced.</p>	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 - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Strategic Director of Environment	November 2020	<p>Procurement Strategy and Contract Award Approval – GULCS Electric Vehicle Charge Points</p> <p>To agree to use the GULCS (TfL) Framework for funding EV charge points (The Council has already signed the s159 agreement to access the £233,000 funding from GULCS). Award call-off contract for the supply and operation of charge points.</p>	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 above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Cabinet Member for Health and Adult Social Care	November 2020	<p>Emlyn Gardens - Adults with disabilities supported living procurement strategy</p> <p>Report seeks pre-tender approval for the procurement strategy which sets out the intention to tender for the specialist care and support service which will be provided at Emlyn Gardens</p>	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): Askew	
Strategic Director of the Economy Department	November 2020	<p>Rough Sleeping Services Contract Awards</p> <p>Five rough sleeping service contracts expired on 31.10.20. Report will include</p>	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
	Reason: Expenditure/Income		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
	above £300K - Revenue up to £500k and Capital up to 1.5m	recommendations about future contracts.	Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Director Children's Services	November 2020	Approval to agree contract with Family support Service (FSS) To enable to enter in to a contract with Family Support Service (FSS).	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):	
Cabinet Member for Children and Education	November 2020	Contract Extensions on Family Support (FS) Framework To extend a series of contracts on the Family Support Service (FSS) framework and deliver savings required.	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	
Cabinet Member for the Economy, Cabinet Member for Finance and Commercial Services	November 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	Cabinet Member for the Economy, 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): Wormholt and White City	

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		authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet Member for Housing	November 2020 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Contract Award, Maystar Estate Refurbishment Award of contract to undertake major refurbishment works to Maystar Estate W14	Cabinet Member for Housing Ward(s): North End Contact officer: Vince Conway, Richard Buckley Tel: 020 8753 1915, Vince.Conway@lbhf.gov.uk, richard.buckley@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.
Strategic Director of Environment	November 2020 Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	VAWG Services Award Report Decision to direct award frontline VAWG Services for 12 months	Cabinet Member for the Environment Ward(s): All Wards Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for Housing	November 2020 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Procurement Strategy for DLO Materials Supplier Using a 3rd party framework to select a supplier for Merchant Services (Plumbing, electrical and general building goods and material supplies and fire safety materials) and bespoke managed storage services.	Cabinet Member for Housing Ward(s): All Wards Contact officer: Aldhun Levitt Aldhun.Levitt@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Member for Housing	27 Nov 2020	<p>Contract Award Integrated Housing Management System</p> <p>A contract will be awarded to the successful tenderer, following the completion of a procurement exercise.</p> <p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Ward(s): All Wards</p> <p>Contact officer: Dorothy Sturzaker</p> <p>Dorothy.Sturzaker@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m			
Assistant Director for Growth	4 Nov 2020	<p>Approval of Procurement Strategies for White City Central Scheme</p> <p>This report seeks the approval of two procurement strategies relating to the proposed redevelopment of the White City Central area.</p>	<p>Cabinet Member for the Economy</p> <p>Ward(s): Wormholt and White City</p> <p>Contact officer: Ayesha Ovaisi Tel: 020 8753 5584 Ayesha.Ovaisi@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m			
Assistant Director for Growth	5 Nov 2020	<p>Procurement Strategies for White City Central</p> <p>Approval of two procurement strategies for the White City Central scheme.</p>	<p>Cabinet Member for the Economy</p> <p>Ward(s): Wormholt and White City</p> <p>Contact officer: Ayesha Ovaisi Tel: 020 8753 5584 Ayesha.Ovaisi@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m			

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Strategic Director of the Economy Department	December 2020	Lift Programme procurement strategy Lift Programme procurement strategy of repairs and replacement at locations (Lyric Theatre, West London Coroner's Court, 120 Dalling Road (Haven Centre), Hammersmith North Housing Office)	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): Hammersmith Broadway	
Cabinet Member for Finance and Commercial Services	Before 29 Jan 2021	MFD Reprocurement The Council has a contract for the provision of multi-functional devices (printers, scanners and copiers) so that its staff can have access to print services in its offices. The contract is due for renewal in 2021.	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	
Cabinet Member for Housing	19 Nov 2020	Procurement Strategy - Renewal of Housing Block Electrical Lateral Mains Approval of the Procurement Strategy for the appointment of a contractor to renew obsolescent electrical lateral mains to multiple housing blocks.		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	
Cabinet Member for the Economy	30 Nov 2020	Mund Street Site - Procurement Strategy for Design Team Procurement Strategy for Design Team	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
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and		Ward(s): North End	

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	Capital between £1.5m and £5m			background papers to be considered.
Cabinet Member for the Economy	30 Nov 2020	Mund Street Site - Contract Award for Design Team Contract Award for Design Team	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 - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): North End	
Cabinet Member for the Economy	30 Nov 2020	Mund Street Site - Procurement Strategy for Control Team Procurement Strategy for Control Team	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:		Ward(s): North End	
Cabinet Member for the Economy	30 Nov 2020	Mund Street Site - Contract Award for Control Team Contract Award for Control Team	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 - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): North End	

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Cabinet Member for the Economy	30 Nov 2020	Farm Lane Site - Procurement Strategy for Design Team Procurement Strategy for Design Team	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 - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Fulham Broadway	
Cabinet Member for the Economy	30 Nov 2020	Farm Lane Site - Contract Award for Design Team Contract Award for Design Team	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 - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Fulham Broadway	
Cabinet Member for the Economy	30 Nov 2020	Farm Lane Site - Procurement Strategy for Control Team Procurement Strategy for Control Team	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 - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Fulham Broadway	
Cabinet Member for the Economy	30 Nov 2020	Farm Lane Site - Contract Award for Control Team Contract Award for Control Team	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
	Reason: Expenditure/Income -		Ward(s): Fulham Broadway	

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	Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for Children and Education	30 Nov 2020	Procurement Strategy for Young People and Care Leavers Supported Housing The purpose of this strategy is to set out proposed changes to in-borough commissioned supported housing services for young people at risk of becoming homeless and or at risk of entering the care system as a result of becoming homeless.	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	
Cabinet Member for Health and Adult Social Care	December 2020	Community Equipment Call Off Extension Report This report seeks agreement to extend the contract to Medequip for the provision of Community Equipment services in Hammersmith and Fulham (H&F).	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 - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Health and Adult Social Care	Before 4 Dec 2020	Contract extension for Floating Support Service Agree a contract extension as permitted under the original contract award for plus 2 years to Hestia for floating support services	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: Affects 2 or more wards		Ward(s): All Wards	

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Strategic Director of Social Care	Before 4 Dec 2020	Day Opportunities Contract awards Contract awards for three day centres for older people	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: Affects 2 or more wards		Ward(s): All Wards	
	Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk			
Cabinet Member for Housing	2 Dec 2020	Procurement Strategy: Stock Condition Surveys The report seeks approval to procure a specialist supplier to undertake stock condition surveys of the Council's assets and in particular a 100% survey of its HRA dwelling stock programmed over two years, incurring expenditure of up to £1.5m.	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	
Cabinet Member for Health and Adult Social Care	December 2020	Extension of Incumbent Homecare Contracts This report seeks Cabinet member approval for the extension of the existing homecare contracts for 1year + 6 months + 6months.	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: Affects 2 or more wards		Ward(s): All Wards	
Cabinet Member for Public Services Reform	November 2020	Managed services for temporary agency resources - approval to utilise previously agreed one year extension Managed services for temporary agency resources - approval to utilise previously agreed one year extension	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
	Reason: Expenditure/Income - Revenue between £500,000		Ward(s): All Wards	

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	and £5m and Capital between £1.5m and £5m		mary.lamont@lbhf.gov.uk	background papers to be considered.
Cabinet Member for Housing	November 2020 Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	Award Report - External Wall Safety Works at Edward Woods Estate This report seeks approval from the SLT member in consultation with the Cabinet Member for Housing to award a contract for External Wall Safety Works at Edward Woods Estate. Reason for Urgency: Urgent decision because of potential risk to cause harm to the public.	Cabinet Member for Housing Ward(s): Shepherds Bush Green Contact officer: Dominic D Souza Dominic.DSouza@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for the Economy	4 Dec 2020 Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	Lillie Road Site - Design Team Procurement Strategy Lillie Road Site - Design Team Procurement Strategy	Cabinet Member for the Economy Ward(s): North End Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for the Economy	4 Dec 2020 Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	Lillie Road Site - Design Team Award Report Lillie Road Site - Design Team Award Report	Cabinet Member for the Economy Ward(s): North End Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for the Economy	4 Dec 2020 Reason: Expenditure/Income	Lillie Road Site - Control Team Award Report Lillie Road Site - Control Team Award Report	Cabinet Member for the Economy Ward(s): North End	A detailed report for this item will be available at least five working days before the date of the meeting and

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	above £300K - Revenue up to £500k and Capital up to 1.5m		Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for the Economy	4 Dec 2020	Lillie Road Site - Control Team Procurement 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 above £300K - Revenue up to £500k and Capital up to 1.5m	Lillie Road Site - Control Team Procurement Strategy	Ward(s): North End	
			Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	

CABINET - 7 DECEMBER 2020

Finance

Cabinet	7 Dec 2020	Integrated Enforcement in H&F	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards	It is proposed that a single team of street based enforcement officers is introduced to tackle crime and anti-social behaviour in all wards across H&F.	Ward(s): All Wards	
			Contact officer: Matthew Hooper Tel: 07450 964 681 Matthew.Hooper@lbhf.gov.uk	
Cabinet	7 Dec 2020	Consultancy Services Framework	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 over £5m & policies or new income, reserves use, overspend over £100K	Delivering the services carried out by the Economy, such as housing repairs and the capital programme, requires extensive support from specialist external consultants. The Economy would like to set up an 'approved list' of pre-vetted high-quality consultants offering competitive rates to assist it in delivering these projects over the next four years. Approved lists	Ward(s): All Wards	
			Contact officer: Dominic D Souza, William Shanks Tel: 020 8753 6007 Dominic.DSouza@lbhf.gov.uk, william.shanks@lbhf.gov.uk	

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		such as this are known as Frameworks and they would provide numerous advantages to the Council.		
CABINET - 4 JANUARY 2021				
Finance				
Cabinet	4 Jan 2021 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K	Council Tax Support Scheme 21/22 This report is to agree the Council Tax Support Scheme for 21/22.	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Kirsty Brooksmith Tel: 07785531091 Kirsty.Brooksmith@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Jan 2021 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K	Council Tax Base & Collection 2021-22 & Delegation of the Business Rates Estimate This report is a Statutory requirement and contains an estimate of the Council Tax Collection rate and calculates the Council Tax Base for 2021/22 The Council Tax base will be used in the calculation of the Band D Council Tax undertaken in the Revenue Budget Report for 2021/22. The report also seeks to delegate authority to the Strategic Director of Finance and Governance to determine the business rates tax base for 2021/22.	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Jamie Mullins Tel: 020 8753 1650 Jamie.Mullins@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Jan 2021 Reason: Expenditure/Income over	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2020/21 (SECOND QUARTER) This report provides a financial	Cabinet Member for Finance and Commercial Services 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

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	£5m & policies or new income, reserves use, overspend over £100K	update on the council's capital programme at the end of the second quarter and requests approval for any budget variations.	Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Jan 2021 Reason: Affects 2 or more wards	Corporate Revenue Monitor Month 6 (September 2020) To inform Cabinet of the forecast budget variance at end of September to ensure ruthless financial efficiency.	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Gary Ironmonger Tel: 020 8753 2109 Gary.Ironmonger@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Jan 2021 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Hartopp and Lannoy Point site development consultant services Report will request authority to fund the development for consultancy services up to the end of RIBA stage 3. 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 Ward(s): Munster Contact officer: Niral Patel niral.patel@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Jan 2021 Reason: Affects 2 or	Ultra-Low Emission Vehicle Last-Mile Freight Hub Provision of a 'Freight Hub' facility to serve Council departments and businesses and help to reduce	Cabinet Member for the Environment Ward(s): Hammersmith	A detailed report for this item will be available at least five working days before the date of the meeting and

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	more wards	traffic and congestion in Hammersmith.	Broadway Contact officer: Hinesh Mehta, Christopher Brown Tel: 07825342949 Hinesh.Mehta@lbhf.gov.uk, Christopher.Brown@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Jan 2021 Reason: Budg/pol framework	Education City - Land Appropriation S203 Appropriation	Cabinet Member for the Economy Ward(s): Wormholt and White City Contact officer: Jacquie Agyemang-Johnson Tel: 07787 152733 Jacquie.Agyemang-Johnson@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Jan 2021 Reason: Budg/pol framework	Immediate Schools Capital Programme of Works to March 2021 Immediate Schools Capital Programme of Works to March 2021 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: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	4 Jan 2021	<p>Third Sector Investment Fund Budget and Allocation</p> <p>Agreeing the third sector investment fund budget and allocation for the period 1 April 2021 - 31 March 2023</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	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: Budg/pol framework		Ward(s): All Wards	
Cabinet	4 Jan 2021	<p>Disposal of Land At Townmead Road, SW6</p> <p>Cabinet approval for the disposal of Land at Townmead Road, SW6</p>	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): Sands End	
Cabinet	4 Jan 2021	<p>Update to collaboration agreement for Children's Social Care</p> <p>Report to agree proposals to disaggregate from the Children's Services shared placements service by way of a variation to the Section 113 Agreement.</p>	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	

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)
Resources				
Cabinet	4 Jan 2021 Reason: Affects 2 or more wards	Defend Council Homes Policy Policy to provide extra protection for residents of council homes, involving them from the start of any redevelopment proposals and ensuring the council is working to best practice.	Cabinet Member for Housing Ward(s): All Wards Contact officer: Daniel Miller, Fiona Darby Tel: 020 8753 6996, daniel.miller@lbhf.gov.uk, Fiona.Darby@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Jan 2021 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K	Travel Care Taxi Procurement Strategy Procurement strategy for the provision of taxi services for home to school and social care transport.	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Jan 2021 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K	Procurement Strategy for School Meals Procurement strategy for School Meals in H&F.	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Jan 2021 Reason: Expenditure/Income over £5m & policies or	Contract award for major refurbishment works to Maystar estate W14 This report seeks approval to award a contract for the major refurbishment of various housing properties comprising the Maystar estate W14. The project is one	Cabinet Member for Housing Ward(s): North End Contact officer: Richard Buckley,	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation

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	new income, reserves use, overspend over £100K	which the Council has committed to deliver as part of the Asset Management Compliance Strategy and Capital Programme approved at 1st July Cabinet 2019	Vince Conway Tel: 020 8753 1915 richard.buckley@lbhf.gov.uk , Vince.Conway@lbhf.gov.uk	and / or background papers to be considered.
Cabinet	4 Jan 2021 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K	Procurement Strategy - Remedial and Safety Enhancement Works at Edward Woods Estate Remedial and safety enhancement works to the three (3) Edward Woods blocks (i.e. Poynter, Stebbing and Norland Houses).	Cabinet Member for Housing Ward(s): Shepherds Bush Green Contact officer: Richard Buckley richard.buckley@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Jan 2021 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K	Rough Sleeping Services Procurement Strategy Several rough sleeping services are expiring in 2021 and a procurement strategy is required setting out the vision for the new services.	Cabinet Member for Housing Ward(s): All Wards Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

CABINET - 1 FEBRUARY 2021

Finance

Cabinet	1 Feb 2021 Reason: Affects 2 or more wards	REVENUE BUDGET AND COUNCIL TAX LEVELS 2021/22 The Council is obliged to set a balanced budget and council tax charge in accordance with the Local Government Finance Act 1992 The 2021/22 revenue budget proposals are set out regarding, Council tax levels, Investment and savings proposals, Changes to fees and charges, Budget risks, reserves and balances and	Leader of the Council Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
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		Equalities Impact Assessments.		
Cabinet	1 Feb 2021 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K	FOUR YEAR CAPITAL PROGRAMME 2021/22 AND CAPITAL STRATEGY 2021/22 This report presents the Council's four-year Capital Programme for the period 2021 - 2025.	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	1 Feb 2021 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2020/21 (THIRD QUARTER) This report provides a financial update on the council's capital programme (third quarter) and requests approval for budget variations to the capital programme.	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	1 Feb 2021 Reason: Budg/pol framework	The Housing Revenue Account 2021/22 Budget and Rent Increase This report covers the 2021/22 budget for the Council's homes - the annual Housing Revenue Account (HRA) budget. The report includes recommendations on the annual rent and tenant service charges increases.	Cabinet Member for Housing Ward(s): All Wards Contact officer: Danny Rochford Danny.Rochford@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	1 Feb 2021 Reason: Affects 2 or more wards	Emergency Planning & Business Continuity Cabinet Report A yearly summary of the Councils Emergency Planning and	Cabinet Member for the Environment 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

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		Business Continuity Activities	Contact officer: Denise Prieto Tel: 0208 753 2286 Denise.Prieto@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Resources				
Cabinet	1 Feb 2021 Reason: Affects 2 or more wards	Housing Strategy 2019 Report on the Council's new Housing Strategy	Cabinet Member for Housing Ward(s): All Wards Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	1 Feb 2021 Reason: Affects 2 or more wards	Grounds Maintenance on Housing Land Business Case and Consultation June Cabinet approved a Procurement Strategy for the tendering of Grounds Maintenance of Parks, Open Spaces and Housing Estates. It further noted that following consultation with residents and tenants in accordance with Section 105 of the Housing Act 1985 the strategy could change with respect to housing land. The report will advise the results of that consultation process and include and describe a business case to bring the service in-house. Cabinet will be asked to consider recommendations concerning the respective options of bringing the grounds maintenance service on housing land in-house or rather retaining it as Lot 2 in the wider Grounds Maintenance and Parks procurement.	Cabinet Member for Housing Ward(s): All Wards Contact officer: David McNulty David.McNulty@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	1 Feb 2021 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K	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 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	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	1 Feb 2021 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K	Procurement Strategy for 0-19 Public Health Nursing Services To approve the Procurement Strategy for the re-procurement of a single contract for the delivery of the health visiting and school nursing service from 1 September 2021	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Susan Hughes susan.hughes@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
CABINET - 19 April 2021				
Cabinet	19 Apr 2021 Reason: Affects 2 or more wards	Corporate Revenue Monitor Month 9 - 31st December 2020 Update on forecast outturn position at 31st December. Request for budget virements	Cabinet Member for Finance and Commercial Services Ward(s): All Wards Contact officer: Gary Ironmonger Tel: 020 8753 2109 Gary.Ironmonger@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.