

# Cabinet

## Agenda

**MONDAY**  
**19 APRIL 2021**  
**6.30 pm**

**THIS MEETING WILL  
BE HELD  
REMOTELY**

It will be streamed via  
YouTube on:

<https://youtu.be/OAke9DUSIJs>

**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**  
**09 April 2021**

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](http://www.lbhf.gov.uk/councillors-and-democracy)

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

### DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on item numbers **4-7** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Kayode Adewumi at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday 14 April 2021.**

### COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Tuesday 20 April 2021**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Friday 23 April 2021 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 23 April 2021**.

# Cabinet Agenda

19 April 2021

<u>Item</u>		<u>Pages</u>
1.	<b>MINUTES OF THE CABINET MEETING HELD ON 1 MARCH 2021</b>	5 - 7
2.	<b>APOLOGIES FOR ABSENCE</b>	
3.	<b>DECLARATION OF INTERESTS</b>	
<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.	<b>CORPORATE REVENUE MONITOR 2020/21 MONTH 9 - 31ST DECEMBER 2020</b>	8 - 55
5.	<b>APPROVAL TO COMMIT AND DRAW DOWN SECTION 106 RECEIPTS TO FUND ECONOMIC DEVELOPMENT ACTIVITY FOR FINANCIAL YEAR 2021/22</b>	56 - 70
6.	<b>DECARBONISATION OF SOCIAL HOUSING - INNOVATION PARTNERSHIP PROTOTYPE PHASE - ENERGIESPRONG WHOLE HOUSE RETROFIT</b>	71 - 82

7.	<b>APPROVAL OF QUEENSMILL SPECIAL SCHOOL ACADEMY CONVERSION</b>	83 - 94
8.	<b>FORWARD PLAN OF KEY DECISIONS</b>	95 - 128
9.	<b>DISCUSSION OF EXEMPT ELEMENTS (IF REQUIRED)</b>	

## **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 1 March 2021

## **PRESENT**

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

## **ALSO PRESENT**

Councillor Adronie Alford  
Councillor Victoria Brocklebank-Fowler  
Councillor Andrew Brown

## **1. MINUTES OF THE CABINET MEETING HELD ON 1 FEBRUARY 2021**

### **RESOLVED:**

That the minutes of the meeting of the Cabinet held on 1 February 2021 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

## **2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Sue Macmillan.

## **3. DECLARATION OF INTERESTS**

There were no declarations of interest.

**4. IMPROVING PRIVATE SECTOR HOUSING THROUGH DISCRETIONARY PROPERTY LICENSING**

Councillor Lisa Homan stated that the Council had two discretionary property licensing schemes which would expire in June 2022. These schemes required landlords of privately rented houses and flats which met the criteria of the schemes to apply to the Council for a licence for each property. This report requested approval for officers to conduct a public consultation with a view to re-designating both schemes from June 2022 for a further 5 years. There had been a number of improvements to the private rented sector achieved under the licensing schemes.

**AGREED UNANIMOUSLY BY CABINET:**

To agree that the Strategic Director for the Environment carry out the process of evidence gathering and public consultation in respect of the re-designation of the additional and selective licensing schemes.

**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. APPROVAL OF QUEENSMILL SPECIAL SCHOOL ACADEMY CONVERSION**

Councillor Larry Culhane informed that the paper on the agenda related to Queensmill Special School academy conversion. They were currently working with the school to ensure all aspects of the transfer were done correctly. As a result, this paper would be updated and come back to Cabinet for approval in April.

*This report was withdrawn from the agenda.*

**6. FORWARD PLAN OF KEY DECISIONS**

The Key Decision List was noted.

**7. DISCUSSION OF EXEMPT ELEMENTS (IF REQUIRED)**

There was no discussion of exempt elements.

Meeting started: 6.30 pm  
Meeting ended: 6.40 pm

Chair .....

# Agenda Item 4

## London Borough of Hammersmith & Fulham

**Report to:** Cabinet

**Date:** 19/04/2021

**Subject:** Corporate Revenue Monitor 2020/21 Month 9 – 31st December 2020

**Report of:** Councillor Max Schmid, Cabinet Member for Finance and Commercial Services

**Responsible Director:** Emily Hill, Director of Finance

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### Summary

This report provides an update on the revenue expenditure forecast for month 9 (December) 2020/21.

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### Recommendations

1. To approve the General Fund virements of £0.405m as detailed in appendix 9.
  2. To note the General Fund forecast overspend of £0.525m, of which £0.741m arises from the net impact of Covid-19. Excluding the impact of Covid-19 there is an underlying underspend of £0.216m.
  3. To note the Housing Revenue Account forecast underspend of £0.867m.
  4. To note the in-year Dedicated Schools Grant overspend of £3.076m.
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**Wards Affected:** All

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### H&F Priorities

Our Priorities	Summary of how this report aligns to the H&F Priorities
Being ruthlessly financially efficient	We need to always confirm that spend fits our council's priorities; challenge how much needs to be spent; and achieve results within agreed budgets. Finance is everyone's business and every penny counts.



## Financial Impact

A £0.525m overspend is forecast for the General Fund of which £0.741m arises from the net impact of Covid-19. Excluding the impact of Covid-19 there is an underlying underspend of £0.216m.

Mitigating action plans of £2.856m have been proposed by departments. If delivered, the forecast outturn position would be a favourable variance of a £2.331m underspend. However there remain significant risks to the need to incur additional expenditure as part of the Council's Covid-19 response and income losses in the remaining quarter of the financial year. In addition, there are risks that there may be pent up demand which is released as lockdown measures ease.

	<b>Forecast overspend £m</b>	<b>Forecast overspend after mitigating actions £m</b>
Current year – month 9 2020/21	0.525	(2.331)
Current year – month 6 2020/21	5.722	1.501
2019/20 outturn	6.885	6.885
Prior year – month 9 2019/20	10.691	7.771

Funding for the High Needs Block element of the Dedicated Schools Grant (DSG) continues to be under pressure with a cumulative overspend against the DSG allocation of £19.1m at 31 March 2020. For 2020/21, an increased grant allocation has reduced the expected in-year overspend however the forecast spend still exceeds the grant funding and an overspend of £3.1m is forecast in 2020/21. This will increase the cumulative deficit to £22.2m by March 2021 and require the council to set aside resources in a matching reserve.

For the Housing Revenue Account, a net underspend, after allowance for the impact of Covid-19, of £0.867m is forecast.

## Legal Implications

There are no legal implications for this report.

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Verified by Emily Hill, Director of Finance

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Position: Head of Law  
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## Background Papers Used in Preparing This Report

None

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## DETAILED ANALYSIS

### GENERAL FUND

1. An overspend of £0.525m is forecast at month 9 (December 2020). The forecast takes account of the balance of the unallocated contingency and confirmed Covid-19 grants, including an estimate of the income compensation scheme reported at departmental level. Additional risks of £2.450m are identified. Action is required to avoid these risks crystallising.

**Table 1 – Month 9 (December 2020) - General Fund forecast** (underspends are shown in brackets)

Department	Gross variance M9	Covid-19 variance M9	Non- Covid-19 net variance M9
	£m	£m	£m
Children's Services	1.880	1.122	0.758
The Economy Department	2.552	1.304	1.248
The Environment Department	3.244	3.712	(0.468)
Controlled Parking Account	5.045	5.422	(0.377)
Finance	(0.027)	0.000	(0.027)
Resources	0.388	1.264	(0.876)
Social Care	2.762	2.536	0.226
Centrally Managed Budgets	0.639	0.283	0.356
Corporate Covid-19 response costs inc PPE	3.250	3.250	
<b>Total</b>	<b>19.733</b>	<b>18.893</b>	<b>0.840</b>
Balance of unallocated contingency	(1.056)	0.000	(1.056)
Un-ringfenced Covid-19 Grant*	(18.152)	(18.152)	0.000
<b>TOTAL</b>	<b>0.525</b>	<b>0.741</b>	<b>(0.216)</b>

\*Total allocation £18.152m, £0.189m applied to COVID-19 costs incurred in 2019/20

2. The main elements of the Covid-19 expenditure are personal protective equipment, additional social care demand and financial support to the market, rough sleeping, mortuary provision and supporting social distancing. The Covid-19 variance set out in Table 1 is the net forecast after allowance has been made for specific grant funding allocations, partner contributions and off-setting expenditure reductions. This net variance will, in part, be met by un-ringfenced grant, currently £18.152m, provided by government.
3. As the country remains in lockdown and threats of new virus strains may require an increase the Council's test and trace efforts and to further unknown Covid-19 costs and revenue losses in the final quarter of the financial year.
4. The council's revenue income streams are also affected by Covid-19. For 2020/21, a Covid-19 income compensation scheme will operate for lost sales, fees and charges. Authorities must fund the first 5% of income loss but the government will fund 75% of the remaining loss (after allowance for any cost savings). Not all income qualifies, for example commercial rents are excluded as are incomes losses from council tax and business rates. The Council has submitted a claim for £8.947m to the end of December. The departmental forecasts allow for receipt of this grant.
5. The underlying position, net of the Covid-19 impact, is an underspend of £0.216m. As set out in Table 2 this is better than the month 6 forecast.

**Table 2 – Forecast variance excluding the impact of COVID-19**

Department	Revised budget £m	Forecast net variance Month 9 £m	Forecast net variance Month 6 £m	Direction of Travel
Children's Services	50.983	0.758	1.728	↑
The Economy Department	5.284	1.248	1.380	↑
The Environment Department	67.567	(0.468)	0.581	↑
Controlled Parking Account	(26.113)	(0.377)	(0.227)	↑
Finance	3.572	(0.027)	0.056	↑
Resources	4.622	(0.876)	(0.177)	↑
Social Care	55.412	0.226	0.675	↑
Centrally Managed Budgets	12.681	0.356	0.470	↑
<b>Total</b>	<b>174.008</b>	<b>0.840</b>	<b>4.486</b>	↑
Balance of unapplied unallocated contingency		(1.056)	(1.256)	↓
<b>TOTAL</b>		<b>(0.216)</b>	<b>3.230</b>	↑

6. Mitigating action plans of £2.856m have been identified which, if delivered, will reduce the forecast to an underspend to £2.131m. However, there are

significant risks to the delivery of these mitigations given the capacity of the council to manage these in current circumstances.

**Table 3: Summary of net forecast outturn variances after action plans**

Department	Net forecast outturn variance £m	Potential value of action plan mitigations £m	Forecast outturn variance after mitigations £m
Children's Services	0.758	0.000	0.758
The Economy Department	1.248	0.300	0.948
The Environment Department	(0.468)	0.496	(0.964)
Controlled Parking Account	(0.377)	1.850	(2.227)
Finance	(0.027)	0.000	(0.027)
Resources	(0.876)	0.000	(0.876)
Social Care	0.226	0.210	0.016
Centrally Managed Budgets	0.356	0.000	0.356
<b>Total</b>	<b>0.840</b>	<b>2.856</b>	<b>(2.016)</b>
Balance of unapplied unallocated contingency	(1.056)	0.000	(1.056)
Net Impact of Covid-19	0.741	0.000	0.741
	<b>0.525</b>	<b>2.856</b>	<b>(2.331)</b>

7. In addition to the direct impact of the costs of the Covid-19 response and lost income there are also risks of pent up demand which is released as lockdown measures ease which may lead to increased demand led expenditure.
8. Covid-19 will also result in lower council tax and business rates income. In accordance with local authority accounting regulations, and the requirement that Covid-19 losses should be spread over 3 years, this loss will not impact on the current year revenue budget. This has been factored in to the 2021/22 council tax and budget setting report.
9. Explanations for the main departmental variances are set out in Appendices 1 to 7.

## **HOUSING REVENUE ACCOUNT**

10. The Housing Revenue Account (HRA) forecast underspend is **£0.867m**. The main variances are detailed in Appendix 8. The HRA required a budgeted contribution from reserves and the general balance is forecast to reduce to £17.523m by the close of 2020/21 with a further budgeted reduction of £7.1m, to £10.4m, in 2021/22.

11. The HRA has also experienced additional Covid-19 costs and income losses as a result of Covid-19. No Covid-19 financial support has been provided by the government for the HRA.

**Table 4: Housing Revenue Account forecast outturn**

<b>Housing Revenue Account (General Reserve)</b>	<b>£m</b>
<b>Balance as at 31 March 2020</b>	<b>(24.580)</b>
Less: Budgeted appropriation from balances	7.924
Add: forecast underspend	(0.867)
<b>Balance as at 31st March 2021</b>	<b>(17.523)</b>

### **DEDICATED SCHOOLS GRANT (DSG)**

12. Dedicated schools grant (DSG) is paid in support of local authority schools and is the main source of income for the schools' budget. It is split between central expenditure and the individual schools' budget (ISB) in conjunction with the local schools' forum.
13. Funding for the High Needs Block (HNB) continues to be under pressure and the council had a cumulative overspend on the DSG of £19.1m at 31 March 2020. Whilst an increase in the HNB funding allocations has reduced the forecast annual deficit for 2020/21, a further HNB DSG overspend of £3.076m is forecast that will increase the cumulative deficit to £22.195m. Negotiations have completed with the Department for Education which have agreed an action plan and grant funding agreement to eliminate the cumulative deficit on the HNB of the DSG by 2024/25. Progress against the action plan and grant funding conditions will be monitored by the Council's High Needs Block Board.

**Table 5: Dedicated Schools Grant – High Needs Block deficit**

	<b>£m</b>
<b>DSG deficit brought forward from prior years</b>	<b>19.119</b>
In-year outturn deficit	3.076
<b>Deficit at the end of 2020/21</b>	<b>22.195</b>

### **GENERAL FUND RESERVES**

- 10 The latest forecast, in line with the agreed reserves strategy and action plan, is that the council will have uncommitted reserves and balances of £52.9m by the close of 2024/25. This includes allowance for the current year forecast overspend of £0.525m being funded from reserves.

### **VIREMENT AND WRITE OFF REQUESTS**

- 11 General Fund virements of £0.405m are proposed (appendix 9).

## **REASONS FOR DECISION**

- 12 To report the revenue expenditure forecast and comply with Financial Regulations.

## **EQUALITIES IMPLICATIONS**

- 13 As required by Section 149 of the Equality Act 2010, the council has considered its obligations regarding the Public-Sector Equality Duty and it is not anticipated that there will be any direct negative impact on groups with protected characteristics, as defined by the Act, from the adjustments to the budgets required because of this report.
- 14 If any such adjustments might lead to a service change and/ or changes in staffing structures that could have a negative impact on groups with protected characteristics, then a full Equality Impact Assessment will need to be carried out, detailing any mitigating actions against negative impact.

## **RISK MANAGEMENT IMPLICATIONS**

- 15 The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.
- 16 Covid-19 funding has been made available to the Council in tranches and compensation for loss of income grant. To date the settlement from HM Government has however fallen short to meet the financial impact to the Council including loss of income. A Covid-19 Board has been put into place providing assurance to the Strategic Leadership Team that a managed recovery takes place following the new year response maximising some of the benefits gained from increased productivity, efficiency, digital working and lower than anticipated sickness levels during Covid-19.
- 17 The characteristics of the pandemic mean that there remains considerable uncertainty in regard to the level of response required by councils in Greater London. Before the announcement of a latest national lockdown, Greater London was in Tier 4 (Very High) of the HM Government's Covid-19 alert levels. These measures are likely to result in an increase in support required for residents from Council services and its associated financial impact.

Implications verified/completed by Michael Sloniowski, Risk Manager, tell 020 8753 2587, mobile 07768 252703

**List of Appendices:**

<b>Appendix</b>	<b>Title</b>
Appendix 1	Children's Services
Appendix 1a	Dedicated Schools Grant (DSG)
Appendix 2	The Economy Department
Appendix 3	The Environment Department
Appendix 3a	Controlled Parking Account
Appendix 4	Finance
Appendix 5	Resources
Appendix 6	Social Care
Appendix 7	Centrally Managed Budgets
Appendix 8	Housing Revenue Account
Appendix 9	Virement Requests

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

<b>Table 1 - Forecast variance by subjective</b>			
<b>Subjective</b>	<b>Revised budget £000</b>	<b>Variance month 9 £000</b>	<b>Variance month 6 £000</b>
Employees	22,816	1,365	1,043
Premises-related expenditure	573	22	10
Transport-related expenditure	169	(86)	(11)
Supplies & services	8,524	760	627
Third party payments	50,653	181	37
Transfer payments (e.g. Housing Benefits, Schools funding transfers)	66,769	3,046	4,340
Support services (Internal Trading Services)	411	797	653
Items excluded from the cost of services (Debt management and Capital Charges)	0	0	0
Income	(104,330)	(4,205)	(4,501)
Non-controllable expenditure Technical Accounting Adjustments e.g. overhead redistribution)	5,429	0	0
<b>Total</b>	<b>51,014</b>	<b>1,880</b>	<b>2,199</b>

<b>Table 2 - Variance by departmental division</b>					
<b>Departmental division</b>	<b>Revised budget</b>	<b>Forecast variance month 9</b>	<b>Forecast variance month 6</b>	<b>Forecast variance due to Covid M9</b>	<b>Forecast variance (non - Covid) M9</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Children and Young People's Services	31,853	(291)	422	490	(781)
Education	10,867	1,190	1,013	487	703
Children's Commissioning	5,021	266	(25)		266
Children's Performance & Improvement	2,230	(35)	(1)	0	(35)
Director of Children's Services	1,043	751	791	145	606
School Funding	0	0	0		0
<b>TOTAL</b>	<b>51,014</b>	<b>1,880</b>	<b>2,199</b>	<b>1,122</b>	<b>758</b>



Table 3 - Variance analysis		
Departmental division	Month 9 £000	Month 6 £000
<b>Children and Young People's Services</b>		
<b><u>Placements</u></b> <p>Underspend due to additional government grant income for Staying Put (£105,000) and Unaccompanied Asylum Seeker Children (£650,000). The number of new entrants is lower than that modelled within the 2020/21 budget. The service has focused on supporting more young people to remain safely at home through effective and improved support to prevent entry to care. Tracking and monitoring arrangements are also improved to achieve early permanence for children, resulting in children spending less time in care. Costs are also reduced through an increase in our semi-independent block contract provision, reducing the need for more costly spot purchased placements.</p> <p>Case numbers may increase in the final months of the year, but they will have a small impact on the 2020/21 forecast as the placements model contains a forecast of £300,000 for new placements. Any increased placement need would have a significant impact on 2021/22 financial year expenditure.</p>	(1,736)	(1,028)
<b><u>Client Related Expenditure</u></b> <p>The forecast client transport overspend is £174,000. This is lower than previously forecast due to reduced travel during lockdown restrictions.</p> <p>Section 17 (child in need payments) are overspent by £141,000 and Section 23 (Looked After Children miscellaneous client non placement ) payments are £148,000 overspent. Other minor overspends on further allowances make up the balance of client related expenditure of £51,000.</p>	514	619
<b><u>Legal Costs</u></b> <p>The 2019/20 overspend on legal services was £580,000 and there is a greater pressure in 2020/21. Demand has increased over recent years and the budget has not kept pace. A working group has been set up and an expenditure reduction plan for legal is part of the department's 'recovery and budget planning' work. This is targeting a reduction of 3 care proceedings cases per year and a corresponding fall in spend of £75,000 per year to help reduce this budget pressure.</p>	850	700
<b><u>Assessments</u></b> <p>Family Assessments were £331,000 overspent in 2019/20. Demand for spot purchase assessments on top of the Multidisciplinary Family Assessment Service contract with the Tavistock and Portman NHS Foundation Trust are causing a 2020/21 overspend of £177,000. The forecast overspend has reduced following a decision to end the assessments contract and pursue a new delivery model. Proposals will be put forward for 2021/22.</p>	177	177

Table 3 - Variance analysis		
Departmental division	Month 9 £000	Month 6 £000
<b><u>Staffing</u></b> The department's agency review is ongoing and has led to monthly decreases in agency numbers since January 2020. Further reductions are built into the forecasts for the rest of the financial year.  A full departmental review of staffing is taking place. Once complete this will ensure some of the staffing overspend shown under the Director of Children's Services heading does not continue into 2021/22.	(22)	(18)
Other minor variance	(74)	(28)
<b>Children and Young People's Services Total</b>	<b>(291)</b>	<b>422</b>
<b>Education</b>		
<b><u>Travel Care and Support</u></b> The overspend is primarily due to significant demand, student number growth and longer journeys needed for pupils with complex medical needs and physical disabilities.  A review of funding sources has been undertaken. The service incurs direct payments to families to cover SEN transport costs. Under the Schools and Early Years Finance Regulations Schedule 2, this can be funded from the Dedicated Schools Grant (DSG), therefore £105,000 has been applied to the DSG which has contributed to the General Fund reduction. The service continues to re-negotiate rates due to the reduction of service due to the Covid-19 pandemic.  This is a demand led statutory service which saw an expenditure increase of 13% in 2019/20 and was predicting a further 14% increase in 2020/21 under normal circumstances. Approximately 25% of children with an Education and Health care plan (EHCP) require travel assistance. The service continues to experience increased demand for travel assistance due to the 6% increase in pupils with an EHCP from 2020 to 2021. There is an increase in demand on travel across and outside of the borough for pupils with more complex medical needs and physical disabilities resulting in an increase in unit costs. The overspend mitigated as a result of the Covid-19 pandemic is a one off in-year effect.  The service has delivered budget savings of £120,000 by identifying alternative pathways and step-down transition.	201	447
<b><u>The Haven Centre</u></b> The overspend is primarily due to staffing issues resulting in overtime being paid as a result of historic practices, long term sickness and performance issues.	699	489

Table 3 - Variance analysis		
Departmental division	Month 9 £000	Month 6 £000
<p>The Covid-19 pandemic has also increased staff and operational costs to ensure cover for lockdown requirements particularly as the service users are based at the centre full time. The January 2021 lockdown has increased Covid-19 related costs across the Haven and Stephen Wiltshire Centre to around £500,000.</p> <p>The service experiences volatility in income generated due to the uncertainty of out of Borough pupils remaining in the provision and getting firm agreement on health contributions. The income target was initially set at three beds for out of borough pupils. At period 9, there was one full time out of borough placement and one short-breaks placement. In total, there are five full time and two short-breaks placements. A new service delivery model is being put into place, the full effect of this restructure will not be seen until 2021/22.</p>		
<p><b><u>Children with disability placements - Short breaks and care packages</u></b></p> <p>The forecast overspend is primarily due to minor movements across the placement types.</p> <p>Since period 6, a review and agreement to formalise funding arrangements has been in train for children that may or may not be looked after by the local authority but have health, social care and or education related needs which can only be met through the provision of a placement in a specialist residential children's home or residential school.</p> <p>The review has clarified the use of the Dedicated Schools Grant (DSG) High Needs Block (HNB) under the School and Early Years Finance Regulations 2020 schedule 2 and ratified the apportionment of costs to the correct funding source.</p>	52	184
Other minor variances	238	(107)
<b>Education Total</b>	<b>1,190</b>	<b>1,013</b>
<b>Children's Commissioning</b>		
<p><b><u>Commissioned Children's and Youth Services</u></b></p> <p>A plan to deliver savings on commissioned Early Help, Children's Centres and Youth services over the medium term has been agreed. Cabinet approved an additional funding request of £750,000 and in year savings of £950,000. The current forecast is an overspend of £300,000 but further work is taking place to bring this back closer to budget by year end.</p>	300	112
<p><b><u>Commissioning Staffing.</u></b> A restructure has been approved and vacancies are being held while recruitment is underway.</p>	(34)	(137)
<b>Children's Commissioning Total</b>	<b>266</b>	<b>(25)</b>

Table 3 - Variance analysis		
Departmental division	Month 9 £000	Month 6 £000
<b>Children's Performance &amp; Improvement</b>		
A staffing underspend is forecast due to part year vacancies.	(35)	(1)
<b>Children's Performance &amp; Improvement Total</b>	<b>(35)</b>	<b>(1)</b>
<b>Director of Children's Services</b>		
Budget savings are loaded here and are to be redistributed across the service in 2021/22 as delivery plans are progressed. £145,000 of the overspend is attributed to Covid-19 as delivery plans have been delayed.	751	791
<b>Director of Children's Services Total</b>	<b>751</b>	<b>791</b>
<b>School Funding</b>		
Nil Variance	0	0
<b>School Funding Total</b>	<b>0</b>	<b>0</b>
<b>TOTAL VARIANCE</b>	<b>1,881</b>	<b>2,199</b>

Table 4 - Savings Delivery				
Dept	MTFS target	On track	Partially deliverable	Undeliverable
Children's Services	£000s	£000s	£000s	£000s
<b>Total MTFS Savings</b>	836	257	579	0
Schemes not on track	£000s	Reason		
Employee Savings	250	The employee savings have been brought into a wider staffing review which is underway and aiming to deliver the 2020/21 savings, resolve existing pressures on the department staffing budget and the 2021/22 savings required.		
Semi Independent Living Housing Strategy	200	Accommodation moves have been delayed due to Covid-19 restrictions. Partial delivery with moves taking place where safe and restrictions allow.		
Travel Care	129	Partial delivery is forecast in year with mitigation plans being drawn up.		

Table 5 - Key risks - detail items over £250,000		
Risk Description	Risk at month 9 £000	Risk at month 6 £000
Tower Hamlets Judgement risks are now considered low so have been removed.	0	2,100
<b>TOTAL RISKS MANAGED</b>	<b>0</b>	<b>2,100</b>

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

<b>Table 1 - Variance by departmental division</b>					
<b>Departmental division</b>	<b>Revised budget</b>	<b>Forecast variance month 9</b>	<b>Forecast variance month 6</b>	<b>Forecast variance due to Covid M9</b>	<b>Forecast variance (non-Covid) M9</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
High Needs Block Expenditure	23,756	3,074	3,457		3,074
Early Years Block Expenditure	16,882	15	15		15
Schools Block Expenditure	38,674	0	0		0
Central School Services Block Expenditure	3,878	(13)	86	95	(108)
DSG Income	(83,189)	0	0		0
<b>TOTAL</b>	<b>0</b>	<b>3,076</b>	<b>3,558</b>	<b>95</b>	<b>2,981</b>

<b>Table 2 - DSG Balances</b>			
<b>Departmental Division</b>	<b>Balance brought forward</b>	<b>Forecast variance month 9</b>	<b>Forecast year end balances month 9</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
High Needs Block	19,790	3,074	22,864
Schools Block	(605)	0	(605)
Early Years	(66)	15	(50)
Central School Services Block	(0)	(13)	(13)
<b>TOTAL</b>	<b>19,119</b>	<b>3,076</b>	<b>22,195</b>

<b>Table 3 - Variance analysis</b>		
<b>Departmental division</b>	<b>Month 9 £000</b>	<b>Month 6 £000</b>
<b>High Needs Block (HNB)</b> <i>(High Needs funding supports provision for children and young people with special educational needs from their early years to age 25 and in addition the Alternative Provision)</i>		
The forecast on Education, Health and Care Plan (EHCP) top-up costs forms the majority of the overspend. Since period 6 detailed work has improved the accuracy of the static placement model created to capture data for pupils with an EHCP being placed out of borough primarily in independent non maintained settings and for post 16 settings. This work has given more confidence in the forecast, but risks of incomplete data will	3,074	3,457

<b>Table 3 - Variance analysis</b>		
<b>Departmental division</b>	<b>Month 9 £000</b>	<b>Month 6 £000</b>
<p>remain until the introduction, in April 2021, of the SEND Case Management System with integrated finance workflow. There is a significant risk in the forecast with respect to prior year costs. Reconciliation of data to the ledger is complex but efforts are being made to ensure that purchase order and invoice payments are cross referenced to the static placement model.</p> <p>The forecast includes a favourable movement of £210,000 on Home Tuition costs and minor favourable movements on staffing budgets.</p> <p>A review of eligible HNB expenditure has identified that £90,000 of SENDIASS contract expenditure should be charged to general fund budgets. There has been substitute expenditure identified in the general fund relating to SEN transport direct payments which are eligible to be applied to the DSG under the School and Early Year Finance regulations 2020 Schedule 2. This has resulted in a forecast of £105,000 being included in the DSG HNB.</p> <p>An adverse movement of £312,000 is forecast regarding the non-recovery of Speech and Language Therapy income from other local authorities. This is due to data quality issues at the NHS trust which provides the service. If the income can be agreed there will be a benefit in the final 2020/21 outturn.</p> <p>The forecast for the Occupational Therapy service has increased by £115,000 due to the use of agency staff and the transition to the new service staffing structure recently approved from January 2021. The restructure assumes no recovery of income.</p> <p>The period 9 forecast also includes a liability of £592,000 for funding that could be owed to two Further Education (FE) colleges. £224,000 of this forecast relates to the final resolution of the FE impact/ export error for the Summer term 2020 and would be the maximum amount owing to the college for pupils above the commissioned local authority places. Final figures are expected from the college. The remaining liability of £368,000 relates to a historic issue on funding owed for void places as part of a Service Level Agreement</p>		
<b>High Needs Block Total Total</b>	<b>3,074</b>	<b>3,457</b>
<b>Early Years Block (Funding for Early Years including Two Year Old funding and Early Years Pupil Premium)</b>		
The Early Years DSG has a brought forward surplus balance of £66,000 from 2019/20 after the recovery of 2018/19 financial year deficit of £206,000. The DfE has recently updated the final	15	15

Table 3 - Variance analysis		
Departmental division	Month 9 £000	Month 6 £000
allocations for 2019/20 and a further £520,000 has been received due to increased entitlements in Spring term 2020. This surplus balance must be used to support Early Years settings in line with grant conditions.		
<b>Early Years Block Total</b>	<b>15</b>	<b>15</b>
<b>Schools Block</b> <i>(This budget of the DSG forms the core funding for mainstream maintained schools)</i>		
No variance forecast on Schools delegated or de-delegated budgets or those for maintained education functions.	0	0
<b>Schools Block Total</b>	<b>0</b>	<b>0</b>
<b>Central School Services Block</b> <i>(Funding for the Local Authorities ongoing responsibilities)</i>		
A forecast loss of income from Lilla Huset due to Covid-19 closures. The CSSB is budgeted to contribute to High Needs Block related expenditure of £461,000 in 2020/21.	(13)	86
<b>Central School Services Block Total</b>	<b>(13)</b>	<b>86</b>
<b>TOTAL VARIANCE</b>	<b>3,076</b>	<b>3,558</b>

Table 4 - Key risks - detail items over £250,000		
Risk Description	Risk at month 9 £000	Risk at month 6 £000
None		
<b>TOTAL RISKS MANAGED</b>	<b>0</b>	<b>0</b>



**APPENDIX 2: THE ECONOMY DEPARTMENT**  
**BUDGET REVENUE MONITORING REPORT MONTH 9**

<b>Table 1 - Forecast variance by subjective</b>			
<b>Subjective</b>	<b>Revised budget £000</b>	<b>Variance month 9 £000</b>	<b>Variance month 6 £000</b>
Employees	14,895	86	(216)
Premises-related expenditure	4,377	1,109	615
Transport-related expenditure	11	68	0
Supplies & services	3,627	(415)	113
Third party payments	18,936	1,230	567
Transfer payments (e.g. Housing Benefits, Schools funding transfers)	98	0	0
Support services (Internal Trading Services)	181	298	108
Items excluded from the cost of services (Debt management and Capital Charges)	0	0	0
Income	(28,442)	761	1,693
Non-controllable expenditure Technical Accounting Adjustments e.g. overhead redistribution)	(9,382)	5	(199)
<b>Total</b>	<b>4,301</b>	<b>3,142</b>	<b>2,681</b>

<b>Table 2 - Variance by departmental division</b>					
<b>Departmental division</b>	<b>Revised budget</b>	<b>Forecast variance month 9</b>	<b>Forecast variance month 6</b>	<b>Forecast variance due to COVID M9</b>	<b>Forecast variance (non - COVID) M9</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Housing Solutions	7,862	765	866	814	(49)
Place	85	0	0	0	0
Economic Development, Learning & Skills	439	209	178	209	0
Planning	1,291	1,542	1,714	285	1,257
Operations	(5,527)	672	(71)	586	86
Regeneration & Development	98	(46)	(6)	0	(46)
<b>TOTAL</b>	<b>4,248</b>	<b>3,142</b>	<b>2,681</b>	<b>1,894</b>	<b>1,248</b>
Covid-19 Income loss compensation		(590)		(590)	
<b>Revised Total</b>	<b>4,248</b>	<b>2,552</b>	<b>2,681</b>	<b>1,304</b>	<b>1,248</b>

<b>Table 3 - Variance analysis</b>		
<b>Departmental division</b>	<b>Month 9 £000</b>	<b>Month 6 £000</b>
<b>Housing Solutions</b>		
Although the forecast for average client numbers (959 units) is lower than budgeted (969 units) in Private Sector Leased (PSL) temporary accommodation schemes, the unit rent payments to landlords have increased, reflecting inflation on the Local Housing Allowance (LHA). This has resulted in a net overspend of £142,000. The forecast bad debt provision has reduced by (£298,000) (from a budget of 5.5% to a forecast of 3%, compared to 5% in CRM6) to reflect a sustained improvement in the collection rate.	(156)	50
Although there is a forecast reduction in average client numbers (from a budget of 90 clients to a forecast of 73) in short-term accommodation, higher out of hours (OOH) placements and pre-booking (from a budget of 4 per day on average to an actual of 14 per day on average to the end of December) has resulted in a net forecast overspend of £97,000. The forecast bad debt provision has reduced by (£79,000) (from budget of 10% to a forecast of 3%) to reflect an improvement in the collection rate.	18	15
An overspend on cost avoidance payments of £410,000 to Private Sector Leasing and Direct Letting landlords is expected this year (reduced from £600,000 in CRM4) in order to enable the Council to secure temporary accommodation properties. In addition, further spend of £450,000 is forecast for this year under a Cabinet approved plan to invest up to £900,000 from the Temporary Accommodation reserve to secure 300 additional private rented sector properties to prevent homelessness or enabling households to exit temporary accommodation.	410	350
Balance of Flexible Homelessness Support grant after allocating £2,589,000 to PSL and deducting an assumed £50,000 for Registered Providers.	(166)	(166)
Balance of Homelessness Reduction grant after allocating £394,000 to Housing Solutions and Preventions.	(174)	(174)
The provision of accommodation and supported housing to rough sleepers and clients needing to self-isolate as part of the Council's response to the Covid-19 pandemic is forecast to cost £1,615,000 which is partially offset by (£525,000) Housing Benefits received and (£324,000) grant from MHCLG plus £17,000 for the additional costs in managing increased activity within the out of hours service.	783	745
Other minor variances	50	46
<b>Housing Solutions Total</b>	<b>765</b>	<b>866</b>
<b>Economic Development, Learning &amp; Skills</b>		
An income shortfall from market traders of £270,100 is forecast due to the impact of Covid-19 on trading activity. Costs of £21,000 are projected on the hire of security wardens to enforce social distancing at the North End Road market. There is also	209	178

<b>Table 3 - Variance analysis</b>		
<b>Departmental division</b>	<b>Month 9 £000</b>	<b>Month 6 £000</b>
<p>an increase in Adult Learning Skills Service staffing costs of £19,000 associated with running the Community Aid Network.</p> <p>There is an additional £11,800 adverse variance for the Markets Street Trading service, relating to the Serco contract, plus a net £11,900 adverse variance relating to Markets staffing and running costs.</p> <p>The forecast overspends are partially offset by: (£14,200) additional income on the Townmead and Sullivan business estates, (£76,300) underspend on Economic Development staffing costs due to Section 106 funding, (£7,500) carried forward donations funding and (£5,800) underspend on the Mayor's Tea Dance (as this activity will not take place this financial year due to Covid-19) .</p>		
<b>Economic Development, Learning &amp; Skills Total</b>	<b>209</b>	<b>178</b>
<b>Planning</b>		
<p><b>Development Management</b> - A planning applications income shortfall of £1,141,000 is forecast due to the impact of Covid-19 and the wider economic slowdown. An overspend of £179,000 relates to exceptional costs for counsel, legal and other specialist advice on a number of specific applications and £57,000 relates to professional consultancy cost overspend. In addition, a review of existing debtors has resulted in a forecast increase in the bad debt provision of £260,000. This is partly offset by a favourable staffing variance of (£116,000) as a result of an ongoing recruitment process.</p>	1,806	1,996
<b>Planning Management</b>	7	4
<p><b>Spatial Planning</b> - (£41,000) relates to staffing vacancies due to an ongoing recruitment process following a restructure. In addition, (£230,000) relates to unbudgeted GLA Housing Capacity grant funding received.</p>	(271)	(286)
<b>Planning Total</b>	<b>1,542</b>	<b>1,714</b>
<b>Operations</b>		
Valuation Services: minor variance	(5)	(56)
Rent and Other Properties: Income in excess of budget (includes the acquisition of Farm Lane and Gibbs Green School).	(109)	(26)
Property Transformation Team: Posts are currently unfunded as no income was identified. Recruitment has now occurred so noted as a variance, 75% to GF (£30,000) and 25% to HRA.	30	0
Minor overspend on salaries	2	11
Facilities Management (FM) overspend made up of DLO Hard Services £240,000, under recovered income on Lilla Huset £45,000, £51,000 overspend on agency and £5,000 various	168	168

Table 3 - Variance analysis		
Departmental division	Month 9 £000	Month 6 £000
minor costs. Offset by underspend of -£173,000 from vacancies in DLO Soft Services.		
Increased Covid-19 spend on distancing measures to offices, additional cleaning staff and deep cleaning of corporate buildings.	586	586
<b>Operations Total</b>	<b>672</b>	<b>683</b>
<b>Regeneration &amp; Development</b>		
There is an expected (£31,000) underspend on GF Development team staff costs due to more time being spent on revenue activities in HRA than budgeted for.	(46)	(6)
<b>Regeneration &amp; Development Total</b>	<b>(46)</b>	<b>(6)</b>
<b>TOTAL VARIANCE</b>	<b>3,142</b>	<b>3,435</b>

Table 4 - Savings Delivery				
Dept	MTFS target	On track	Partially deliverable	Undeliverable
	£000s	£000s	£000s	£000s
<b>Total MTFS Savings</b>	758	758	0	0
<b>Schemes not on track</b>	£000s	Reason		

Table 5 - Key risks - detail items over £250,000		
Risk Description	Risk at month 9 £000	Risk at month 6 £000
Increase in bad debt provision on Temporary Accommodation (rent arrears because of reductions in personal income due to Covid-19.	100	200
There is a risk of a further increase in the number of households in Temporary Accommodation - based on an additional 100 households this year above the current forecast.	138	275
Inflationary pressures on Temporary Accommodation landlord costs, based on an extra 1.5% rental inflation above the current forecast.	100	200
Homelessness Reduction Bill - increase in households in temporary accommodation - extra 70 households this year above the current forecast.	100	200
Townmead and Sullivan Workshops commercial rents: a potential shortfall in rent income of £66,000 received from tenants as a result of business uncertainty and possible liquidation of businesses as a result of the Covid-19 pandemic is now expected	0	145

<b>Table 5 - Key risks - detail items over £250,000</b>		
<b>Risk Description</b>	<b>Risk at month 9 £000</b>	<b>Risk at month 6 £000</b>
to be fully covered by the Bad Debt provision held on the balance sheet.		
Adult Learning Skills Service course fees: the latest expected reduction in income due to a fall in student volumes as a result of Covid-19 is £508,000 offset by reductions in expenditure of £314,300. This net under-recovery of income of £194,000 will be funded from ALSS reserves this year. This will reduce the reserve to £313,000 by the end of this financial year and any further overspend on ALSS next year above this remaining level of reserves would result in a charge to the General Fund.	0	157
<b>Planning</b> - There is an ongoing risk of an overspend against the budget due to potential costs associated with judicial reviews and major planning appeals including additional work to support the Hammersmith Town Centre supplementary planning document.	200	200
<b>Regeneration &amp; Development</b> - There is a S106 request to fund development feasibility costs (including costs relating to the setting up of a housing company) which is awaiting confirmation. If there is no available funding, this will become an additional revenue pressure.	30	0
<b>TOTAL RISKS MANAGED</b>	<b>668</b>	<b>1,377</b>

<b>Supplementary monitoring information</b>
The forecast outturn for <b>Housing Solutions</b> of a £765,000 overspend includes pressures due to Covid19 of £800,000.
In November, the service received 189 homelessness enquiries, an increase of 15 in comparison with the same period last year. However, only 69 homelessness applications were made - a significant reduction on the same period last year. In December 152 homeless enquiries were received, with 42 homelessness applications. There has been no significant difference in enquiries in comparison with the same period last year though enquiries have been more complex due to increased support required for singles. The impact of the Government's suspension on eviction has resulted in a reduction in homelessness applications, particularly from households composed of families.
<p><b>Planning income</b> in recent years has fluctuated between £3.6m (2018/19), £2.3m (2019/20) and is currently forecast to reach £2.2m in 2020/21, some £1.5m short of the budget.</p> <p>The inherent volatility of planning income means it is difficult to predict future income expectations due to several factors including:</p> <ul style="list-style-type: none"> <li>• COVID-19 impact on wider economy and on delays in construction projects</li> <li>• Changes to the statutory charging schedule</li> <li>• Economic factors such as the impact of Brexit, concerns about economic recession on developer/ investor confidence and planning activity.</li> <li>• Changes in legislation e.g. permitted development rights, Planning Performance Agreement regulation</li> <li>• Changes to pre-application charging fees and Planning Performance Agreement</li> </ul>

### Supplementary monitoring information

templates

- Local and wider market conditions
- Availability of development sites in the borough
- Developers by-passing the pre-application process as it is not compulsory
- Developers may be less likely to fund Planning Performance Agreements
- Government schemes to encourage house building, including grant schemes
- Developers' responding to current and pipeline housing supply in borough (they don't want to flood the local market)
- Adverse weather conditions, and delays in supply chains, delaying construction pipeline

The forecast outturn included in Table 2 includes the receipt of service-specific government grants to provide the Council with financial support due to Covid-19. Allowance is also made, based on the December return for Covid-19 grant receivable of £0.590m regarding lost income. The income loss for adult learning course fees is currently shown as a call against reserves so any monies received from Government for income losses will reduce the call on this reserve and will not change the forecast variance.

The Council has secured £105,000 of one-off funding through the Greater London Authority (GLA) Adult Education Budget (AEB) fund. This funding will be used by the **Adult Learning & Skills service** to contribute to the borough's Covid-19 recovery through providing skills interventions, high value courses for 19-year olds and sector-based work academies. The funding will cover spend in this academic year (1st August 2020 to 31st July 2021) and will be received upon validation of spend in line with the grant terms. £40.7k of the total grant has been received to date, covering August to November 2020. A virement request is included in Appendix 10 to reflect the new funding and proposed expenditure.

The Council has identified communal facility works that are required for tenants at the **Sullivan business estate**. The spend for the required works sums to £19,600 and it is proposed to fund this from a drawdown from the relevant earmarked reserve (which has a current balance of £26,045).

**APPENDIX 3: THE ENVIRONMENT DEPARTMENT**  
**BUDGET REVENUE MONITORING REPORT MONTH 9**

<b>Table 1 - Forecast variance by subjective</b>			
<b>Subjective</b>	<b>Revised budget £000</b>	<b>Variance month 9 £000</b>	<b>Variance month 6 £000</b>
Employees	21,762	985	1,499
Premises-related expenditure	5,250	402	161
Transport-related expenditure	858	(31)	(37)
Supplies & services	16,442	(131)	297
Third party payments	23,848	2,371	1,720
Transfer payments (e.g. Housing Benefits, Schools funding transfers)	260	0	0
Support services (Internal Trading Services)	0	307	156
Items excluded from the cost of services (Debt management and Capital Charges)	14,529	(2)	(1)
Income	(26,933)	778	399
Non-controllable expenditure Technical Accounting Adjustments e.g. overhead redistribution)	11,623	0	0
<b>Total</b>	<b>67,640</b>	<b>4,679</b>	<b>4,195</b>

<b>Table 2 - Variance by departmental division</b>					
<b>Departmental division</b>	<b>Revised budget</b>	<b>Forecast variance month 9</b>	<b>Forecast variance month 6</b>	<b>Forecast variance due to Covid M9</b>	<b>Forecast variance (non - Covid) M9</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Public Realm	35,929	2,341	2,152	2,659	(318)
Safer Neighbourhoods & Regulatory Services	8,760	578	702	525	53
Leisure, Sport and Culture	7,449	936	898	1,263	(327)
Resident Services	15,541	825	444	700	125
Executive and Support	(39)	0	0	0	0
<b>Total</b>	<b>67,640</b>	<b>4,679</b>	<b>4,195</b>	<b>5,147</b>	<b>(468)</b>
Covid-19 Income recovery grant	0	(1,435)	0	(1,435)	0
<b>Revised Total</b>	<b>67,640</b>	<b>3,244</b>	<b>4,195</b>	<b>3,712</b>	<b>(468)</b>

<b>Table 3 - Variance analysis</b>		
<b>Departmental division</b>	<b>Month 9 £000</b>	<b>Month 6 £000</b>
<b>Public Realm</b>		
Highways - unbudgeted enforcement of social distancing in parks and open spaces (Covid-19 response), provided by the highways contractor.	692	392
Highways - unbudgeted cycle lane works to aid social distancing (Covid-19 response). Funding request submitted to	939	939

<b>Table 3 - Variance analysis</b>		
<b>Departmental division</b>	<b>Month 9 £000</b>	<b>Month 6 £000</b>
Transport for London but not yet confirmed.		
Highways / Street Enforcement - other unbudgeted Covid-19 related costs, mostly relating to social distancing measures	92	53
Highways - underspend on general maintenance.	(100)	(100)
Commercial waste - includes £528,000 net income shortfall relating to Covid-19 business closures and £36,000 loss of income following decant from Hammersmith Town Hall.	869	608
Waste disposal - includes £165,000 estimated increase in domestic waste tonnages resulting from Covid-19, as more people at home are producing more waste.	221	186
Delayed implementation of waste contract savings due to Covid-19.	243	291
Unconfirmed s.106 contribution for Environmental Quality.	85	60
Temporary Traffic Orders overachievement.	(92)	(24)
Savings budget underspend.	(147)	(147)
Other net variances (including income from utilities for works to the road network)	(461)	(106)
<b>Public Realm Total</b>	<b>2,341</b>	<b>2,152</b>
<b>Safer Neighbourhoods and Regulatory Services</b>		
Building control - net income shortfall due to a reduction in demand for chargeable works. Assumes outturn in line with last year. Service being reviewed to assess potential for income growth and closer alignment of income and expenditure.	224	133
Community Safety - enforcement of social distancing in parks and open spaces (Covid-19 response), provided by Parks security and enforcement contractor. Reimbursement of £120,000 now received.	69	189
S.106 for CCTV confirmed.	0	120
Emergency Planning - budget pressure due to partial budget growth for enhanced team and decision to maintain existing emergency response rota cover (prior year saving not fully achieved).	50	49
Regulatory Services - expected loss of income and expenditure incurred due to Covid-19 (business disruption mostly due to inability to access properties and business premises to carry out inspections and treatments and social distancing)	365	288
Noise and Nuisance - net ongoing loss of gas safety checking income following service in-sourcing by housing, overspend on staffing costs due to 24/7 enhancement service and overspend on equipment/out of hours telephony system.	199	95
Technical Services - staffing underspend due to posts held vacant.	(113)	(115)
Other smaller net variances.	(216)	(58)
<b>Community Safety and Regulatory Services Total</b>	<b>578</b>	<b>701</b>



<b>Table 3 - Variance analysis</b>		
<b>Departmental division</b>	<b>Month 9 £000</b>	<b>Month 6 £000</b>
<b>Leisure, Sport and Culture</b>		
Cancelled events due to Covid-19 lockdown requirements.	242	242
Cancelled filming due to Covid-19 lockdown requirements.	28	13
Events in parks income shortfall, due mostly to Member preference to restrict the number of large events in parks (mostly funfairs and circuses).	43	43
Filming income shortfall - no longer able to be offset by underspends elsewhere in the department.	95	95
Events - Alternative income generating proposals being progressed but not likely to be delivered in 2020/21 due to the impact of Covid-19 on the events sector.	100	100
Cancelled Boat Race due to Covid-19.	45	45
Civic Services - net staffing and administration underspends	(127)	(87)
Libraries - libraries income target and net loss of income during period of library closure relating to Covid-19	139	114
Libraries - planned contractual /restructure change (dependent on recruitment)	(328)	(208)
Parks - delayed saving for better procurement in parks	50	50
Leisure contract - income shortfall due to deferment of contractual income during period of leisure centre closure, related to Covid-19	399	198
Sports bookings contract - income shortfall due to deferment of contractual income during period of no bookings in parks, related to Covid-19	356	236
Other smaller net variances, including pay award shortfall and PPE	(106)	57
<b>Leisure, Sport and Culture Total</b>	<b>936</b>	<b>898</b>
<b>Resident Services</b>		
Additional staff costs in Revenues, Benefits and Customer Contacts related to Covid-19 increased service demand (£254,000), partially offset by expected Covid-19 related New Burdens funding (-£170,000).	88	88
Delayed staffing savings from the Resident Experience and Access Programme business case following Covid-19 related service changes and impact on service demand. New directorate service staffing structure implemented in November.	379	466
Council Tax collections halted due to Covid-19	547	0
Reduced Out of Hours Call Centre cost	(72)	(72)
Staffing underspend due to reduced hours / vacancies	(37)	(37)
Other smaller net variances	(79)	(1)
<b>Resident Services Total</b>	<b>826</b>	<b>444</b>
<b>Executive and Support</b>		
	0	0
<b>Executive and Support Total</b>	<b>0</b>	<b>0</b>

Table 3 - Variance analysis		
Departmental division	Month 9 £000	Month 6 £000
<b>TOTAL VARIANCE</b>	<b>4,680</b>	<b>4,194</b>

Table 4 - Savings Delivery				
Dept	MTFS target	On track	Partially deliverable	Undeliverable
	£000s	£000s	£000s	£000s
Total Savings	224	50	174	0
Schemes not on track	£000s	Reason		
New Leisure Contract	174	Fixed contractual income deferred due to Covid-19 related Leisure Centre closure (£75,000 deliverable and £99,000 at risk)		

Table 5 - Key risks - detail items over £250,000		
Risk Description	Risk at month 9 £000	Risk at month 6 £000
Delivery plan for new in-year staff saving not yet confirmed	0	310
Officer time charge income may not be achievable as TfL have withdrawn funding for LIP programme, Safer Cycle Pathway and reduced resources going into Hammersmith Bridge.	1,000	1,000
Pay award gap	0	190
Climate Change Team funding from reserves	522	202
Grant to Leisure Contractor (Greenwich Leisure) - Repayable grant (from reserves) - £156,000 already paid. Grant bid made to mitigate loss from the National Leisure Recovery Fund.	0	250
<b>TOTAL RISKS BEING MANAGED</b>	<b>1,522</b>	<b>1,952</b>

**APPENDIX 3A: CONTROLLED PARKING ACCOUNT**  
**BUDGET REVENUE MONITORING REPORT MONTH 9**

<b>Table 1 - Forecast Variance by Subjective</b>			
<b>Subjective</b>	<b>Budget £000's</b>	<b>Variance Month 9 £000's</b>	<b>Variance Month 6 £000's</b>
Employees	6,592	(93)	(115)
Premises-related expenditure	74	0	0
Transport-related expenditure	4	0	0
Supplies & services	636	0	0
Third party payments	2,898	(284)	(112)
Transfer payments (e.g. Housing Benefits, Schools funding transfers)	0	0	0
Support services (Internal Trading Services)	315	0	0
Items excluded from the cost of services (Debt management and Capital Charges)	0	0	0
Income	(39,695)	5,422	11,151
Non-controllable expenditure Technical Accounting Adjustments e.g. overhead redistribution)	3,562	0	0
<b>Total</b>	<b>(25,614)</b>	<b>5,045</b>	<b>10,924</b>

<b>Table 2 - Variance by Departmental Division</b>					
<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Forecast Variance Month 9</b>	<b>Forecast Variance Month 6</b>	<b>Forecast Variance due to Covid M9</b>	<b>Forecast Variance (non - Covid) M9</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Controlled parking income	(39,695)	5,422	11,151	5,422	0
Controlled Parking Account expenditure	14,081	(377)	(227)	0	(377)
<b>TOTAL</b>	<b>(25,614)</b>	<b>5,045</b>	<b>10,924</b>	<b>5,422</b>	<b>(377)</b>

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 9 £000</b>	<b>Month 6 £000</b>
<b>Controlled Parking Income</b>		
Permits – income shortfall	176	171
Suspensions - lower forecast compared to previous period due to second national lockdown.	1,009	765
Pay & Display - the forecast has been lowered due to the second national lockdown.	5,633	3,090
Penalty Charge Notice (PCN) Income - the forecast has been decreased due to the second national lockdown. This is offset slightly by the implementation of automated CCTV cameras which is expected to increase the effectiveness of monitoring	8,912	7,125

Table 3 - Variance Analysis		
Departmental Division	Month 9 £000	Month 6 £000
offences.		
Government grant for loss of income - the government has agreed to cover 75% of income lost after deducting 5% of budgeted income. The Parking budget at the beginning of the financial year was £39.745m. 5% of this total is £1.987m. £15.730m of lost income minus £1.987m equals £13.743m. The grant therefore is £10.308m. Currently up to July £4.02m has been claimed and £6.288m is to be claimed from August through to March 2021.	(10,308)	0
<b>Controlled Parking Income Total</b>	<b>5,422</b>	<b>11,151</b>
Controlled Parking Expenditure		
Employees - this change is due to the payment in November of the pay raise due in April which has been offset by the postponement of recruitment to vacant posts.	(93)	(115)
Third party payments - underspend for the Ringo contract of £229,000 due to the reduction of pay and display usage. The remaining £55,000 is due to the pause on debt registrations at TEC for the duration of the national lockdown which is expected to last until March.	(284)	(112)
<b>Controlled Parking Expenditure Total</b>	<b>(377)</b>	<b>(227)</b>
<b>TOTAL VARIANCE</b>	<b>5,045</b>	<b>10,924</b>

Table 4 - Savings Delivery				
Dept	MTFS Target	On Track	Partially Deliverable	Undeliverable
	£000s	£000s	£000s	£000s
<b>Total MTFS Savings</b>	750	750		
<b>Schemes not On Track</b>	£000s	Reason		

Table 5 - Key Risks - Detail Items Over £250,000		
Risk Description	Risk At Month 9 £000	Risk At Month 6 £000
Potential reduction in collection of previous years debt.	111	0
<b>TOTAL RISKS MANAGED</b>	<b>111</b>	<b>0</b>

**APPENDIX 4: FINANCE**  
**BUDGET REVENUE MONITORING REPORT MONTH 9**

<b>Table 1 - Forecast variance by subjective</b>			
<b>Subjective</b>	<b>Revised budget £000</b>	<b>Variance month 9 £000</b>	<b>Variance month 6 £000</b>
Employees	6,706	(109)	56
Premises-related expenditure	0	0	0
Transport-related expenditure	2	(2)	0
Supplies & services	2,460	22	0
Third party payments	10	(8)	0
Transfer payments (e.g. Housing Benefits, Schools funding transfers)	0	0	0
Support services (Internal Trading Services)	(46)	46	0
Items excluded from the cost of services (Debt management and Capital Charges)	0	0	0
Income	(546)	24	0
Non-controllable expenditure Technical Accounting Adjustments e.g. overhead redistribution)	(4,877)	0	0
<b>Total</b>	<b>3,709</b>	<b>(27)</b>	<b>56</b>

<b>Table 2 - Variance by departmental division</b>					
<b>Departmental division</b>	<b>Revised budget</b>	<b>Forecast variance month 9</b>	<b>Forecast variance month 6</b>	<b>Forecast variance due to COVID M9</b>	<b>Forecast variance (non - COVID) M9</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Assurance, Programmes & Analytics	991	180	201	0	180
Audit, Fraud, Risk and Insurance	1,036	(7)	17	0	(7)
Chief Executives Office	547	(91)	(61)	0	(91)
Finance	3,976	(109)	(101)	0	(109)
Managed Services	2,036	0	0	0	0
<b>SUB -TOTAL</b>	<b>8,586</b>	<b>(27)</b>	<b>56</b>	<b>0</b>	<b>(27)</b>
Departmental non-controllable budgets	(4,834)				
<b>TOTAL</b>	<b>3,752</b>	<b>(27)</b>	<b>56</b>	<b>0</b>	<b>(27)</b>

Table 3 - Variance analysis		
Departmental division	Month 9 £000	Month 6 £000
<b>Assurance, Programmes &amp; Analytics</b>		
Assurance, Programmes & Analytics - The Business Intelligence (BI) service is forecasting a pressure on staffing costs mainly due to unfunded posts and additional resource brought in to address critical roles required to meet organisational demand, which includes the delivery of several key statutory reports. The BI team continues to deliver financial benefits across the council in excess of total service cost. The overspend is partially offset by forecast underspends on held vacancies within the Programme Management Office.	180	201
<b>Assurance, Programmes &amp; Analytics Total</b>	<b>180</b>	<b>201</b>
<b>Audit, Fraud, Risk and Insurance</b>		
Small staffing underspends	(7)	17
<b>Audit, Fraud, Risk and Insurance Total</b>	<b>(7)</b>	<b>17</b>
<b>Chief Executives Office</b>		
Staffing budget underspends	(91)	(61)
<b>Chief Executives Office Total</b>	<b>(91)</b>	<b>(61)</b>
<b>Finance</b>		
Underspend on staffing budgets across the service due to staff vacancies	(109)	(101)
<b>Finance Total</b>	<b>(109)</b>	<b>(101)</b>
<b>Managed Services</b>		
	0	0
<b>Managed Services Total</b>	<b>0</b>	<b>0</b>
<b>TOTAL VARIANCE</b>	<b>(27)</b>	<b>56</b>

Table 4 - Savings Delivery				
	MTFS Target	On Track	Partially Deliverable	Undeliverable
	£000s	£000s	£000s	£000s
<b>Total MTFS Savings</b>	544	544		
<b>Schemes not on track</b>	<b>£000s</b>	<b>Reason</b>		

Table 5 - Key risks - detail items over £250,000		
Risk Description	Risk at month 9 £000	Risk at month 6 £000

Table 5 - Key risks - detail items over £250,000		
Risk Description	Risk at month 9 £000	Risk at month 6 £000
None		
<b>TOTAL RISKS MANAGED</b>	<b>0</b>	<b>0</b>

**APPENDIX 5: RESOURCES**  
**BUDGET REVENUE MONITORING REPORT MONTH 9**

Table 1 - Forecast variance by subjective			
Subjective	Revised budget £000	Variance month 9 £000	Variance month 6 £000
Employees	13,012	(555)	(704)
Premises-related expenditure	196	(1)	7
Transport-related expenditure	16	(12)	(12)
Supplies & services	12,516	(540)	133
Third party payments	435	3	4
Transfer payments (e.g. Housing Benefits, Schools funding transfers)	0	0	0
Support services (Internal Trading Services)	29	1,712	1,472
Items excluded from the cost of services (Debt management and Capital Charges)	0	0	0
Income	(7,872)	(218)	0
Non-controllable expenditure Technical Accounting Adjustments e.g. overhead redistribution)	(13,279)	0	0
<b>Total</b>	<b>5,053</b>	<b>389</b>	<b>900</b>

Table 2 - Variance by departmental division					
Departmental division	Revised budget	Forecast variance month 9	Forecast variance month 6	Forecast variance due to COVID M9	Forecast variance (non - COVID) M9
	£000	£000	£000	£000	£000
Communications and Communities	567	601	569	300	301
Democratic services, Coroners & Mortuaries	2,260	649	544	818	(169)
Digital Services	12,965	(780)	(311)	120	(900)
Legal Services	(460)	(150)	0	0	(150)
Members Support	264	66	58	17	49
Transformation, Talent & Inclusion	2,391	9	41	9	0
Procurement	343	(7)	(1)	0	(7)
<b>TOTAL</b>	<b>18,330</b>	<b>388</b>	<b>900</b>	<b>1,264</b>	<b>(876)</b>
Departmental non-controllable budgets	(13,277)				
<b>Revised Variance</b>	<b>5,053</b>	<b>388</b>	<b>900</b>	<b>1,264</b>	<b>(876)</b>



<b>Table 3 - Variance analysis</b>		
<b>Departmental division</b>	<b>Month 9 £000</b>	<b>Month 6 £000</b>
<b>Communications and Communities</b>		
Communications - The forecast overspend is due to additional expenditure on Covid-19 signposting, an underachievement of traded income within the print service and unachieved savings. It should be noted that a restructure of the service to resolve the historical savings position was completed in December 2020, and budgets have been realigned to reflect current traded position.	601	569
<b>Communications and Communities Total</b>	<b>601</b>	<b>569</b>
<b>Democratic services, Coroners &amp; Mortuaries</b>		
Democratic services, Coroners & Mortuaries - Overspend in response to the Covid-19 outbreak. This is partially mitigated by underspends in governance and coronial services.		
In line with current Public Health and medical information, the Public Mortuary has seen a rise in caseload, and in response has increased capacity and resource to provide additional resilience to the service, resulting in an increase in cost from month 6.	649	544
<b>Democratic services, Coroners &amp; Mortuaries Total</b>	<b>649</b>	<b>544</b>
<b>Digital Services</b>		
Digital Services - The planned network disaggregation programme has now been placed on hold pending further review, resulting in a reduction of the forecast position from month 6. There have been renegotiations with suppliers on several key business application contracts and a new programme approach to future contract awards which has resulted in a forecast reduction of contract costs within the service. There have also been further cost reductions from decommissioning of network servers and a decrease in print volumes as council offices have been largely vacant due to the Covid-19 outbreak.	(780)	(311)
<b>Digital Services Total</b>	<b>(780)</b>	<b>(311)</b>
<b>Legal Services</b>		
Legal Services - Completion of external projects has resulted in larger than expected one off income receipts in this financial year.	(150)	0
<b>Legal Services Total</b>	<b>(150)</b>	<b>0</b>
<b>Members Support</b>		
Small overspends on staffing budgets.	66	58
<b>Members Support Total</b>	<b>66</b>	<b>58</b>

Table 3 - Variance analysis		
Departmental division	Month 9 £000	Month 6 £000
<b>Transformation, Talent &amp; Inclusion</b>		
Small overspend on staffing related expenses.	9	41
<b>Transformation, Talent &amp; Inclusion Total</b>	<b>9</b>	<b>41</b>
<b>Procurement</b>		
Procurement - Small underspends on staffing budgets	(7)	(1)
<b>Procurement Total</b>	<b>(7)</b>	<b>(1)</b>
<b>TOTAL VARIANCE</b>	<b>388</b>	<b>900</b>

Table 4 - Savings Delivery					
		MTFS target	On track	Partially deliverable	Undeliverable
		£000s	£000s	£000s	£000s
Total MTFS Savings		300	300		
Schemes not on track	£000s	Reason			

Table 5 - Key risks - detail items over £250,000		
Risk Description	Risk at month 9 £000	Risk at month 6 £000
None		
<b>TOTAL RISKS MANAGED</b>	<b>0</b>	<b>0</b>

**APPENDIX 6: SOCIAL CARE**  
**BUDGET REVENUE MONITORING REPORT MONTH 9**

Table 1 - Forecast variance by subjective			
Subjective	Revised budget £000	Variance month 9 £000	Variance month 6 £000
Employees	13,658	(219)	40
Premises-Related Expenditure	552		
Transport-Related Expenditure	49		
Supplies & Services	1,061	(17)	
Third Party Payments	73,457	(207)	635
Transfer Payments	12,336		
Support Services	4		
Items Excluded from the Cost of Services	0		
Income	(54,098)	669	
Corporate Charges (SLAs and Capital Charges)	8,449		
<b>Total</b>	<b>55,468</b>	<b>226</b>	<b>675</b>
Net COVID-19 cost		2,536	5,205
<b>Revised Total</b>	<b>55,468</b>	<b>2,762</b>	<b>5,880</b>

Table 2 - Variance by departmental division					
Departmental division	Revised budget	Forecast variance month 9	Forecast variance month 6	Forecast variance due to COVID M9	Forecast variance (non - COVID) M9
	£000	£000	£000	£000	£000
Quality, Safety & Performance	20,805	(1,223)	(936)		(1,223)
Learning Disability, Mental Health and In-House Services	22,414	1,492	1,587		1,492
Commissioning	6,200	(26)	25		(26)
Resources	5,529	0	0		
Social Care Directorate	535	(17)	0		(17)
Public Health	(14)	0	0		
<b>TOTAL</b>	<b>55,469</b>	<b>226</b>	<b>676</b>	<b>0</b>	<b>226</b>
Social Care Covid-19 costs	0	6,384	5,205	6,384	
Specific Covid-a9 Grants and Partner Contributions		(3,848)		(3,848)	
<b>Revised Total</b>	<b>55,469</b>	<b>2,762</b>	<b>5,881</b>	<b>2,536</b>	<b>226</b>

Table 3 - Variance analysis
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Departmental division	Month 9 £000	Month 6 £000
<b>Quality, Safety &amp; Performance</b>		
The forecast is caveated due to the many uncertainties arising from the ongoing impact of Covid-19. These include the financial pressures resulting from the policy of discharging residents as early as possible from hospital and preventing residents from unnecessary admission into hospital. This leads to an increase in home care costs for the Council. This is a demand pressure which continues until a national policy decision is reached about how to fund adult social care. Overall, this Division is projecting a (£1,223,000) underspend with the main reasons due to the full year effect of 54 net reductions in placements costs due to Covid-19 deaths in care homes which amounts of (£1,291,000) and a further improved social care management system. This is partly offset by a net income shortfall of £669,000 in placements for the same reasons. The other main variances are in Direct Payments with 9 fewer residents (£400,000) and PFI homes (£389,000). There continues to be a projected overspend of £817,000 due to the full year effect of home care packages and further increases in price, which is partly offset by costs of (£629,000) for Home First recharge to the Hospital discharge Covid-19 claim. The main reason for the change in the forecast in this Division is the continued support, robust monitoring and telephone support for people who use social care services which has seen a reduction in costs.	(1,223)	(936)
<b>Quality, Safety &amp; Performance Total</b>	<b>(1,223)</b>	<b>(936)</b>
<b>Learning Disability, Mental Health and In-House Services</b>		
The projected overspend of £1,492,000 is similar to the 2019/20 outturn position. The main pressures are in <b>Learning Disabilities</b> services due to a full year cost effect of new or returning people and higher market costs, with a projected overspend comprising Placements £787,000, Home Care £1,076,000 and Direct Payment £67,000. There are also staffing cost pressures of £122,000 due to the additional capacity required to improve our transitional work with Children's services and offsetting underspends in day care services of (£284,000). In <b>Mental Health</b> services a similar position of the full year effect of new or returning people, with a resultant projected overspend of £222,000 in residential and nursing placements, £79,000 in Home care and an offsetting underspend in Direct Payments of (£35,000). The <b>In house</b> services revised model of day care provision gives an underspend for care provision of (£201,000) and reduced staffing costs of (£341,000) as alternatives service delivery models have been delivered during Covid-19. Robust mitigation plans are in place to address the overspends over the medium term.	1,492	1,587
<b>Learning Disability, Mental Health and In-House Services Total</b>	<b>1,492</b>	<b>1,587</b>

Table 3 - Variance analysis		
Departmental division	Month 9 £000	Month 6 £000
<b>Commissioning</b>		
There is projected underspend of (£67,000) in lower contract spends, which is partly offset by the meals service overspend of £41,000 from additional referrals following the re-provision of day care services during Covid-19.	(26)	25
<b>Commissioning Total</b>	<b>(26)</b>	<b>25</b>
<b>Resources</b>		
	0	0
<b>Resources Total</b>	<b>0</b>	<b>0</b>
<b>Social Care Directorate</b>		
A projected small underspend on the running costs.	(17)	0
<b>Social Care Directorate Total</b>	<b>(17)</b>	<b>0</b>
<b>Public Health</b>		
The Public Health grants for the financial year is £22.275m. This funding has been allocated to improve Public Health outcomes for residents and the current forecasted spend is £22.245m with the estimated balance of £0.007m to be allocated to PH reserves.	0	0
<b>Public Health Total</b>	<b>0</b>	<b>0</b>
<b>TOTAL VARIANCE</b>	<b>226</b>	<b>676</b>
<b>Covid-19 Expenditure</b>		
The department has incurred actuals of £6.384m for Covid-19 costs in 2020/21 to provide a range of social care measures with additional support to care market providers and residents during the continued pandemic and as part of the Winter plan. The department is assuming all the costs will be funded from a combination of the LA un-ringfenced emergency Covid-19 government funding (£2.428m), Hospital discharge funding via the CCG's (£1.924m), from the Infection Control grants (£1.658m) and the MHCLG income loss funding (0.374m). However, to date the expected un-ringfenced Covid-19 grant funding is not currently sufficient to meet the Council's additional costs and lost revenues.	6,384	5,205

Table 4 - Savings Delivery					
Dept		MTFS target	On track	Partially deliverable	Undeliverable
		£000s	£000s	£000s	£000s
Total MTFS Savings		2,465	2,465	0	0
Schemes not on track	£000s	Reason			

Table 5 - Key risks - detail items over £250,000		
Risk Description	Risk at month 9 £000	Risk at month 6 £000
Increasing LD transitions residents.	149	244
<b>TOTAL RISKS MANAGED</b>	<b>149</b>	<b>244</b>

**APPENDIX 7: CENTRALLY MANAGED BUDGETS**  
**BUDGET REVENUE MONITORING REPORT MONTH 9**

Subjective	Revised budget £000	Variance month 9 £000	Variance month 6 £000
Employees (historic past service costs)	3,596	0	0
Premises-related expenditure	269	0	0
Transport-related expenditure	160	0	0
Supplies & services	5,288	0	0
Third party payments	92	0	0
Transfer payments (e.g. housing benefits, schools funding transfers)	112,116	0	0
Support services (internal trading services)	0	0	0
Items excluded from the cost of services (debt management and capital charges)	4,520	0	0
Income (including transfer payments)	(119,212)	639	848
Non-controllable expenditure (technical accounting adjustments e.g. overhead redistribution)	6,231	0	0
<b>Total</b>	<b>13,060</b>	<b>639</b>	<b>848</b>

Table 2 - Variance by departmental division					
Departmental division	Revised budget	Forecast variance month 9	Forecast variance month 6	Forecast variance due to Covid M9	Forecast variance (non - Covid) M9
	£000	£000	£000	£000	£000
Corporate & Democratic Core	2,254	0	0		
Housing Benefits	(328)	0	0		
Levies	1,545	0	0		
Net Cost of Borrowing	2,915	201	307		201
Other Corporate Items	946	438	541	283	155
Pensions & redundancy	5,728		0		
<b>TOTAL</b>	<b>13,060</b>	<b>639</b>	<b>848</b>	<b>283</b>	<b>356</b>
Balance of unapplied unallocated contingency		(1,056)	(1,256)		
<b>Revised Totals</b>	<b>13,060</b>	<b>(417)</b>	<b>(408)</b>	<b>283</b>	<b>356</b>

Table 3 - Variance analysis		
Departmental division	Month 9 £000	Month 6 £000
<b>Corporate &amp; Democratic Core</b>		
<b>Corporate &amp; Democratic Core total</b>	<b>0</b>	<b>0</b>
<b>Housing Benefits</b>		

Table 3 - Variance analysis		
Departmental division	Month 9 £000	Month 6 £000
Housing Benefits total	0	0
Levies		
Levies total	0	0
Net Cost of Borrowing		
Historically low interest rates have led to reduced investment returns on cash balances.	201	307
Net Cost of Borrowing total	201	307
Other Corporate Items		
Management responsibility for advertising hoarding income is being transferred between departments and financial monitoring is temporarily being reported in Centrally Managed Budgets. There is currently a forecast underachievement of income in this area of £393,000 of which £238,000 is attributable to Covid-19 factors. These losses are not claimable under the Covid-19 income loss grant.	393	391
Land charge income is forecast to be under budget due to market conditions caused by the Covid-19 pandemic (net of Covid-19 income loss grant).	45	150
Other Corporate Items total	438	541
Pensions & redundancy		
Pensions & redundancy total	0	0
TOTAL VARIANCE	639	848

Table 4 - Savings Delivery					
Dept		MTFS target	On track	Partially deliverable	Undeliverable
		£000s	£000s	£000s	£000s
Total savings		1,695	1,695		
Schemes not on track	£000s	Reason			

Table 5 - Key risks - detail items over £250,000		
Risk Description	Risk at month 9 £000	Risk at month 6 £000
None		
TOTAL RISKS MANAGED	0	0
Supplementary monitoring information		



The overspend reported in Centrally Managed Budgets (CMB) relates to areas that are outside of Centrally Manged Budgets' control. The management of advertising hoardings is being transferred between departments and performance is being temporarily reported in CMB. Land charge income is managed by the Environment department but has being historically reported within CMB. Both these income streams have been affected by Covid-19.

**APPENDIX 8: HOUSING REVENUE ACCOUNT**  
**BUDGET REVENUE MONITORING REPORT MONTH 9**

<b>Table 1 - Forecast Variance by Subjective</b>			
<b>Subjective</b>	<b>Budget £000's</b>	<b>Variance Month 9 £000's</b>	<b>Variance Month 6 £000's</b>
Employees	22,171	(1,131)	(1,256)
Premises-Related Expenditure	17,780	3,842	3,716
Transport-Related Expenditure	260	(92)	(99)
Supplies & Services	13,123	(3,803)	(3,290)
Third Party Payments	1,211	168	192
Transfer Payments	0	0	0
Support Services	464	414	127
Items Excluded from the Cost of Services	0	70	70
Income	(80,708)	297	329
Non Controllable Expenditure	33,623	(634)	(736)
<b>Appropriation From (+)/To (-)HRA General Reserve</b>	<b>7,924</b>	<b>(867)</b>	<b>(948)</b>

<b>Table 2 - Variance by Departmental Division</b>					
<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Forecast Variance Month 9</b>	<b>Forecast Variance Month 6</b>	<b>Forecast Variance due to COVID</b>	<b>Forecast Variance (non - COVID)</b>
	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£000</b>	<b>£000</b>
Housing Income	(77,474)	(538)	(318)	83	(620)
Finance & Resources	9,365	(3,384)	(3,399)	15	(3,399)
Housing Management	6,572	621	707	200	421
Property & Compliance	9,659	(4)	(101)		(4)
Void & Repairs	7,411	838	585		838
Long Term Repairs Model	0	2,555	2,555		2,555
Safer Neighbourhoods	712	(127)	(83)		(127)
Place	13,702	57	(133)	25	32
Regeneration & Development	1,199	(240)	(45)		(240)
Operations	3,968	(78)	(42)		(78)
Capital Charges	25,180	(637)	(744)		(637)
Corporate Support Service Recharges	7,630	70	70		70
<b>Appropriation from HRA General Reserve</b>	<b>7,924</b>	<b>(867)</b>	<b>(948)</b>	<b>323</b>	<b>(1,190)</b>

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 9 £000</b>	<b>Month 6 £000</b>
<b>Housing Income</b>		
There are forecast overspends on: dwelling rent and service charges of £121,000 (0.17% of gross budget); garage income of £57,000 due to a review of historic rent arrears and lower levels of income than originally budgeted for; advertising income due to the Covid-19 pandemic of £83,000; repairs and maintenance on HRA commercial units of £40,000 and other minor variances of £11,000. These are offset by a projected underspend on the budgeted bad debt provision of (£850,000).	(538)	(318)
<b>Housing Income Total</b>	<b>(538)</b>	<b>(318)</b>
<b>Finance &amp; Resources</b>		
This relates to a release of a provision for risk (£3,297,000) and an underspend due to staffing vacancies (£87,000).	(3,384)	(3,399)
<b>Finance &amp; Resources Total</b>	<b>(3,384)</b>	<b>(3,399)</b>
<b>Housing Management</b>		
An underspend of (£267,000) on staffing costs is mainly due to vacant posts within the Neighbourhood Services division, downsizing grant expenditure because of lower take up (£25,000) and maintenance of communal equipment and furniture underspend of (£76,000), improve in hostels collection (£15,000) totalling (£360,000). This is expected to offset an increase in temporary accommodation and disturbance allowance costs due to the increase in the number of decants of £342,000 and loss of income from temporary on licence properties of £83,000.	41	127
Unbudgeted Careline service costs of £380,000 following a review of the apportionment of costs between the General Fund and the Housing Revenue Account.	380	380
Covid-19 related costs mainly due to enhanced cleaning of Sheltered Block £200,000.	200	200
<b>Housing Management Total</b>	<b>621</b>	<b>707</b>
<b>Property &amp; Compliance</b>		
An increase in staffing costs is being funded from underspends elsewhere.	(4)	(101)
<b>Property &amp; Compliance Total</b>	<b>(4)</b>	<b>(101)</b>
<b>Long Term Repairs Model</b>		
This relates to the increased costs associated with the procurement of new repairs and maintenance contracts as part of the long term repairs model.	2,555	2,555
<b>Long Term Repairs Model Total</b>	<b>2,555</b>	<b>2,555</b>

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 9 £000</b>	<b>Month 6 £000</b>
<b>Void &amp; Repairs</b>		
Due to an amendment to the Landlord and Tenant Act 1985 & The Homes (Fitness for Human Habitation) Act 2018 in March 2020, the Repairs Team have seen a significant increase in disrepair claims. As a result of the increased number of claims, an overspend of £350,000 on the disrepair provision is expected and the associated legal cost in relation to mainly disrepair claim handling has also resulted in a forecast of £343,000 of legal cost (both internal and external). An overspend of £138,000 is expected on staffing budget and further £7,000 of other minor variances.	838	585
<b>Void &amp; Repairs Total</b>	<b>838</b>	<b>585</b>
<b>Adult Social Care</b>		
No variance expected	0	0
<b>Adult Social Care Total</b>	<b>0</b>	<b>0</b>
<b>Safer Neighbourhood</b>		
An underspend of (£144,000) is expected mainly on staffing costs due to recruitment delays offset by minor variances of £17,000.	(127)	(83)
<b>Safer Neighbourhood Total</b>	<b>(127)</b>	<b>(83)</b>
<b>Place</b>		
Forecast staffing underspends of (£479,000) are offset by a similar level of overspend on sub-contractors within the H&F Maintenance Team. In addition, there are bad debt write offs of £40,000 and Covid-19 spend of £25,000 mainly for cleaning sheltered units.	57	(133)
<b>Place Total</b>	<b>57</b>	<b>(133)</b>
<b>Regeneration &amp; Development</b>		
This mainly relates to a lower than budgeted spend forecast on abortive capital project costs	(240)	(45)
<b>Regeneration &amp; Development Total</b>	<b>(240)</b>	<b>(45)</b>
<b>Operations</b>		
This relates to staffing underspend of (£78,000) within the division.	(78)	(42)
<b>Operations Total</b>	<b>(78)</b>	<b>(42)</b>
<b>Capital Charges</b>		
This relates to an increased depreciation charge of £450,000 following a revaluation of the Council's housing stock which has determined that values have increased on average since last year by 5.4% - more than double the rate expected when the	(637)	(744)

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 9 £000</b>	<b>Month 6 £000</b>
budget was set; a reduction in interest payable on HRA debt of (£864,000) has been possible following a revision to the borrowing strategy to take advantage of considerably lower interest rates available than originally budgeted; interest earned on balances is expected to marginally offset the interest paid on internal borrowing from the General Fund to meet the HRA's capital financing requirement (£223,000).		
<b>Capital Charges Total</b>	<b>(637)</b>	<b>(744)</b>
<b>Corporate Support Service Recharges</b>		
Additional corporate recharges are expected for the HRA share of the apprenticeship levy (£70,000).	70	70
<b>Corporate Support Service Recharges Total</b>	<b>70</b>	<b>70</b>
<b>TOTAL VARIANCE</b>	<b>(867)</b>	<b>(948)</b>

<b>Table 5 - Key Risks - Detail Items Over £250,000</b>		
<b>Risk Description</b>	<b>Risk At Month 9 £000</b>	<b>Risk At Month 6 £000</b>
<b>Capitalisation of staffing costs</b> - Due to the impact of Covid-19, there is a risk of slippage on the capital programme this year, and this will cause staff capitalisation to be lower than budgeted, resulting in unbudgeted charges to revenue. Officers are currently monitoring this and should the risk crystallise, it will be shown as a variance.	768	768
<b>Repairs and Maintenance</b> - The impact of the Covid-19 could see an increase in costs such as contractual claims, extended preliminaries, storage and inflated material costs could. Social distancing measures create challenges in meeting statutory responsibilities such as carrying out gas safety checks which could lead to regulatory penalties and health and safety incidents. In addition, following the demobilisation of the Interim Repairs Model, a claim for disputed works costs has been filed by one of the repairs contractor for £1m. Management is currently reviewing the legitimacy of the claim and will update accordingly.	1,710	1,710
A mid-year review of <b>corporate recharges</b> to the HRA has indicated that there may be a potential increase in costs.	480	-
<b>TOTAL RISKS MANAGED</b>	<b>2,958</b>	<b>2,478</b>

Table 4 - Savings Delivery					
Dept		MTFS Target	On Track	Partially Deliverable	Undeliverable
		£000s	£000s	£000s	£000s
Total MTFS Savings		500	500		
Schemes not On Track	£000s	Reason			

Supplementary Monitoring Information	
<p>A set of proposed mitigations and savings to financially sustain the Housing Revenue Account in the long term and to manage pressures such as the additional funding required from the procurements associated with the Long Term Repairs Model has been submitted to Cabinet as part of the Council's annual review of its Medium Term Financial Strategy.</p>	

**APPENDIX 9  
VIREMENT REQUESTS**

<b>Details of virement</b>	<b>Amount (£000)</b>	<b>Department</b>
<b>GENERAL FUND:</b>		
Planned use of Supporting People Reserve to fund Supporting People Services.	300	Social Care
	(300)	Social Care
Allocation from the Greater London Authority (GLA) Adult Education Budget fund to the Adult Learning and Skills Service	105	The Economy
	(105)	The Economy
<b>Total of Requested GF Virements (Debits)</b>	<b>405</b>	

# Agenda Item 5

## London Borough of Hammersmith & Fulham

**Report type:** Cabinet

**Date:** 19/04/2021

**Subject:** Approval to commit and draw down Section 106 receipts to fund economic development activity for financial year 2021/22

**Report of:** Councillor Andrew Jones, Cabinet Member for the Economy

**Responsible Director:** Tony Clements, Strategic Director for the Economy

**Report author:** Karen Galey, Assistant Director for the Economy

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### SUMMARY

- 1 This report is seeking approval of £1.942m of funding for 2021/22 to enable the delivery and commissioning of economic development activity (employment, skills and enterprise projects). The funding to support the spending plans will come from already received Section 106 monies ringfenced for the purpose of economic development activity (£1.850m) and from Strategic Investment Pot (SIP) funding (£0.092m).
- 2 The activity outlined in this report supports the council's Industrial Strategy which sets out a vision for economic growth for everyone. It builds on recent work carried out by the Industrial Strategy Board to support the borough's long-term ambitions of an inclusive local economy. The Industrial Strategy's vision for creating shared economic growth, working with key businesses and anchor institutions, provides a clear route map for responding to the pandemic. It will create the conditions for attracting growth sector business, STEM and creative anchor and start-ups, and maximise opportunities for life-long learning and reskilling programmes.
- 3 Hammersmith and Fulham (H&F), like the rest of the UK, continues to suffer negative economic consequences as a result of the ongoing COVID-19 pandemic. At the beginning of 2020, the number of work-related benefit claimants (aged 16-64) was 4,525. As of December, this figure had jumped to 10,815. At the height of the crisis, over 22,000 residents were furloughed and, with the continuation of lockdown measures, many of these residents could lose their jobs in the coming months.
- 4 The proposals set out in this paper provide an immediate response but also support the delivery of a longer-term vision: to ensure that H&F's economy makes a successful recovery from COVID-19 and that the council, working with partners, equips residents with the skills and knowledge to access the area's burgeoning knowledge, Green and STEAM economy as well as our established resilient growth sectors of creative, media and health.



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## RECOMMENDATION

To approve revenue funding of £1.942m to fund economic delivery activity for 2021/22 using Section 106 (£1.850m) and Strategic Investment Pot (SIP) funding (£0.092m).

### H&F Priorities:

Our Priorities	Summary of how this report aligns to the H&F Priorities
<ul style="list-style-type: none"><li>Building shared prosperity</li></ul>	Economic development activity next year is being focussed to increase access to employment, enterprise and upskilling and reskilling activity to support recovery post-pandemic for all our residents and businesses.
<ul style="list-style-type: none"><li>Creating a compassionate Council</li></ul>	Continued focus on inclusive growth, improving economic prosperity for all our residents which will lead to an improvement in social, health and wellbeing outcomes for some of our most vulnerable residents.
<ul style="list-style-type: none"><li>Doing things with local residents, not to them</li></ul>	We will continue a greater emphasis on co-designing services with residents, businesses and the groups who advocate on their behalf.
<ul style="list-style-type: none"><li>Being ruthlessly financially efficient</li></ul>	A more rigorous approach to commissioning value for money and impactful activity will be embedded. Improving the economic wellbeing of all residents has the potential to reduce pressure on other key council services.
<ul style="list-style-type: none"><li>Taking pride in H&amp;F</li></ul>	Economic development activity will have a positive impact and raise the aspirations of residents and businesses in the borough.
<ul style="list-style-type: none"><li>Rising to the challenge of the climate and ecological emergency</li></ul>	Providing access to skills provision and supporting growth in the low carbon and Green economy.

## Financial Impact

### Funding

At present, the Council has received £4.1m of section 106 funds which can be used for economic development activity purposes. Following a section 106 drawdown of an estimated £1.38m to fund economic development activity within the current financial year 2020/21, it is expected that £2.72m of secured section 106 funds will remain for future years. Of this, £1.922m has already been received by the council. This report seeks authority to draw down £1.85m from eligible, already received section 106 funds.

The Council has also made available £0.31m from the Strategic Investment Pot (SIP), with an additional £0.13m funding from SIP yet to be received. Of the total £0.31m secured SIP grant funding, £92,000 is expected to fund staffing costs in the 2021/22 financial year.

### Economic Development core spending plans

In the financial year 2021/22, section 106 and SIP funds of £1.942m will be used to cover £1.017m of expenditure on economic development staffing costs and £0.925m will cover existing delivery costs and new commissioning activity.

The individual section 106 agreements are shown below in Appendix 1. The total funding required in 2021/22 may be reduced due to potential mobilisation delays and project slippage which means that the full one-year section 106 funding of £1.850m for economic development purposes may not be required in its entirety.

The request for £1.942m for 21/22 represents an increase of £0.3m on the current year's budget of £1.63m (which is made up of section 106 of £1.38m and SIP monies of £0.25m). This increase is mainly due to plans to deliver additional programmes to support residents and businesses affected by the economic consequences arising from the COVID-19 pandemic.

### Future years' funding

As it is expected that the service will be reliant on section 106 funding in future years, the service will need to have clear plans to manage and potentially reduce expenditure on the service to align with available funds in the future.

Any section 106 received and unspent in each financial year will be rolled forward to subsequent financial years to fund the proposed economic development revenue budgets.

The council has, and continues to secure, section 106 financial obligations from new developments to support employment, enterprise and skills activities. As a result, further funding for economic development activity of £9.85m has been negotiated (each agreement is listed in Appendix 1) and is anticipated to be received over the coming years.

### **Legal Implications**

- 1 The costs of delivering and commissioning the economic development activity as identified in this report are to be partially met from the Local Employment and Training Initiatives, Workplace Co-ordination and Local Procurement and Business Engagement contributions secured under the various Section 106 agreements identified in the schedule at Appendix 1.
- 2 Financial contributions secured under S106 agreements are to be used for the purposes intended under the terms of the s,106 agreement. Legal services have checked the S106 agreements listed at Appendix 1 and are satisfied that the S106 contributions can be used for the proposed purposes as identified in this report.

- 3 S106 of the Town and Country Planning Act 1990 (as amended) enables local authorities to enter into these agreements in order to mitigate the impact of the development to be granted planning permission. The funds are secured under the S106 agreements to meet the planning obligations in relation to the development to be undertaken.
- 4 The planning obligations must meet the test set under regulation 122 of the Community Infrastructure Regulations which has been summarised at paragraph 53 of this report.

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**Background Papers Used in Preparing This Report**

Oxford Economics- Impact of Coronavirus on West London - *PUBLISHED*  
The H&F Industrial Strategy – Economic Growth for Everyone - *PUBLISHED*

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## **CONTEXT AND RATIONALE**

- 5 Pre-COVID data points to a thriving local economy, H&F having the 5th most competitive economy in the country. Office for National Statistics (ONS) data suggests 6.2 % of H&F businesses are high growth, the highest rate of all the West London boroughs.
- 6 H&F's Industrial Strategy Board has brought together key business partners and has been an integral part of post-COVID recovery planning with specific workstreams focussed on education employment & skills, enterprise and place-shaping.
- 5 Life sciences, bio-tech, digital, communication and advanced manufacturing contributed 26% of all jobs in H&F in 2019, the continued growth of these sectors will provide good quality and resilient employment opportunities which the council seeks to harness for local residents.
- 7 H&F has a growing green and low-carbon sector, estimated to currently employ around 3,300 people. Post-recovery plans at a national and regional level all highlight the importance of a green recovery and the need to ensure that skills provision exists to support this sector.
- 8 H&F has a thriving creative and cultural sector being home to the Lyric and Bush Theatres, The Apollo, Disney, Endemol the BBC and beyond. One in seven jobs in the local area are supported by this sector.
- 9 The borough also has regeneration and investment projects totalling over £10bn including White City, Old Oak, Olympia, King Street and Earls Court. These projects will provide local jobs and procurement opportunities as well additional resource through S106 agreements.
- 10 At present there are well over 10,000 residents in the borough claiming work-related benefits, more than double the figure in March 2020. As of October 2020 there were over 9,000 residents furloughed and workplace employment figures have contracted by 3% with a loss of 5,000 jobs.
- 11 The Oxford Economics baseline scenario estimates suggest that the H&F economy will contract 7% in 2020 with a strong return to growth in 2021. The downside scenario sees a larger contraction in 2020 of nearly 13% with growth subdued to just over 3% in 2021.

## **PROPOSAL**

- 12 H&F's recovery activity in 2020/21 has focussed on the immediate challenges faced by residents and businesses. The strengthening of preventative and early intervention measures that have been put in place by the council will continue. The longer-term vision is to ensure that residents are equipped with the skills and knowledge to access the area's resilient growth sectors, support our existing businesses to be better prepared for the changing economy and ensure that H&F remains the destination of choice for high growth businesses.

- 13 Across the 12 month period, the economic development function will deliver:
- 14 **Inclusive Pathways for Residents into Work** - Issues of poverty, financial isolation and inequality are disproportionately impacting some sections of our community. This has been further exacerbated by COVID-19. In response, specific pathways will be co-designed with key stakeholders for each priority group.
- 15 Young People - 1,530 young people (18-24) are on work-related benefits, a three-fold increase since the start of the crisis. As with previous recessions, BAME young people face being disproportionately impacted due to the downturn. In our schools, inconsistent careers activity risks young people not being able to access careers in local growth sectors as the economy recovers.
- 16 The council will deliver and expand on Kickstart as a routeway to longer-term employment for young people. We will commission sector-based pre-employment training, to be co-designed with employers as pathways into apprenticeships and employment.
- 17 We will deliver a targeted programme of activity improving careers provision in schools by providing students access to work experience and raising awareness and aspiration through employer encounters in growth and resilient sectors such as health sciences and creative and digital, through partners including Founders4Schools and FouGen.
- 18 Recently unemployed, in particular from low paid roles - There have been 6,000 new work-related benefit claimants since March, many of whom worked in low pay/low skilled sectors which are unlikely to fully recover post COVID.
- 19 To increase support for this group, a bid has been submitted to DWP's Community Budgets to build capacity in WorkZone. DWP's JETS programme, co-ordinated through WLA and delivered by Shaw Trust, aims to support 1,000 people who have been recently unemployed. We will support this programme through improved partnership working as well as ensuring robust scrutiny.
- 20 Disabled and SEND residents - H&F's disability employment rate is 25% compared to an overall employment rate of 77%. There are limited employment-related opportunities for disabled and SEND residents and there is an underlying issue of discrimination or lack of disability-confident employers.
- 21 A more targeted approach will be taken, working closely with voluntary community sector partners to provide tailored support for this group. Examples include a SEND-focussed work placement programme with Parents Active; Fairshot Café, a programme to support residents with learning disabilities to gain vocational skills; as well as Petite Miracles, an entrepreneur support programme for residents with disabilities. In addition, the council will directly deliver a

supported internship scheme leading on to onward opportunities for Care Leavers.

- 22 Older Workers - 2,680 (8.7%) 50+ residents in the borough are on work-related benefits compared to 7.5% in London. Older residents are more likely to be in declining sectors and need support to gain new skills such as digital. They may also have other barriers such as long-term unemployment and health issues.
- 23 We will work with Adult Learning to deliver digital inclusion programmes to improve skills and support progression in employment and a 'Start of School for Seniors' programme will be delivered offering eLearning courses for those aged 50+ who want to set up a business.
- 24 BAME residents - We are developing support initiatives targeted at BAME communities, including access to BAME mentors and Somali-led providers.
- 25 **Employer Engagement** - Work with employers to secure inclusive opportunities in growth sectors for our long-term unemployed residents as well as delivering a rapid-return-to-work programme for those recently made redundant. We will build on the links already established through the Industrial Strategy Board interacting more strategically and effectively with businesses and to ensure the council can leverage its influence to promote wider buy-in of inclusive growth principles.
- 26 We will generate ringfenced job opportunities and establish an Employer Network of local hiring organisations to develop a better understanding of local labour market, future skills needs and generate a continued pipeline of local vacancies.
- 27 We are starting to build links to anchor employers such as the NHS who can offer good quality jobs to local people. Work will continue to create pathways so that H&F's employment brokerage can engage directly with local health providers to circumvent the NHS recruitment process.
- 28 We will procure a CRM system and build our capacity to use data to support business development and job brokerage activities and offer a more joined-up approach to employment and business support across the Council.
- 29 We will develop employment-related outcomes for our residents and supply chain opportunities for our businesses by strengthening links to major schemes including Civic Campus, Olympia, White City, Earls Court developments as well as HS2 and Park Royal
- 30 **Earn While You Learn Programme** - scale up delivery across the council and local employers and maximise use of the council's Apprenticeship Levy.
- 31 Residents who need additional support will have access to a pre-apprenticeship bootcamp programme covering employability and technical skills training and offering guaranteed interviews for all completers. We will also develop an Apprenticeship Training Agency offer to provide apprentices secure employment

with local businesses and provide a wraparound service for Apprentices on programme to support sustainment and progression

- 32 We will use the council's Apprenticeship levy to develop degree level apprenticeships, initially delivering a pilot in Digital apprenticeships and, where needed, redistribute unspent Levy to local employers, providers and charities who employ residents.
- 33 **Co-ordinated Support through Adult Learning** - Economic Development will work closely with the Adult Learning & Skills Service (ALSS) to upskill residents and support them to gain employment and progress in their careers as well as to utilise flexibility in the GLA's Adult Education Budget Grant to support those residents made unemployed due to the pandemic.
- 34 We will deliver targeted pre-employment and upskilling courses to assist those in low-paid work and who are unemployed.
- 35 We will work with ALSS to increase access to skills provision and enhance the curriculum offer to align it better with emerging growth sectors such as Green, digital and Creative.
- 36 **Business and Enterprise** - Support businesses emerging from the impact of COVID to tackle the challenges, and maximise opportunities, created by the pandemic and ensure that H&F remains the destination of choice for high growth businesses.
- 37 The Borough Business Network has worked collaboratively throughout the pandemic to deliver outcomes that will support and facilitate economic recovery. The network produced initiatives including "Shop Local, Shop Safe" promoting local safe shopping and "Our Space is Your Space" allowing hospitality businesses to apply for a temporary licence to extend their business floorspace outside using public highways and space.
- 38 New workstreams will be delivered to future-proof local enterprise. These include:
- **Upgrading the borough's broadband infrastructure** to support the high levels of home working that is expected to continue when the country comes out of the current crisis
  - **Digital Training** to equip businesses with the relevant knowledge to have a stronger online presence and build resilience
  - **Local Supplier Support Project** to facilitate local SMEs to access business opportunities through major local developments, section 106 obligations and key council contracts to maximise local social and economic value
  - **An Increased Business Support Offer**. This will include an employment project supporting and encouraging residents to establish their own micro enterprises or move into self-employment
- 39 **High Streets and Markets** - COVID has accelerated the trends that were already causing changes in high streets. In response to this, and as part of the council's

wider strategy, the focus will be on supporting markets, high streets, and public squares to thrive once more, bringing consumers back out to spend locally.

- 40 We will support our independent businesses to become more resilient and grow revenue, engage landlords to maximise use of empty retail units and support smaller businesses to have an online presence.
- 41 Develop opportunities for start-up businesses to trade at our street markets and extended markets, raising the profile of our high streets to increase footfall.
- 42 Move the Street Markets Team to the Environment Directorate to strengthen support for the team and increase alignment with regulatory and legislative functions which are already carried out by the Environment team.
- 43 **Inward Investment** - Maintaining H&F's position as a destination for high growth businesses and sectors through an inward investment strategy which continues to attract start-ups, scale-ups and world-leading businesses and institutions to the borough.
- 44 A key part of the Industrial Strategy is the council's innovative partnership with Imperial College London which, in part, has resulted in the Upstream initiative. With a sectoral focus on the Knowledge/STEAM economy and the creative and cultural industries, Upstream aims to work with H&F and anchor businesses to launch the White City Innovation District in 2021 with a series of activities ahead to engage, galvanise and benefit the community and wider stakeholders.
- 45 **Arts and Culture** - Enhance the contribution of arts to the local community and economy by developing H&F as a thriving borough for the arts and promoting it as a creative, innovative and exciting place to live and do business. We will also harness the experience of those involved in the arts and culture sector to help the borough regain its reputation as an important centre for creativity and create a place which fosters indigenous growth in key sectors including arts and media to provide jobs for local people in a resilient and growing sector.

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## REASONS FOR DECISION:

- 46 The economic impact of COVID-19 will be unprecedented and long-lasting. In order to respond to the immediate challenges and longer-term impact of the virus on our residents and businesses, the council needs to put in place the economic development activity outlined in this report. The approach outlined in this paper will deliver positive economic outcomes for all residents and businesses in the borough during the immediate recovery. In the longer term, it will ensure that they are able to take advantage of local economic growth as set out in the Industrial Strategy.



## **Equality Implications**

- 47 There are no negative implications for groups with protected characteristics under the Equality Act 2010 by the approval of the decision to commit and draw down S106 to fund economic development activity as outlined in this report.
- 48 Equality has been a key principle throughout the development of these proposals. This includes ensuring substantial benefit for the diverse groups which make up Hammersmith and Fulham's population and specific activity for protected groups who are most likely to experience economic and labour market inequality.
- 49 Planned activity outlined in this report supports H&Fs inclusive economy priority and offers support for people that are furthest from the labour market.
- 50 Specific measures will be delivered to address the impact of COVID-19 and the related economic slowdown which has exasperated existing labour market inequalities. This funding will deliver targeted initiatives supporting disabled residents, BAME residents, SEND and those with learning disabilities.
- 51 Analysis from H&F's Business Intelligence team shows a clear correlation between deprivation in the borough and the impact of COVID-19. The three wards with the highest unemployment claimant count also have the highest rates of positive test results.
- 52 Interventions are also planned for young people (16-24) and older residents (50+) as benefit claimant data shows unemployment rates have increased drastically for these groups since the start of the pandemic.
- 53 Implications completed by: Kamal Motalib, Head of Economic Development, Telephone 07773353914

## **Risk Management Implications**

- 54 Economic development activity is essential in order to support the achievement of the council's key objectives including the council's Industrial Strategy, H&F Vision and inclusive economic growth ambitions. There is a risk that these objectives will not be achieved, or are limited in delivery, if the investment is not made. Many of the proposed activities contribute to the recovery of the local economy which will have been impacted significantly by the effects of lockdowns and the global coronavirus pandemic. Opportunities for Learning, Skills and innovation will all be crucial in responding to the impact on employment and the local area.
- 55 There will be a need for a considerable investment in a recovery to support a period of comprehensive economic development activity following the COVID outbreak. Its impact on businesses and consequential effects on local employment are likely to be severe due to the nature of the Government's response. This is coupled with considerable uncertainty stemming from HM Government's last minute EU Trade discussions and unknown impacts on trade, tariffs and the supply chain.

- 56 The approach outlined in this paper seeks to deliver positive economic outcomes for all residents and businesses in the borough, ones which are inclusive, consider wider health and BAME needs and challenges, developing opportunities and exciting new pathways to improving the environment.
- 57 The report acknowledges these risks by providing and promoting opportunity to all, across a wide area, not just large corporate businesses. It is essential work that supports the achievement of the Council's key objectives and continues to deliver the aspirations of the Industrial Strategy, H&F Vision and Values through inclusive economic growth. There is a risk that recovery will take longer if these objectives will not be achieved or are limited in delivery if the investment is not made.
- 58 Implications completed by: Michael Sloniowski, Risk Manager, Telephone 020 8753 2587

## **Section 106 Implications**

- 59 Section 106 agreements contain planning obligations that are entered into between developers and the Council as the Local Planning Authority.
- 60 The use of such obligations is controlled by legislation, including regulation 122 of the Community Infrastructure Regulations 2010 which requires planning obligations to be:
- (i) Necessary to make the development acceptable in planning terms
  - (ii) Directly related to the development; and
  - (iii) Fairly and reasonably related in scale and kind to the development.
- 61 This report is asking Cabinet to approve up to £1.85m to be committed and drawn down in 2021/22 from appropriate S106 obligations relating to economic development activities and therein employment, enterprise and skills & for business engagement and investment purposes.
- 62 Appendix 1 shows the planning agreements with relevant obligations and the amount of S106 funding either currently available or still to be received. As at 1 December 2020, there is circa £4.1m of s.S106 funds already received towards local employment and local procurement. This is sufficient to cover the drawdown of £1.38m for economic development activity in the current financial year (2020/21) and the full £1.85m allocation for 2021/22.
- 63 Draw-down against any of the agreements in Appendix 1 will require demonstration of the employment outputs achieved and business activities delivered through use of the funding. It will therefore be necessary to agree key output targets (i.e. apprenticeships secured) and arrangements for auditing spend against delivery, including processes for recording and reporting.

64 Implications completed by Matt Patterson, Interim Head of Spatial Planning, 07776672447

### **Commercial Implications**

65 There are no direct procurement implications resulting from this paper

66 If the funds are used to appoint any third-party suppliers, these shall be appointed in line with the PCR2015 and the Council's CSOs.

67 Implications verified/completed by: Andra Ulianov, Head of Procurement

### **Business Implications**

68 The Council's Economic Development programme includes a significant focus on engaging and supporting local businesses through various initiatives, having the potential to impact local businesses positively, such as improving access to supply chains and creating employment for local people.

69 Activities delivered as a result of this funding will also support businesses that have been impacted by COVID-19 as well as increase entrepreneurship and start-up support for unemployed residents to start their own businesses.

70 Evaluation and feedback from local businesses will be used to improve the programme continuously.

71 Where projects are approved on an individual basis, the business implications for each of them will be considered in more detail in their specific reports.

72 Implications completed by: Nicki Burgess, Economic Development Team, Tel: 07796 610 094

### **IT Implications**

73 IT Implications: Digital services are working with The Economy on the procurement and implementation of a replacement for the WorkZone platform, which forms part of the council's Economic Development programme. Digital services should be consulted if there are any additional system procurements or amendments arising from this programme.

74 IM Implications: Any contracts arising from this programme will need to include H&F's data protection and processing schedule which is compliant with data protection law. Suppliers will be expected to have a data protection policy in place and all staff will be expected to have received data protection training.

75 Implications verified/completed by: Tina Akpogheneta, Interim Head of Strategy and Strategic Relationship Manager, Digital services, Tel: 0208 753 5748.

## **Consultation**

76 Consultation meetings have taken place with Job Centre Plus, West London Alliance, Change Foundation and Action on Disability to start to co-design and co-produce our service offer. As a priority action for the next three months, further discussions will take place with key stakeholders to ensure the principles of co-production are embedded.

## **List of Appendices:**

Appendix 1 Planning Agreements

## **Appendix 1- Planning Agreements**

The table below sets out the S106 agreements with obligations suitable for funding the economic activities as described in this report including those secured for local employment and training initiatives, workplace co-ordination (LE&T) and those secured for local procurement and business engagement (LP&BE). The table shows the funds already received and funds expected in the future.

<b>AKA</b>	<b>Development Site</b>	<b>Purpose</b>	<b>Amount</b>	<b>Restrictions</b>
<b>S106 Available Funds</b>				
161	Quayside Lodge	LP&BE	£142,555	No
866	Horatio House & Ophelia House	LP&BE	£25,076	No
823	Edison Court & Tesla Court	LE&T	£83,985	No
830	271-281 King Street	LE&T	£93,985	No
804	77-89 Glenthorne Road	LE&T	£34,035	No
776	Kings Mall Car Park	LE&T	£257,946	No
777	Chelsea Island	LE&T	£173,137	Yes
795	Earls Court 2	LE&T	£475,889	No
296	Westfield	LE&T	£64,956	Yes
862	Bechtel House	LE&T	£40,051	No
877	Nomis Studios	LE&T	£44,000	No
877	Nomis Studios	LB&BE	£55,466	No
897	Woodlands, 80 Wood Lane	LE&T	£83,985	No
919	Lavender Court	LB&BE	£19,986	No
927	Fulham Gasworks	LE&T	£131,363	No
927	Fulham Gasworks	LE&BE	£12,992	No
929	Chelsea Creek	LE&T	£342,530	Yes
929	Chelsea Creek	LP&BE	£8,467	Yes
934	Threshold and Union House	LE&T	£91,312	Yes
934	Threshold and Union House	LP&BE	£6,397	No
941	Former Cyclotron Building	LE&T	£158,750	No
943	Olympia Exhibition Centre	LE&T	£1,817,066	Yes
	<b>SUB_TOTAL</b>		<b>£4,098,973</b>	
<b>S106 Future Funds</b>				
776	Kings Mall Car Park	LE&T	£150,000	No
801	Riverside Studios and Queens Wharf	LE&T	£305,000	No
926	Fulham Football Club	LE&T	£287,000	Yes
752	174 Hammersmith Road	LE&T	£50,000	No
909	Triangle Site, corner of Hammersmith Grove & Beadon Road	LE&T	£75,000	No
921	Quayside Lodge	LE&T	£142,500	No
921	Quayside Lodge	LP&BE	£5,600	No
927	Fulham Gasworks	LE&T	£644,580	No
930	68-72 Hammersmith Road	LE&T	£74,330	No
930	68-72 Hammersmith Road	LE&BE	£4,330	No
931	284-288 North End Road	LE&T	£17,500	No
931	284-288 North End Road	LP&BE	£3,375	No
935	Brook House	LE&T	£66,500	No
935	Brook House	LP&BE	£6,375	No
936	4-5 Sotheron Place	LE&T	£17,500	No
936	4-5 Sotheron Place	LP&BE	£3,375	No
941	Former Cyclotron Building	LP&BE	£8,250	No
943	Olympia Exhibition Centre	LE&T	£7,210,000	Yes
944	Kensington Centre, 66 Hammersmith Road	LE&T	£334,075	No
944	Kensington Centre, 66 Hammersmith Road	LP&BE	£8,250	No

946	Hammersmith Town Hall	LE&T	£316,500	No
946	Hammersmith Town Hall	LP&BE	£12,750	No
758/887	Junction of Western Ave & Old Oak Rd	LE&T	£80,000	No
758/887	Junction of Western Ave & Old Oak Rd	LP&BE	£30,000	No
	<b>SUB TOTAL</b>		<b>£9,852,790</b>	

## London Borough of Hammersmith & Fulham

**Report to:** Cabinet

**Date:** 19/04/2021

**Subject:** Decarbonisation of Social Housing - Innovation Partnership Prototype Phase – EnergieSprong Whole House Retrofit

**Report of:** Councillor Lisa Homan, Cabinet Member for Housing

**Report author:** Rob Kyle – Project Manager Climate and Ecological Emergency

**Responsible Director:** Tony Clements – Strategic Director for the Economy

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### Summary

This report describes the intention to upgrade 27 properties in the West Kensington Estate to make them highly energy efficient and drastically reduce the carbon emitted by each house. The project is a direct result of the Council's commitment to combat climate change by cutting CO2 emissions from its activities to net zero by 2030. This project is a pilot which will provide a model which can be applied to support the Council's wider target of reducing carbon emissions to net zero by 2030. It will also provide invaluable learning towards the goal of decarbonising housing around the UK as well as being an important step towards tackling climate change.

LBHF's housing accounts for 35% of the total emissions emitted by the Council. It is a priority area that we can directly influence by making our houses more energy efficient. In November 2020, alongside 6 other councils, LBHF were successful in a joint bid, partnered by the Greater London Authority (GLA) to undertake a whole house retrofit project to make homes zero carbon using the innovative EnergieSprong (ES) approach with 27 homes in the West Kensington Estate identified to take part in this project.

This paper provides a detailed overview of the ES approach, the partnership with the GLA and the progress made. The ES approach provides a solution to address the challenge of completely decarbonising the Council's housing stock and provide grant to reduce the cost to the Council. It can also support LBHF residents living in fuel poverty and make our properties more comfortable for tenants, especially during the cold winter months. LBHF will be one of only a few Council's in the UK taking part in a project and the knowledge and partnerships gained will be invaluable in our effort to achieve net zero emissions by 2030. Cabinet members are asked to approve the progression of the project to the next stages.

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## Recommendations

Cabinet are asked to:

- (1) Approve progression to the 'Design' and 'Prototype' phases as described in the report.
- (2) Approve delegated authority to the 'Strategic Director of Economy' to provide approval for the design and delivery stage gateway.

**Wards Affected:** North End

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## H&F Values

<b>Our Values</b>	<b>Summary of how this report aligns to the LBHF Values</b>
Building shared prosperity	The Council's number one priority is the safety and welfare of all its residents. This programme will ensure the Council delivers against this duty of care towards its residents, improving energy efficiency. Estimates predict residents could save 50% on their fuel costs.
Creating a compassionate council	By eliminating fuel poverty for households, they can better utilise their existing income. The refurbishments will bring homes to a comfortable home standard, eliminate damp and mould, as well as draughts, reducing negative impacts on health, hospital admissions, and length of stay. There is a direct correlation between fuel poverty and health, and we will be monitoring these co-benefits throughout the project.
Doing things with local residents, not to them	We will actively engage with residents of the properties identified to ensure they are aware of the project and its benefits. The TRA will be informed and given opportunity to comment on the proposed works. We will keep the resident-led Climate and Ecological Emergency Commission updated to ensure they are aware of the positive steps being taken to address carbon emissions.
Being ruthlessly financially efficient	BEIS will contribute £0.9 million. Future replication of the works will likely reduce in cost per property as the supply chain mature. The Comfort Plan that is part of the agreement, are expected to recover Council investment costs over a 30 year period.
Taking pride in H&F	This project is designed to make these properties lead in terms of decarbonisation by utilising existing housing stock and adding improvements such as external wall insulation, solar panels, new heating system and new windows and doors to improve the thermal efficiency, eliminate building defects and help with fuel poverty.
Rising to the challenge of the climate and ecological emergency	The Council aims to be carbon neutral by 2030. This project is working in conjunction with this target. Housing accounts for up to 35% of LBHFs carbon emissions. The works will result in the chosen homes being positive carbon, creating more renewable energy than they use.



## Financial Impact

It is expected that the total project costs for the design and prototype stage involving the retrofit of 27 Council properties in the West Kensington Estate to a zero carbon emissions standard will be £2,600,000. This will be funded from a £900,000 grant from BEIS for Social Housing Decarbonisation and a £1.7m Housing Revenue Account (HRA) capital budget within the Asset Management and Compliance Programme.

<b>Total cost of project</b>	<b>£2,600,000</b>
HRA capital budget	£1,700,000
Grant contribution	£900,000

This is reflected in the council's capital programme.

As a prototype, the demonstrator project will allow an evaluation of the potential for future schemes to become self-financing (whether the capital costs can be met by future cost savings or revenue streams). The report sets out the detail of potential savings from the project as follows:

- £10,000 per property from the renewable heat incentive scheme = £270,000 for the 27 properties
- £1,000 per property per year repairs and maintenance savings = £27,000 for the 27 properties (£810,000 over 30 years).
- a Comfort Plan charge to the resident expected to be c£500 per annum = £13,500 per annum for 27 properties (£405,000 over 30 years).

Should the above returns be achieved a significant proportion of the HRA's initial £1.7m capital contribution would be could be reimbursed over a 30 year period. This will be evaluated as part of the project.

An inherent risk of all capital schemes is that if projects are not completed, costs incurred may be abortive and would need to be written off. The gateway process set out in this report will provide an important role in seeking to control and manage risks of write off if the prototype project is not completed.

## Legal Implications

This report is recommending strategic support for a programme to retrofit energy saving measures in a selected number of homes occupied by Council tenants. The report documents the steps that have already been taken towards this project, including the successful grant application as part of a consortium of authorities ("the partnership") and the signing of a collaboration agreement. It also describes the proposed procurement vehicle for providers to carry out the installation works and ongoing maintenance.

The partnership has the London Borough of Barking & Dagenham as accountable body for the grant funding and the Greater London Authority (GLA) as lead authority overall. The procurement of the installation providers through a GLA collaborative

procurement to establish an Innovation Partnership is subject to a separate approval and governance exercise under the authority of the Cabinet Member for Housing.

The other contract to be put in place is one with Turner & Townsend (who subcontract some services to Energiesprong) as project manager for the partnership. They were already appointed via the GLA at the time of submitting the grant application, however once the Council starts running its own project with the provider appointed via the Innovation Partnership, then it will need its own contract with Turner & Townsend, and again this is being progressed in accordance with Contract Standing Orders.

Legal advice should be taken in relation to implementing the Comfort Plan charge in a way that will enable clawback of Council funding. This may involve a variation to the resident's tenancy agreement and/or the implementation of an additional service charge. There are also implications in the event that a tenant subsequently exercises the Right to Buy, as outlined in the report. For example, assuming that all the properties would be sold under RTB on a leasehold basis, it may be possible to include some form of reimbursement within the lease, however this will need further investigation.

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#### **Background Papers Used in Preparing This Report - None**

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### **DETAILED ANALYSIS**

#### **Proposals and Analysis of Options**

1. LBHF has pledged to combat climate change by cutting CO2 emissions from the council's activities to net zero by 2030. The Council's housing accounts for 35%

of its total emissions and is a priority area that we can directly influence through retrofit programmes. It is our aim to reduce this dramatically with the use of greener solutions. Retrofitting means the addition of new technology or features to older systems or builds.

2. On 8 July 2020, the Chancellor's Summer Economic Update announced the UK-wide Social Housing Decarbonisation Fund Demonstrator (SHDFD) to start the decarbonisation of social housing over 2020/21, and to support green jobs as part of the COVID-19 Economic Recovery Plan. The fund is set up by BEIS with a value of £50m and will fund and require feedback on a range of pilot projects.
3. In November 2020, alongside 6 other councils LBHF were successful in a joint bid led by London Borough of Barking and Dagenham (LBBD) to take part in the ES whole house retrofit project in partnership with the GLA and others via an innovation partnership. The LBHF part of the proposal will be for a £2.6 million total investment to run a demonstrator decarbonisation project on 27 street properties currently identified at the West Kensington Estate. The project aims to be completed by 31 December 2021, which is a condition of the grant funding to cover £0.9m of the cost.
4. Due to time pressures, which are driven by the climate emergency and the commitment to 'grow back greener,' the project team have already initiated parts of this project. Initial approval from the Cabinet Member for Housing in November means we have now signed a collaboration agreement with the other councils in connection with the BEIS grant funding, and with the GLA concerning the collaborative procurement for the innovation partnership. Housing have started engagement with residents to identify homes to take part in the scheme. We are not required to enter into a contract with a retrofit provider until May 2021 and all communication with residents explains this. The project team now seek final approval from Cabinet to progress this project to completion.
5. The ES solution provides a potential approach to address the challenge of completely decarbonising our housing stock and for the Council to recover some of financial investment needed. LBHF will be one of six councils in the UK taking part in a project that is addressing the high carbon emissions that our homes emit. The knowledge and partnerships that will be developed by taking part will be invaluable in our effort to get to net zero emissions by 2030.
6. The ES project is an initial investment to learn lessons and catalyse innovation in retrofitting social housing around the country. As well as developing the knowledge and skills of solution providers and housing partners, the learning and approach will also be shared with academics, leading sector bodies and other interested parties to evaluate and build on. Ultimately, this pilot will be an invaluable project in the journey to decarbonise housing and an important step towards tackling climate change.

## **The EnergieSprong Approach**

7. EnergieSprong UK (ESUK) is a not-for-profit market development organisation aimed at creating a mass market for desirable, affordable Net Zero Energy (NZE) whole-house retrofit and new build.
8. An ES NZE retrofit moves the market to a focus on delivering a retrofit product that transforms homes making them modern, comfortable and desirable, where:
  - The home produces enough energy for its heating, hot water and appliances
  - Money that would be paid on energy bills and maintenance funds the work
  - The cost of living doesn't go up because real-life performance for energy use and indoor comfort is guaranteed for up to 40 years
  - A complete home makeover should take less than 10 days (this is initially forecast to be up to 30 days during the prototype phase)
9. The project is highly successful in the Netherlands. The UK supply market does not currently have the capacity, capability or the funding to effectively meet the emerging demand for the ES solution and is the reason for the Innovation Partnership approach, which is detailed in the procurement implications.
10. The social housing sector is the launching market with a business case providing an investment envelope made up of income and savings:
  - Aggregating planned routine and maintenance and major repairs over a 30 year period
  - Introducing a 'Comfort Plan' for tenants under which they pay the housing provider (the Council) for their energy
  - Other revenue streams as they become available and applicable, for example Renewable Heat Incentive (extended to March 2022) and potentially ECO and time of use tariffs.

### **Comfort Plan**

11. At the heart of the ES method is the household 'Comfort Plan'. The Comfort Plan is an agreement between the landlord and tenant. The plan establishes a fixed price for guaranteed 'comfort' outcomes – a certain temperature and certain levels of electricity consumption.
12. The Comfort Plan charge delivers warm rooms every day, enough daily hot water for household use, and enough plug power for normal use of appliances, such as lighting. Residents can choose to use more than their allowance, by paying their utility company for the additional units of electricity used as they will still have connection to residual supply.

13. The Comfort Plan will be less than the tenant's current energy bills. The Council may be able to develop this approach to apply elsewhere in the borough to support the financing of net zero by 2030.

14. Should the Comfort Plan payments not be made the tenant can revert to the residual supply and LBHF will be able to divert the renewable energy to the electricity grid and receive a payment from the energy supplier for this.

15. The Comfort Plan charge can be applied by the following methods:

- Rent increase (for intermediate and market rent, or if there is 'headroom' in existing social or affordable rents)
- Service charge
- Separate agreement.

If the Council were to apply this model elsewhere in the borough it would have to consider how to apply the charge.

16. The charge will be an ongoing monthly cost over a 30-year period, and it is at the discretion of LBHF how much will be charged. For the prototype phase it has been suggested to be £10 per week, generating £15,000 over its lifetime. £10 per week is the rate recommended by the ES project to be used by the social landlords.

17. It is recommended that the charge should be added as a service element to the rent account. It is recognised that there are several challenges and risks that will need to be dealt with before the mechanism can put in place.

### **The EnergieSprong investment rationale**

18. ES is seeking to bring the price of whole house retrofit down to £55,000 per property as social landlords could achieve income and savings that would 'pay back' this investment over 30 years.

- £10,000 per property receipt from the Renewable Heat Incentive (RHI) schemes. There are currently other government schemes including the Energy Company Obligation (ECO), and Social Decarbonisation Fund (SDF) that depending on designs may also provide further grant funding.
- £1,000 per property per year repairs and maintenance savings = £27,000
- In lieu of the resident having to pay high utility energy bills, there will be the introduction of a Comfort Plan. This is expected to be £500 per annum, significantly less than the equivalent in utility energy bills. Over a period of 30 years this will generate on average £15,000 per year for the landlord.

### **LBHF Participation and Commitment to date**

19. In November 2020, the Cabinet Member for Housing supported the project subject to funding and the Strategic Director for the Economy approved entering the bid on the basis that Cabinet agree before contract award.

20. In January 2021, on successful award of the BEIS grant application, the Cabinet Member for Housing and the Strategic Director for The Economy approved Legal Services signing the Collaboration Agreement on the basis capital funding be approved at the 1 February Cabinet, and on the basis that the Council could withdraw from the scheme if match funding was not identified. At February Cabinet, it was approved that an additional budget of £0.9m be added to next year's capital programme, on the basis of accepting the grant award from BEIS and agreeing that this will be supported by £1.7m of funding from the existing HRA Asset Management and Compliance Programme for 2021/22.
21. The GLA procurement of retrofit providers has commenced in March and will conclude in May. At this point LBHF will be invited to sign a contract with the provider that the procurement has matched us with. The contract is a mix of standard specifications written by the ES consultancy and common to all landlords involved in the pilot, and bespoke specifications to be drafted by LBHF.
22. All participating landlords must pay £10,000 to LBBD to cover the costs of the procurement. Since signing the collaboration agreement in January, LBHF is liable for this figure regardless of whether we ultimately opt to sign the contract with the procured provider in May.

### **Progressing to the Design and Prototype phases**

23. The Innovation Partnership allows suppliers to develop new products by providing an increasing pipeline through phased contracts, with progression to the next phase contingent on the supplier meeting specified performance targets. Cost is one of the key performance targets, and so cost reduction steps are built into the procurement and delivery of the scheme.
24. The aim is to drive down the cost of whole home retrofit with each phase – from c£85,000 in phase 2 to c£55,000 in phase 4. At the end of phase 4 the objective is that the project can create a framework involving all the providers who have passed the four phases with a proven product. This framework will then be available to all social landlords and can create a mass market for the large scale roll out of retrofit.
25. LBHF have funding in place to participate in phase 1 (design) and phase 2 (prototype) which would lead to the retrofit of 27 homes. The prototype phase is key in developing the approach, aiming to support solution providers to significantly develop their knowledge of ES and its specification. We expect to see reduced costs and new innovations developed at stage 2 and applied in stage 3 and 4.
26. As noted in the Procurement section, LBHF gets to set a maximum price cap for all phases of the project. LBHF needs to set realistic price caps, else no works providers will elect to work with LBHF, or the highest scoring providers will pass over LBHF and elect to work with other social landlords. LBHF will therefore not deviate very far from the recommended price caps.

## **Stage gate approvals for prototype phase**

27. There will be 2 gateway approval points within phases 1 and 2. The first will be approval of Contract Award in May. The next will be approval to progress from the design to the delivery stage, this being dependant on whether the provider has met required expectations. It is recommended that the approval for the design to the delivery stage is delegated to the Strategic Director of Economy to avoid delays in the delivery of the 27 retrofits.
28. If the works provider does not meet the contract requirements at the end of each phase, LBHF has the option to terminate the contract (all committed costs for that phase would have to be paid, subject to the cap and incentive mechanism). The ES project would then endeavour to match LBHF with another provider and we could enter into a contract with them to deliver the next phase (or abort the project entirely). The phase gateways therefore give LBHF additional protection against a poor performing contractor.

## **LBHFs commitment of progressing with phases 1 and 2**

29. LBHF to finalise the selection of the 27 homes, manage the retrofit of those homes, establish a new relationship (via the Comfort Plan) with the households occupying those homes, and agree the maintenance of the new retrofit assets and equipment. There would also be ongoing Resident Engagement to carry out.

## **Property Selection**

30. The West Kensington Estate has been identified as having the terraced housing suitable for these first phases. ES supported the project team to identify 82 houses that could be suitable. 27 of these properties will be chosen to take part.
31. During the prototype phase, properties with tenants will be focussed on.

## **Construction**

32. The capital delivery team will manage the construction phase which will begin in September/October 2021. While it is still to be agreed and is dependent on the design solution for each home, it is expected that residents will not have to leave the property as the works are complete. Clear contractual requirements will be put in place to minimise disruption.

## **Ongoing repairs and maintenance of the retrofit homes**

33. The requirements of the specification are underpinned by the Comfort Plan. This is underwritten by the installers, which ensure that all the guarantees are adhered too and will be liable to the Council and tenant for any repairs, defects or breaches caused by the installation over the 30-year period. Due to this being an emerging market and a new approach this will be closely monitored.

## **Right to Buy (RtB)**

34. As with any investment in the housing stock, there is a risk that a portion of the value of the investment and income is lost if the resident exercises their RtB.

35. The risk in the case of net zero retrofit is mitigated as follows:

- Subject to the Government's 'cap and cost floor' on RtB properties, a proportion of the investment could be recouped in the sale price, or the higher sale price may reduce the risk of RtB because the discount is significantly cut to reflect the most recent stock investment
- Retrofit equipment could be excluded from the demise of the RtB. This means the Council could sell the energy apparatus separately to the tenant exercising their RtB for a lump sum so that they continue to enjoy the guarantees. This would be applied through the separate agreement method of the Comfort Plan described above. Equally, the Council could sell the apparatus to the prospective buyer so that they could enjoy their benefits
- Comfort Plan agreement continues after the property is purchased. This can take place as a standalone agreement or in a service charge.

36. If the retrofitted property purchased through RtB without any of the above mitigations, the owner would not benefit from the comfort, energy or maintenance cost guarantees, which may be a disincentive to exercise RtB.

## **Resident Engagement**

37. Despite the timelines being short, it is important that we engage residents as early as possible in the process. Residents will be given a choice as to their involvement in the project. The capital works delivery team, community engagement team and local area manager will support with this engagement. There are two tenant and resident associations on the estate, the West Kensington and Gibbs Green Estates TRA. A variety of methods will be used, including:

- Direct letters outlining projects and its benefits hand delivered to residents of identified properties, with reply number and email
- Where necessary phone calls to residents of identified properties to confirm interest
- Information sessions on the project and its benefits
- Meeting with TRA to explain the project in detail and get their feedback
- Dedicated client relationship manager when contract agreed with solution provider.

38. The Council has identified 27 homes and monitoring is taking place in a number of homes to validate the approach.



## **Reasons for Decision**

- 39. To start the decarbonisation of social housing over 2021/22, and to support green jobs as part of the COVID-19 Economic Recovery Plan.
- 40. LBHF has pledged to combat climate change by cutting CO2 emissions from the council's activities to net zero by 2030.
- 41. To help meet our ambition to be the greenest borough in Britain.
- 42. To receive Social Housing Decarbonisation Fund investment worth £0.9 million.
- 43. The demonstrator project will look to decarbonise 27 properties on the West Kensington Estate over a one-year period.
- 44. To modernise and transform 27 homes with new windows, doors, heating, new insulated external walls, a new solar panel roof, all so consistently warm with lower utility bills and a performance guarantee on temperature, hot water and plug electricity. The approach can help those in fuel poverty make a warm home affordable.
- 45. To evaluate whether this can be a self-sustaining retrofit approach over 30 years.

## **Equality Implications**

- 46. Properties that have been identified are chosen based on the archetype only and all residents that take part in the project do so on a voluntary basis. These residents will be given comprehensive information and engaged with throughout the project. Residents can decide not to go ahead at any point up to when the works begin.
- 47. The works will affect the chosen properties positively, giving a guaranteed level of temperature (21 degrees) throughout the year, at no extra cost to the resident.
- 48. The ES approach has the potential to positively impact the lives of many LBHF residents by making their homes more comfortable to live in at no added cost. It is also possible to support those in fuel poverty by making their homes energy efficient and so cheaper to run. The flexibility to reduce the Comfort Plan cost allows the Council to support those most in need to lower energy bills.
- 49. There will be minimal negative impact on the residents or estate.

## **Risk Management Implications**

- 50. The project and proposals are consistent with the Council's priorities and the positive outcomes expected are adequately detailed within the report. Suitable project controls and gateway decision points provide further opportunity for review and assurance.

51. The contractual insurance requirements have been discussed with Rob Kyle and Deborah Down (Sharpe Pritchard) and a balance struck between protecting Council assets and liabilities whilst ensuring an achievable and commercially viable contractual environment to encourage contractor engagement.

Name: Ray Chitty. Verified by David Hughes on 22.02.2021.

Position: Head of Insurance Service.

Telephone: 07739315565

Email: ray.chitty@rbkc.gov.uk

### **Other Implications**

#### **Procurement (*required for all contract awards*)**

52. Participation in the project involves the GLA procuring retrofit providers on behalf of participating social landlords. The GLA will procure a Framework of providers, and the social landlords will appoint providers using the Call-Off Award Procedure and prescribed Call Off Contract.

### **List of Appendices:**

None

## London Borough of Hammersmith & Fulham

**Report to:** Cabinet

**Date:** 19/04/2021

**Subject:** Approval of Queensmill Special School academy conversion

**Report of:** Councillor Larry Culhane, Cabinet Member for Children and Education

**Report author:** Daryle Mathurin, Strategic Lead Education, Assets and Operations

**Responsible Director:** Jacqui McShannon, Director of Children's Services

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### Summary

Queensmill is a H&F maintained autism specific special school which has been judged outstanding by Ofsted in its last three inspections. At the time of its most recent Ofsted inspection, the school was found to be 'outstanding' in all areas.

The current government policy is to encourage the academy conversion of local authority-maintained schools. This was followed by Queensmill School and their request for academy conversion was approved by the Secretary of State for Education. The local authority supports this conversion and has worked constructively with Queensmill colleagues during this process to enable the orderly transfer to academy status, continued delivery of outstanding educational outcomes, value for public money and the overall public good. There is a strong and productive partnership between the local authority with all our schools regardless of their status and we hope that Queensmill will maintain this partnership ethos in the best interests of children and young people.

This report seeks approval to the conversion of Queensmill Special School to become an academy in accordance with the Academies Act 2010 ("the Academies Act").

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### Recommendations

1. To grant a 125-year lease of Queensmill Special School to Queen Charlotte Education Special School Trust.
2. To enter into a Commercial Transfer Agreement, transferring school assets, contracts and staff from Queensmill Special School to Queen Charlotte Education Special School Trust.
3. To delegate authority to the Interim Strategic Director for the Economy in consultation with the Head of Law to finalise and complete negotiations with

Queen Charlotte Education Special School Trust in order to give effect to the decisions in 1 and 2 above.

4. To delegate authority to the Director of Education in consultation with the Cabinet Member for Children and Education to make decisions to complete the outstanding works on the Queensmill Special School site.
5. To enter into a High Needs Funding SLA and Services agreement with the Queen Charlotte Education Special School Trust, delegating authority to the Director of Children's Services to finalise and complete negotiations in consultation with the Cabinet Member for Children and Education.
6. To delegate authority to the Director of Children's Services in consultation with the Cabinet Member for Children and Education to increase place funding arrangements with Queen Charlotte Education Special School Trust up to the number of learners on roll in the October 2020 census which shall be detailed in the High Needs Funding SLA.
7. To enter into a SLA with Queen Charlotte Education Special School Trust to formalise arrangements for the Post-19 college and Supported Internship delivered by the Q+ charity, delegating authority to the Director of Children's Services to finalise and complete negotiations, in consultation with the Cabinet Member for Children and Education.

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**Wards Affected:** All

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<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	Continue the delivery of outstanding specialist education for H&F children and young people with a diagnosis of autism.
Creating a compassionate council	Support the sustainability of the Queen Charlotte Education Special School Trust to continue the delivery of special education and support for H&F children and young people.
Doing things with local residents, not to them	The principles of the transfer and agreement was reached in consultation with Queensmill Special Schools governors and leadership.
Being ruthlessly financially efficient	Continued delivery of a robust specialist and complex autism offer to meet the learning needs of H&F children and young people locally.

Taking pride in H&F	Continued delivery of a robust specialist autism education pathway for H&F children and young people. The Queensmill school family in the converted Queen Charlotte Education Special School Trust will continue to support H&F children and young people to play and active part in their local community, achieving paid employment, independent living, good health and relationships.
Rising to the challenge of the climate and ecological emergency	Investment in remedial works to support the handover of the school in good condition to the academy trust and reduce the eco footprint.

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## Financial Impact

Under the terms of the Commercial Transfer Agreement (CTA) schools land and buildings transfer to the academy trust under a 125 year lease arrangement.

Academy schools receive funding directly from the Education and Skills Funding Agency (ESFA). This is recouped from the Local Authority (LA) Dedicated Schools Grant (DSG) based on commissioned place numbers agreed between the school and the LA. In the case of a special schools, this impacts commitments against High Needs Block DSG allocations.

### *Local authority commissioning arrangements with Queensmill school*

The Local Authority proposes to increase commissioned places at the main Queensmill School site to 169 places for the financial year 2021/22 to reflect places provided at the school at the October 2020 pupil census. An increase of 25 places from 2020/21 commissioned places of 144 at a cost of £1,440,000 will increase High Needs Block (HNB) costs to £1,690,000, an increase of £250,000 at £10,000 funding per place. These increased costs are included in the council's plans to manage high needs expenditure within the annual HNB grant allocation.

There is the potential to further increase commissioned places by 25 to 50 places to reflect an increase in pupils at the Queensmill satellite sites. This is affordable within the 2021/22 HNB budget if the proposal for special schools to deliver Speech and Language Therapy (SALT) can be contained within the school's budget.

The School Budget (DSG) 2021/22 was approved at Cabinet on 1 February 2021. This report detailed a proposal for commissioning 157 places at the Queensmill school site (169 places for the period April to August 2021 and 148 places from September 2021 to March 2022). The revised proposal in this report represents an increase in place costing of £120,000.

The LA is proposing to commission places in the satellite units for 2021/22 at 2020/21 levels. There will be further negotiation between the LA and Queensmill School to confirm satellite provision and funding for the 2021/22 financial year onwards. This will be subject to the outcome of the high needs place sufficiency review, a greater understanding by the LA of cost pressures at Queensmill school, the impact of centrally incurred high needs block expenditure to be met by schools top-up funding and other mitigating actions in the school budget.

Table 2 in paragraph 23 below details the proposed place commissioning.

#### *The financial position and assets of Queensmill school*

The school set a deficit budget for the 2020/21 financial year of £382,680 which it mitigated by planned use of reserves. Closing reserves of £112,325 were budgeted to carry forward to 2021/22 financial year.

The most recent forecast for 2020/21 provided by Queensmill School indicates an adverse position to budget with a reserve carry forward of £101,116.

The proposed additional place funding will provide £250,000 extra income to the school from 1 April 2021. This will improve the school's financial position for the financial year 2021/22 and should give the school the opportunity to set a balanced budget.

Assuming a Summer Term 2021 academy conversion, Queensmill School would have an expected reserve position of between £0 and £100,000 based on the school's submitted forecast. If a school has a surplus reserves balance when it converts to academy status, the 2013 Regulations provide that:

- i. the LA must determine and notify the amount of that surplus within four months of the date of conversion;
- ii. if that amount is agreed, pay it to the Academy Trust (AT) within one month following the AT's agreement to the determination;
- iii. the LA and AT must work together to reach an agreement on the determination within the four month timescale.

Following academisation, the maintained school's revenue balances, reserves and assets transferred will be written out of the LA's accounts and reflect the 125 year lease agreement at a peppercorn rent.

In the case that Queensmill School reports a deficit position on reserves at the point of academy conversion, DfE policy, is to treat deficits in a similar way, so the DfE reimburses the LA and recovers the money from the academy following agreement of the amount by both parties.

#### *Other implications*

Table 1 in section 10 below sets out the maintenance works for which the LA will have a shared responsibility including ventilation, an outstanding ceiling tile issue and fire stopping and doors. The costs are unknown at this time and require review. However, it is expected that any expenditure on the part of the LA will be contained

within the schools capital maintenance programme and funded from schools capital balances held.

It is assumed that all staff employed by Queensmill School will transfer to the Academy Trust, including all staff employed by Queensmill School on behalf of the Q+ charitable arm of the school. No financial implications of TUPE have been identified however in keeping with established convention, historic staff liabilities will remain with the Council. The quantification of potential liabilities are not known and the LA will temporarily withhold a portion of the school's surplus for up to 3 months following the date of conversion to cover the employment risks which may arise.

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## **Legal Implications**

### *Academy conversion*

1. Under the Academies Act the Secretary of State for Education may enter into Academy Funding Agreement with an Academy Trust for establishment of an independent school/academy. Local authorities are required to comply with such Secretary of State decisions to transfer land and assets to the Academy Trust. Further, the Academies Act gives the Secretary of State powers to make transfer schemes relating to land, property, rights or liabilities to the Academy where agreement cannot be reached between the Local Authority and the Academy Trust.
2. The Secretary of State for Education pursuant to his powers conferred under the Academies Act has exercised his powers to convert Queensmill Special School to Academy status. The Academies Act provides that on the conversion date the school closes and opens as a sponsored academy under the academy arrangements pursuant to section 1 of the Academies Act.

### *Lease*

3. Under the statutory provisions of the Academies Act, where the Council holds the school land and buildings as the freeholder, it is required to grant a lease of the land and buildings to the Academy, where it is used wholly or mainly for the purposes of the school. Accordingly, the Council is required to grant a 125 year lease to Queen Charlotte Education Special School Trust at a peppercorn rent.
4. Non-compliance with the provisions of the Academies Act would prompt the issue of a Direction and the required decisions under the Directions would be taken by the Secretary of State for Education.

### *Commercial Transfer Agreement*

5. Members of staff at the school that are currently employed by the Council are to transfer under the Transfer of Undertakings (Protection of Employment) Regulations 2006 to the Academy Trust as well as the assets of the school under a Commercial Transfer Agreement ("CTA"), which is a model form of agreement drawn up by DfE.

6. The CTA will include specific indemnities and warranties that protect the Council against certain future liabilities and provide clarity and certainty with regard to the obligations between the parties following the Transfer Date. The CTA documents will manage the transfer of non-land assets such as fixtures and fittings, equipment, contracts for services, and staff. The extent of transferring Assets and Excluded Assets has been determined by way of agreement between the parties.

#### *TUPE*

7. The statutory TUPE consultation process, which needs to take place prior to the proposed conversion date, is being managed and coordinated by the Council's Schools HR Team. A letter dated 6th January 2020 was issued to all staff advising them of the proposed conversion to a non-sponsored academy. Formal consultations for Queensmill Special School took place with Staff and Unions on 13th January 2020. Consultation ended on 7th February 2020. Both staff and unions have been kept updated. A 'final' letter will be sent to all staff confirming the transfer to Queen Charlotte Education Special School Trust approximately two weeks prior to the actual transfer date.

#### *High Needs Funding*

8. The report also requests the approval for the Council to enter into High Needs Funding SLA with the newly formed academy, the terms of which shall be drafted in accordance with the Operation Guidance note published by the Education and Skills Funding Agency. The report requests that the approval of specific terms is delegated to the Director of Children Services.

#### *Service Agreements*

9. Any services provided by the Council to the new formed academy and/or the Q+ charity shall be entered into in accordance with CSO 34.1 and the appropriate agreement shall be drafted to reflect the agreed provisions. The report requests that the approval of specific terms is delegated to the Director of Children Services.

#### *Charity Arrangements*

10. Legal will continue to advise officers on the legal agreements required to formalise the existing relationship with the Q+ Charity and any future arrangements required following the Transfer Date. The report requests that approval of such agreements is delegated to the Director of Children's Services.

*Implications completed by: Afshan Ali-Syed, Senior Solicitor, Property and Planning Team, 07887651197 and Radhika Deveshar, Associate at Sharpe Pritchard Solicitors on secondment to the Council rdeveshar@sharpepritchard.co.uk*

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Verified by Emily Hill, Director of Finance

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## **Background Papers Used in Preparing This Report - None**

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## **DETAILED ANALYSIS**

### **Background**

1. Queensmill School is a H&F maintained special school for children and young people with a diagnosis of autism from 3 to 19 years. The school caters for children and young people with complex learning needs. Queensmill is a well-established school, highly regarded and a core part of the H&F local offer. Ofsted have judged the school as 'Outstanding' in the past three inspections of 2007, 2010 and most recently in 2014.
2. H&F has made significant investment in Queensmill School over the years, culminating in the recent investment in a purpose-built, state-of-the art building for children and young people with autism in 2015.
3. The academy conversion process commenced when Queensmill School registered its interest in considering academy status with the Secretary of State for Education. The school then undertook the required steps under the process to consult with stakeholders and a decision by its governing body before making the final application to the Secretary of State.
4. Following consideration and approval of Queensmill's request for conversion to academy status by the Secretary of State, the following steps are required to complete the conversion process:
  - approval of a funding agreement between the Secretary of State and the academy;
  - a long-term lease (125 years) between the Council and the academy trust is required for the Secretary of State to enter into a funding agreement with the newly formed academy;

- to enable the continued delivery of education by the converting academy, the existing staff are TUPE'd to the new academy; and
  - the relevant contracts and assets shall be novated to the academy under an agreed Commercial Transfer Agreement.
5. H&F, the Governing Body of Queensmill School and the Queen Charlotte Education Special School Trust shall be co-signatories to the Commercial Transfer Agreement under the academy conversion process.
  6. The Q+ charitable arm of the school operates a children's home within the school site and a specialist college for young adults from 19 to 25 years with complex autism. It is the intention of Queen Charlotte Education Special School Trust of subsume Q+ Charity as a wholly owned subsidiary of the Trust.

## Proposals and Analysis of Options

### Lease

7. The standard length of lease for an academy is 125 years, with the term commencing on completion of the lease. The Council has negotiated terms in line with the Department for Education (DfE) form of lease and in keeping with requirements under the Academies Act 2010.
8. As Queensmill is a Special School the lease to Queen Charlotte Education Special School Trust will be subject to the following special provision: The Academy being designated as a special school for children with an EHC Plan and with a diagnosis of autism, any change of designation must be consulted with the Council and line with the local area special needs sufficiency plans.
9. Part of the School is also used by the charitable arm of the School known as Q + as residential children's home. Subject to the consent of the Secretary of State, the lease will allow for the grant of an underlease of the part of the School used by Q+. The underlease will be between the School and Q+, but the form of the underlease is to be approved by the Council.
10. The Council has agreed to undertake the following as "ongoing and future works":

**Table 1: outstanding and future works**

<b>Works</b>	<b>Responsibilities</b>
Playground Refurbishment	This was a school led project. The LA has however supported some remedial work that was completed in September 2020. All ongoing works will transfer to the Academy Trust.
Bird Scares	The LA completed remedial work in April 2020. The responsibility for ongoing maintenance will transfer to the Academy Trust.

Mechanical and Ventilation	LA will commission an independent assessment to inform required work and shared responsibility.
Ventilation Victoria Class	The independent mechanical and ventilation assessments will inform the required works and shared responsibility.
Problematic Ceiling Tiles	The school was involved in the specification, design and sign-off of the new build. The Academy Trust will assume responsibility for the resolution of this issue. The LA will however support a review of the options for resolution and where required undertake remedial work to support handover.
Fire Stopping – report and conclusion	The LA will commission a review of fire stopping at the school and undertake the required remedial fire stopping works.
Fire Doors – remedial works	Remedial works for the resolution of this issue was completed March 2020 and snagging works towards the end of 2020.  The LA's School Asset and Corporate Health & Safety teams will undertake a further review and complete the required remedial works to complete handover. The Academy Trust will then assume responsibility for the on-going maintenance.
External Cladding Solutions	The school was involved in the specification, design and sing-off of the new build. The Academy Trust will assume responsibility for the on-going maintenance.

11. The school premises subject to transfer are in a reasonably good condition and the Queen Charlotte Education Special School Trust will assume responsibility for all other repair works.

### **Staff, assets and contracts**

12. The CTA is the DfE's model form of contract for agreement of the commercial transfer between the Council and Queen Charlotte Education Special School Trust.
13. The transfer of the staff, contracts and assets to be transferred from Queensmill School to Queen Charlotte Education Special School Trust, as well as the respective rights, obligations and liabilities of the parties are set out in the Commercial Transfer Agreement.
14. A list of contracts to be novated from the Council to the Academy has been provided by the school and will be included in Schedule 2 of the CTA.

15. The definition of “staff” includes staff transferring under TUPE as well as staff that are not transferring under TUPE. The Academy Trust will accept all liability for claims in relation to the transfer of all staff (covered by the definition).
16. In keeping with established convention, the historic staff liabilities will remain with the Council. An agreement has been reached to temporarily withhold a portion of the school’s surplus budget before it is transferred for up to 3 months following the date of conversion to cover the employment risks which may arise.
17. The statutory TUPE consultation process, which needs to take place prior to the proposed conversion date, is being managed and co-ordinated by the Council’s Schools HR Team.
18. A letter dated 6 January 2020, was issued to all staff advising them of the proposed conversion to a non-sponsored academy. Formal consultation for Queensmill Special School took place with staff and unions on 13 January 2020. Formal consultation ended on 7 February 2020. Both staff and unions have been kept updated.
19. A ‘final’ letter will be sent to all staff confirming the transfer to Queen Charlotte Education Special School Trust approximately two weeks prior to the actual transfer date.

### **Commissioning arrangements**

20. A high needs funding SLA will need to be agreed with the Queen Charlotte Education Special School Trust for the delivery of 3 to 19 special education provision.
21. The School Budget (Dedicated Schools Grant) 2021/22 report was approved by Cabinet on 1 February 2021, delegating authority to the Director of Children’s Services to increase high needs place funding to special provision in Hammersmith & Fulham up to the levels indicated in the report.
22. This report seeks authority for the Director of Children’s Services to agree a high needs funding SLA with Queen Charlotte Education Special School Trust and increase the place funding at the school up to the number on roll in the October 2020 school census.
23. The current commissioning intentions for the school is outlined below:

**Table 2: LA commissioning intentions**

<b>Setting</b>	<b>2020/21 commissioned numbers</b>	<b>2020/21 at point of conversion</b>	<b>2021/22 proposed commissioning numbers</b>
Queensmill School	144	169	169
QM at Fulham Primary	30	30	30
QM at Fulham Cross Girls	7	7	7
QM at Fulham College Boys	15	15	15

24. The current commissioning intentions are based on the following assumptions:

- An increase in the number of places at the main school to request the numbers on roll at October 2020 census
- The October 2020 census data shows 199 pupils solely registered at Queensmill school, but this includes pupils at the Fulham Primary satellite. The numbers at the main school have been adjusted to reflect the 30 Queensmill placements at Fulham Primary
- Maintain the 2020/21 commissioning numbers at the satellite provision pending completion of the SEN sufficiency and agreement of the future delivery model for H&F units and additionally resourced provision. This will be completed in 2021/22
- K&C and WCC account for 12% and 22% of the current numbers on roll, respectively. K&C plans for its new special school for the 2021/22 academic year have been considered and it is not expected that this will result in spare specialist ASD places in the local area. Commissioned numbers at the main school will be maintained at 169 for the 2021/22 academic year. A further review will take place to assess the impact of the new K&C provision on the local and regional special ASD school place economy in 2022/23.
- The delivery of speech and language support within the school resources and the withdrawal of the CLCH contract for H&F maintained schools

### **Services delivered by Q+ charity**

25. The Q+ charity operates a children's home (Q House) and a Post-19 specialist ASD college.

26. The charity will become a subsidiary of the Queen Charlotte Education Special School Trust.

27. A separate high needs funding SLA will be undertaken between H&F and Queen Charlotte Education Special School Trust to regularise the arrangements for the services commissioned by the Council from the charity.

28. Subject to the consent of the Secretary of State, the lease will allow for the grant of an underlease of the part of the School used by Q+ as residential children's home.

### **Reasons for Decision**

29. The decisions are required to comply with the Council's obligations under the Academies Act 2010 to complete the process to give effect to the conversion of Queensmill Special School. The Council cannot decline the Secretary of State Order to convert the school to an academy.

### **Equality Implications**

30. There are no direct negative equality implications for groups with protected characteristics, under the Equality Act 2010, by the approval of the academy conversion of Queensmill Special School.
31. Officers have assessed that there will be a neutral impact resulting in the change of school status. The CTA will support the orderly transfer of Queensmill School to the Queen Charlotte Education Special Trust and maintain the delivery of special education provision to the H&F residents and the local region.
32. The place funding arrangement will be negotiated with Queensmill School, accounting for the needs of the school population and to ensure a budget for the efficient and effective running of the school. In addition to place funding, individual learners also attract top-up funding to deliver to the provision specified in their Education, Health and Care Plans.

## **Risk Management Implications**

### **Insurance**

- I. Property and Liability insurances are currently arranged via the Shared Insurance Service. The current cover arrangements for Queensmill School will operate until 31 May 2021. The cover can then transfer automatically from the school to the new academy from 1 June 2021.
- II. The Academies Act 2010 gave all maintained schools the opportunity to become academies. Academies are independent of Local Authority control and are able to buy in private services should they wish and elect to buy back services in from the Local Authority should they wish. This means that an Academy would require a review of their own local business continuity and contingency planning arrangements as service suppliers may eventually but increasingly be procured independently. Such risks in the supply chain would therefore be the Academies to self-manage.
- III. We have been informed by the service that the staff acting for the charity are currently employed by Queensmill school, the council already insure the school, consequently there are no issues in this area. The current insurance arrangements in place will continue and any incidents which the council is liable for would be covered under the existing cover. This includes the three 'known' incidents, providing they are found to be insured events, which are currently being investigated but no claim has yet been made on the insurance.
- IV. The Insurance Team will need to be informed once the school transfers to an Academy to update the insurers accordingly.

*Implications verified by Michael Sloniowski, Risk Manager, tel: 020 8753 2587 and completed by Beverly Mills, Assistant Head of Insurance.*

### **List of appendices:**

None



## 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](mailto: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 APRIL UNTIL JULY 2021

The following is a list of Key Decisions which the Authority proposes to take from April 2021. The list may change over the next few days.

**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](mailto: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](http://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**

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

***Key Decisions List No. 105 (published 9 April 2021)***



## **KEY DECISIONS LIST – FROM APRIL 2021**

**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.

<b>Decision to be Made by</b>	<b>Date of Decision-Making Meeting and Reason</b>	<b>Proposed Key Decision</b>  <b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>	<b>Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents</b>	<b>Documents to be submitted to Cabinet (other relevant documents may be submitted)</b>
<b>CABINET MEMBER AND OFFICER DECISIONS</b>				
<b>Finance</b>				
Cabinet Member for the Environment	April 2021	<b>Annual Highways Maintenance Programme</b>  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. We aim to improve efficiency and provide maximum value for money co-ordinating as far as possible maintenance works with the implementation of LIP projects. We are coordinating footways with the need to plan more trees so use our planned maintenance on footways to increase opportunities for adding tree pits.	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards  Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	
Cabinet Member for the Environment	April 2021	<b>Highways Planned Maintenance Programme 2020-21</b>  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	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
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): All Wards  Contact officer: Ian Hawthorn Tel: 020 8753 3058	

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	and Capital up to 1.5m	Act 1980.	ian.hawthorn@lbhf.gov.uk	supporting documentation and / or background papers to be considered.
Cabinet Member for the Environment	April 2021	<b>Proposals for the Noise and Nuisance team's revised service hours</b>  Review of the Hours of operation of the borough's Noise & Nuisance service	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards  Contact officer: Valerie Simpson Tel: 020 8753 3905 valerie.Simpson@lbhf.gov.uk	
Cabinet Member for Housing	April 2021	<b>Replacement of Spandrel Panels (Medium and Low Risk Properties)</b>  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.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Dominic D Souza dominic.DSouza@lbhf.gov.uk	
Strategic Director for the Environment	April 2021	<b>Climate and Ecological Emergency – Expansion of Lamp Column Electric Vehicle Charge Points</b>  Having successfully secured £215,175 funding from OLEV for residential lamp column EV charge points, and negotiated the necessary 25% match funding of	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
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): All Wards  Contact officer: Richard Hearle Richard.Hearle@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
	and Capital up to 1.5m	£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.		supporting documentation and / or background papers to be considered.
Deputy Leader	April 2021	<b>Third Sector Investment Fund</b>  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  Contact officer: Katharina Herrmann  Katharina.Herrmann@lbhf.gov.uk	
Cabinet Member for Housing	April 2021	<b>Procurement Strategy – Dry to Wet Riser Conversion Works in Six (6) Blocks</b>  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  Contact officer: Richard Buckley  richard.buckley@lbhf.gov.uk	
Strategic Director of the Economy Department	April 2021	<b>Approval of the Capital Planned Maintenance Programme 2021/22</b>  The schemes that comprise this programme are earmarked for the upgrade and maintenance of the building fabric including mechanical & electrical equipment	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
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): Avonmore and Brook Green; Fulham Broadway; Hammersmith Broadway; Palace	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
	and Capital up to 1.5m		Riverside; Ravenscourt Park  Contact officer: Niles Pankhania  Niles.Pankhania@lbhf.gov.uk	details of any supporting documentation and / or background papers to be considered.
Strategic Director of the Economy Department	April 2021	<b>Procurement Strategy - Roof Repair Programme</b>  To repair and replace roofs at 4 locations	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): College Park and Old Oak; Fulham Reach; Hammersmith Broadway; Town  Contact officer: Niles Pankhania  Niles.Pankhania@lbhf.gov.uk	
Director Children's Services	April 2021	<b>Climate Education</b>  Activity to promote education, awareness and participation in climate change activities among children and young people	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: Paul Triantis  Paul.Triantis@lbhf.gov.uk	
Cabinet Member for Health and Adult Social Care	April 2021	<b>Public Health Budget Approval - Primary Care Activity</b>  Budget approval report for public health funded services within primary care from April 2021-	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
	Reason: Expenditure/Income -		Ward(s): All Wards	

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	Revenue between £500,000 and £5m and Capital between £1.5m and £5m	March 2024.	Contact officer: Nicola Ashton Tel: 020 8753 5359 Nicola.Ashton@lbhf.gov.uk	of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Chief Executive	April 2021	<b>Collaborative Delivery Agreement Variation</b>  This workstream follows the January 2021 Cabinet report on disaggregation from LSCP and Placements. The January report contained a recommendation to delegate authority to the Chief Executive to make variations/extensions to the Collaborative Delivery Agreement from April 21 onwards - this report presents recommendations for both variation and extension.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Strategic Director of the Economy Department	April 2021	<b>Zero Coomer Place Redevelopment</b>  Procurement Strategy relating to consultant services for the Zero Coomer Place Redevelopment.	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): Fulham Broadway  Contact officer: Omar Villalba Tel: 07769288779 Omar.Villalba@lbhf.gov.uk	

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<b>Resources</b>				
Strategic Director for the Environment	April 2021	<b>Procurement strategy in relation to the procurement of books and audio materials for the libraries via a framework agreement</b>  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.	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: Sameena Ali Tel: 07824 407 247 Sameena.Ali@lbhf.gov.uk	
Director Children's Services	April 2021	<b>Call-off Contract Extensions for Semi-Independent Living Support Providers</b>  Decision report recommending short-term extensions of up to six months from 12 April 2020 to 12 September 2020 to 16 call-off contracts to secure continuation of existing provision of semi-independent living (SIL) accommodation arrangements for Looked After Children and Young People leaving care to enable continuity of these valuable services during the current Covid-19 outbreak.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Cabinet Member for Children and Education	April 2021	<b>Centrepont Contract for Care Leavers Accommodation</b>  Decision report recommending the extension and modification of an existing supported housing contract delivered by Centrepont Soho for the provision of accommodation-based support for young people leaving care.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital		Ward(s): All Wards  Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	

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	between £1.5m and £5m			and / or background papers to be considered.
Cabinet Member for the Environment	April 2021	<b>Procurement Strategy for Land and Property System</b>  The IDOX Group currently provides the Council's land and property-based IT case management system (Uniform) for multiple regulatory services across the authority.  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.	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	
			Contact officer: Josh Hadley, Davina Barton Tel: 020 8753 1980, Josh.Hadley@lbhf.gov.uk, Davina.Barton@lbhf.gov.uk	
Cabinet Member for Health and Adult Social Care	April 2021	<b>Emlyn Gardens - Adults with disabilities supported living procurement strategy</b>  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	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	
			Contact officer: Michele Roberts Tel: 020 8834 4734 Michele.Roberts@lbhf.gov.uk	
Strategic Director of the Economy Department	April 2021	<b>Rough Sleeping Services Contract Awards</b>  Five rough sleeping service contracts expired on 31.10.20. Report will include recommendations about future contracts.	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
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital		Ward(s): All Wards	
			Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk	

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	up to 1.5m			documentation and / or background papers to be considered.
Director Children's Services	April 2021	<b>Approval to agree contract with Family support Service (FSS)</b>  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):	
			Contact officer: Lesley Bell  Lesley.Bell@lbhf.gov.uk	
Cabinet Member for Children and Education	April 2021	<b>Contract Extensions on Family Support (FS) Framework</b>  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	
			Contact officer: Lesley Bell  Lesley.Bell@lbhf.gov.uk	
Cabinet Member for the Economy, Cabinet Member for Finance and Commercial Services	April 2021	<b>Egyptian House - new housing and community facilities</b>  A property transaction that will result in housing units including affordable housing and community facilities  PART OPEN PART PRIVATE	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
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): Wormholt and White City	
			Contact officer: Nigel Brown	



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	and Capital up to 1.5m	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	Tel: 020 8753 2835 Nigel.Brown@lbhf.gov.uk	documentation and / or background papers to be considered.
Cabinet Member for Housing	April 2021	<b>Contract Award, Maystar Estate Refurbishment</b>  Award of contract to undertake major refurbishment works to Maystar Estate W14	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): North End  Contact officer: Richard Buckley, Vince Conway Tel: 020 8753 1915 richard.buckley@lbhf.gov.uk , Vince.Conway@lbhf.gov.uk	
Strategic Director for the Environment	April 2021	<b>VAWG Services Award Report</b>  Decision to direct award frontline VAWG Services for 12 months	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  Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk	

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Strategic Director of the Economy Department	April 2021	<b>Procurement Strategies for White City Central</b>  Approval of two procurement strategies for the White City Central scheme.	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): Wormholt and White City	
			Contact officer: Ayesha Ovaisi Tel: 020 8753 5584 Ayesha.Ovaisi@lbhf.gov.uk	
Cabinet Member for Finance and Commercial Services	April 2021	<b>MFD Reprourement</b>  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	
			Contact officer: Josh Hadley Tel: 020 8753 1980 Josh.Hadley@lbhf.gov.uk	
Cabinet Member for the Economy	April 2021	<b>Mund Street Site - Procurement Strategy for Design Team</b>  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): North End	
			Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	

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Cabinet Member for the Economy	April 2021	<b>Mund Street Site - Contract Award for Design Team</b>  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	
			Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	April 2021	<b>Mund Street Site - Procurement Strategy for Control Team</b>  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	
			Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	April 2021	<b>Mund Street Site - Contract Award for Control Team</b>  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	
			Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	

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Cabinet Member for the Economy	April 2021	<b>Farm Lane Site - Procurement Strategy for Design Team</b>  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	
			Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	April 2021	<b>Farm Lane Site - Contract Award for Design Team</b>  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	
			Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	April 2021	<b>Farm Lane Site - Procurement Strategy for Control Team</b>  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	
			Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	

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Cabinet Member for the Economy	April 2021	<b>Farm Lane Site - Contract Award for Control Team</b>  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): Fulham Broadway	
			Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for Children and Education	April 2021	<b>Procurement Strategy for Young People and Care Leavers Supported Housing</b>  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	
			Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Cabinet Member for Health and Adult Social Care	April 2021	<b>Contract extension for Floating Support Service</b>  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	
			Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@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 Social Care	April 2021	<b>Day Opportunities Contract awards</b>  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 Health and Adult Social Care	April 2021	<b>Extension of Incumbent Homecare Contracts</b>  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	
	Contact officer: Christine Williams  Christine.Williams@lbhf.gov.uk			
Cabinet Member for the Economy	April 2021	<b>Lillie Road Site - Design Team Procurement Strategy</b>  Lillie Road Site - Design 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		Ward(s): North End	
	Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk			

<b>Decision to be Made by (Cabinet or Council)</b>	<b>Date of Decision-Making Meeting and Reason</b>	<b>Proposed Key Decision</b>  <b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>	<b>Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents</b>	<b>Documents to be submitted to Cabinet (other relevant documents may be submitted)</b>
Cabinet Member for the Economy	April 2021	<b>Lillie Road Site - Design Team Award Report</b>	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 - Design Team Award Report	Ward(s): North End	
			Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	April 2021	<b>Lillie Road Site - Control Team Award Report</b>	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 Award Report	Ward(s): North End	
			Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	April 2021	<b>Lillie Road Site - Control Team Procurement Strategy</b>	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	

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Cabinet Member for Health and Adult Social Care	April 2021	<b>Direct Award to Incumbent Substance Misuse Service Providers</b>  Report seeks the approval of a direct award of one year plus 3 months to the provision of substance misuse contracts to be delivered by the five incumbent providers.	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: Rebecca Richardson Tel: 07827879659 rebecca.richardson@lbhf.gov.uk	
Cabinet Member for Housing	April 2021	<b>Procurement Strategy for major void works and complex repairs to council housing stock</b>  This report seeks approval of a Procurement Strategy for the undertaking of complex void works to council housing stock.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk	
Director of Resources	April 2021	<b>Procurement Strategy - Caretakers Lodges</b>  The aim of the scheme is to generate income by redeveloping caretakers lodges into low rental, short term accommodation for teaching staff employed in H&F schools, after which they will have the option of accessing the Council wider affordable housing offer e.g. Shared Ownership or Help to Buy.  The discovery work has enabled a business case for investment in repurposing four lodges as	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: Hannah parrott, Jonathan Skaife Jonathan.Skaife@lbhf.gov.uk	



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		<p>affordable key workers houses to house a first cohort of teachers from September 2021.</p> <p>This is expected to deliver the Council immediate revenue benefits of between £63k and £113k from the schemes launch with a breakeven point from 2025/26 considering the upfront capital invested.</p> <p>Works scheduled for 2021 are estimated to cost £555,481 and be paid for from Capital Planned Maintenance Budget. Due to the high pre-tender estimated costs for refurbishment to two of the lodges, a procurement strategy will be drafted for approval. This will account for £407,481 of the total pre tender estimated value.</p> <p>The Corporate Landlord Board, Children's Leadership Team and Cabinet Member have approved the business case for progression of the first four lodges.</p>		
Cabinet Member for Children and Education	April 2021	<b>FSS Framework Extension 2021/22</b>  Extension of FSS framework for 1 year April 2021 - March 2022	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Lesley Bell  Lesley.Bell@lbhf.gov.uk	
Cabinet Member for Housing	April 2021	<b>Contract Award, Edward Woods external wall safety works</b>	Cabinet Member for Housing	A detailed report for this item will be

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	This report seeks approval from the Cabinet Member for Housing to award a contract for the External Wall Safety Works at Edward Woods Estate	Ward(s): Shepherds Bush Green  Contact officer: Richard Buckley, Vince Conway Tel: 020 8753 1915 richard.buckley@lbhf.gov.uk , Vince.Conway@lbhf.gov.uk	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.
Deputy Leader	April 2021	<b>Procurement Strategy for Violence Against Women &amp; Girls services</b>		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	Procurement strategy for VAWG Services - Coordination and Integrated Support Services	Ward(s): All Wards  Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk	
Cabinet Member for Health and Adult Social Care	April 2021	<b>Direct Award to Incumbent Substance Misuse Service Providers</b>	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	This report seeks the approval of a direct award of one year plus three months, (1+3m) to the provision of three substance misuse contracts and two grants to be delivered by the four incumbent providers CGL, Turning Point, Outside Edge and Build on Belief	Ward(s): All Wards  Contact officer: Rebecca Richardson Tel: 07827879659 rebecca.richardson@lbhf.gov.uk	

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Strategic Director for the Environment	18 Apr 2021	<b>Refuge Direct Award</b>  Direct award refuge provision - 1st April 2021 - 31st March 2022.	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
	Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk			
Cabinet Member for Finance and Commercial Services	Before 28 May 2021	<b>Office 365 license renewal May 2021</b>  The council heavily uses the Microsoft Office 365 productivity suite of applications and are licensed to use them until May 2021. Approval is required to renew licensing for another 3 years under similar arrangements with RBKC.	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
	Contact officer: Ramanand Ladva Tel: 07493864847 Ramanand.Ladva@lbhf.gov.uk			
Strategic Director of Social Care	April 2021	<b>Extension of Healthy Hearts Contract</b>  Extension of contract with Thrive Tribe to provide a stop smoking service and a cardio vascular disease prevention programme.	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
	Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk			

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Cabinet Member for Housing	April 2021	<b>Provision of Stock Condition Surveys of housing stock and other HRA assets: Contract award</b>  Award of Contract to conduct comprehensive stock condition surveys across the borough's entire housing stock and to other HRA assets.	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:		Ward(s): All Wards	
			Contact officer: David McNulty  David.McNulty@lbhf.gov.uk	
Strategic Director of the Economy Department	April 2021	<b>Renewal of Lateral Mains to Multiple Blocks: Award of Contract</b>  Award of Contract relating to the renewal of lateral mains at 1-25 Abbey Court, 1-30 Clifford House, and 1-68 Linacre Court.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Richard Buckley  richard.buckley@lbhf.gov.uk	
Chief Executive	April 2021	<b>Laptops for Digitally Excluded Students</b>  To assist digitally disadvantaged students in H&F during the Covid 19 pandemic and subsequent move to increased eLearning, Digital Services and Children's Services are working with local partners to launch a crowdfunding campaign aimed at raising funds for laptops and data connectivity.  Children's, in consultation with		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Karen Barry  Karen.BarryFCS@lbhf.gov.uk	

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		<p>schools, has identified that in H&amp;F there is a device shortfall of 1500 units, and connectivity is required for 500 students. High demand for devices nationally and limited availability have created difficult market conditions. However, an opportunity to secure devices at a favourable price has arisen through the London Grid for Learning (LGfL). To take advantage of this opportunity, H&amp;F must place an order as soon as possible and ahead of the crowdfunding campaign, in order to secure and deliver the devices in a more compressed timescale.</p> <p>The purpose of this report is to request the funds to secure the devices, with the intention that the crowdfunding campaign will launch and recoup the costs.</p>		
Cabinet Member for Finance and Commercial Services	Before 18 Apr 2021	<b>Procurement strategy - Revenue and Benefits</b>  Procurement strategy for software solution	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Graham Pottle Tel: 07733 038 882 graham.pottle@lbhf.gov.uk	
Cabinet Member for the Environment	April 2021	<b>Contract Award - Revenue and Benefits</b>  Contract for the supply of software and associated support	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days
	Reason: Expenditure/Income		Ward(s): All Wards	

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	Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Contact officer: Graham Pottle Tel: 07733 038 882 graham.pottle@lbhf.gov.uk	before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Director Children's Services	18 Apr 2021  Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	<b>Child and Adolescent Mental Health Services (CAMHS) for 21/22</b>  Exceptional circumstances related to the Covid vaccine roll-out mean that NHS partners are not sufficiently resourced at this time to enter into intended Section 75 arrangements. Therefore, in order to remain within governance requirements, this report seeks approval to directly award contracts for CAMHS services for 2021/22.	Cabinet Member for Children and Education  Ward(s): All Wards  Contact officer: Craig Holden Tel: 07850 541 477 Craig.Holden@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 for the Environment	April 2021  Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	<b>Award Report for Covid Marshals - Park Guard</b>  Report to award Covid Marshal services.	Cabinet Member for the Environment  Ward(s): All Wards  Contact officer: Neil Thurlow, Matthew Hooper, Beth Morgan Tel: 07450 964 681, Tel: 020 8753 3102 Neil.Thurlow@lbhf.gov.uk, Matthew.Hooper@lbhf.gov.uk, beth.morgan@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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Strategic Director for the Environment	April 2021	<b>Award Report for Covid Marshals - Servoca</b>  Report to award Covid Marshal services.	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	
	Contact officer: Matthew Hooper Tel: 07450 964 681 Matthew.Hooper@lbhf.gov.uk			
Commercial Revenue Committee	April 2021	<b>The winding-up and dissolution of H&amp;F Bridge Partnership Limited</b>  With HFBP being dormant for a number of years to finally close the company and distribute the retained profit in line with the existing shareholdings.	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
	Contact officer: Geoff Hay Tel: 0208 753 4223 geoff.hay@lbhf.gov.uk			
Strategic Director of the Economy Department	Before 13 Apr 2021	<b>Procurement Strategy for direct award of a contract for a multi-disciplinary consultant for the major refurbishment of Charecroft Estate W12</b>  The report seeks approval of a procurement strategy proposing a direct award of a contract for multi-disciplinary consultancy services to develop, plan and manage the major refurbishment works at Charecroft estate W12		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): Addison	
	Contact officer: Vince Conway, Richard Buckley Tel: 020 8753 1915, Vince.Conway@lbhf.gov.uk, richard.buckley@lbhf.gov.uk			

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Cabinet Member for Finance and Commercial Services	September 2021	<b>Cloud Hosting Strategy</b>  A decision is required on where H&F line of business systems are hosted, e.g. Academy, ArcGIS. Currently these are hosted by BT and the report will make a recommendation on the future strategy for these services.	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: David Wadham Tel: 07776 672 392 david.wadham@lbhf.gov.uk	
Cabinet Member for Children and Education	3 May 2021	<b>Award to the Travel Care Taxi Services Framework</b>  Award of providers to the Travel Care Taxi Framework	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 over £5m & policies or new income, reserves use, overspend over £100K		Ward(s): All Wards  Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	
Chief Executive	14 Apr 2021	<b>Collaborative Delivery Agreement Extension - Continuation of Shared Services for Children's Social Care</b>  SLT decision report which seeks agreement to continue sharing a collection of statutory Children's Social Care Services with the Royal Borough of Kensington and Chelsea and Westminster City Council.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	



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Strategic Director of the Economy Department	30 Apr 2021	<b>Procurement Strategy for direct award of a contract for a multi-disciplinary consultant for various housing capital workstreams W12</b>  This report seeks approval of a Procurement Strategy for the direct award of a contract to Baily Garner to provide multi-disciplinary consultancy support for various housing capital workstreams	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk	
Strategic Director for the Environment	April 2021	<b>Extension of contract for the provision of cashless payment parking and visitors parking permit services</b>  Request for the extension of the contract with Parkmobile for the provision of cashless payment parking and visitor parking permit services.  <b>Reasons for Urgency:</b> An urgent decision is required to ensure that the Council can serve a notice of extension as contractually required by 14/04/21.	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  Contact officer: Osa Ezekiel  Osa.Ezekiel@lbhf.gov.uk	
Cabinet Member for Housing	June 2021	<b>Contract Award report: whole-house retrofit</b>  Contract Award report to award a contract to a provider of whole-house retrofit for 27 properties in West Kensington, as part of a part-GLA funded pilot aimed at radical improvement in energy efficiency in line with LBHF Climate Change goals. Approved procurement strategy is to procure via an Innovation Partnership run by GLA. This procurement will culminate in late May with a provider being matched with LBHF.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: William Shanks Tel: 020 8753 6007 william.shanks@lbhf.gov.uk	

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<b>CABINET - 19 April 2021</b>				
<b>Finance</b>				
Cabinet	19 Apr 2021	<b>Corporate Revenue Monitor Month 9 - 31st December 2020</b>  Update on forecast outturn position at 31st December. Request for budget virements	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Gary Ironmonger Tel: 020 8753 2109 Gary.Ironmonger@lbhf.gov.uk	
Cabinet	19 Apr 2021	<b>Approval to commit and draw down Section 106 receipts to fund economic development activity for financial year 2021/22</b>  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 will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Kamal Motalib, Karen Galey  Kamal.motalib@lbhf.gov.uk, Karen.Galey@lbhf.gov.uk	
Cabinet	19 Apr 2021	<b>Social Housing Decarbonisation Fund Demonstrator: EnergieSprong Whole House Retrofit</b>  A report detailing the whole-house retrofit project that LBHF has an opportunity to carry out, part funded by the GLA. The project could lead to the retrofit of 27 homes and be the first step in a wider retrofit programme that	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation
	Reason: Affects 2 or more wards		Ward(s): North End	
			Contact officer: Tony Embling Tel: 07769 197 655 tony.embling@lbhf.gov.uk	

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		would enable LBHF to meet its Climate Emergency objectives.		and / or background papers to be considered.
Cabinet	19 Apr 2021	<b>Approval of Queensmill Special School academy conversion</b>  A request to approve the recommendation to enable the conversion of Queensmill Special School to become an academy.	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  Contact officer: Daryle Mathurin Tel: 07816 661199 Daryle.Mathurin@lbhf.gov.uk	

#### CABINET - 4 May 2021

#### Finance

Cabinet	4 May 2021	<b>Third Sector Investment Fund Budget and Allocation</b>  Agreeing the third sector investment fund budget and allocation for the period 1 April 2021 - 31 March 2023  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.	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  Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@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	4 May 2021	<b>Housing Strategy 2021</b>  Report on the Council's new Housing Strategy 2021.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
	Contact officer: Gerry Crowley, Beatrice McGuire  Gerry.Crowley@lbhf.gov.uk, Beatrice.McGuire@lbhf.gov.uk			
Cabinet	4 May 2021	<b>Resident-led Climate and Ecological Emergency Commission</b>  Report and recommendations from the resident-led CEEC on the climate and ecological emergency and achieving the borough's net-zero target.	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: Budg/pol framework		Ward(s): All Wards	
	Contact officer: Hinesh Mehta  Hinesh.Mehta@lbhf.gov.uk			
Cabinet	4 May 2021	<b>Education City - commercial loan facilities</b>  To seek approval of commercial loan facilities	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		Ward(s): Wormholt and White City	
	Contact officer: Jacquie Agyemang-Johnson Tel: 07787 152733 Jacquie.Agyemang-Johnson@lbhf.gov.uk			

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<b>CABINET - 7 June 2021</b>				
Cabinet	7 Jun 2021	<b>Education City - Land Appropriation</b>  S203 Appropriation	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework		Ward(s): Wormholt and White City	
			Contact officer: Jacquie Agyemang-Johnson Tel: 07787 152733 Jacquie.Agyemang-Johnson@lbhf.gov.uk	
Cabinet	7 Jun 2021	<b>Homelessness and Rough Sleeping Strategy</b>  The Council's new Homelessness and Rough Sleeping strategy, with the updated Tenancy Strategy	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Beatrice McGuire  Beatrice.McGuire@lbhf.gov.uk	
Cabinet	7 Jun 2021	<b>Cabinet Report Capital Budget for IHMS System Implementation</b>  The purpose of the report is to request approval for the re-purposing of the Capital Budget for the Stock Condition surveys to meet the cost of implementing the new Integrated Housing Management System for The Economy.	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
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Dorothy Sturzaker  Dorothy.Sturzaker@lbhf.gov.uk	

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				considered.
Cabinet	7 Jun 2021	<b>Hammersmith &amp; Fulham Modern Slavery Strategy</b>  This report will present a new Modern Slavery Strategy for Hammersmith & Fulham.	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	
			Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk	
Cabinet	7 Jun 2021	<b>Emergency Planning &amp; Business Continuity Cabinet Report</b>  A yearly summary of the Councils Emergency Planning and Business Continuity Activities	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Denise Prieto Tel: 0208 753 2286 Denise.Prieto@lbhf.gov.uk	

## Resources

Cabinet	7 Jun 2021	<b>Procurement Strategy - Remedial and Safety Enhancement Works at Edward Woods Estate</b>  Remedial and safety enhancement works to the three (3) Edward Woods blocks (i.e. Poynter, Stebbing and Norland Houses).	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation
	Reason: Expenditure/Income over £5m & policies or new income, reserves use,		Ward(s): Shepherds Bush Green	
			Contact officer: Vince Conway, Richard Buckley Tel: 020 8753 1915, Vince.Conway@lbhf.gov.uk,	

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	overspend over £100K		richard.buckley@lbhf.gov.uk	and / or background papers to be considered.

### CABINET - 5 July 2021

Cabinet	5 Jul 2021	<b>Grounds Maintenance on Housing Land Business Case and Consultation</b>	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards	<p>June Cabinet approved a Procurement Strategy for the tendering of Grounds Maintenance of Parks, Open Spaces and Housing Estates.</p> <p>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.</p> <p>The report will advise the results of that consultation process and include and describe a business case to bring the service in-house.</p> <p>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.</p>	<p>Ward(s): All Wards</p> <p>Contact officer: David McNulty, John Newton, William Shanks Tel: 0208 992 4887, Tel: 020 8753 6007 David.McNulty@lbhf.gov.uk, john.newton@lbhf.gov.uk, william.shanks@lbhf.gov.uk</p>	
Cabinet	5 Jul 2021	<b>Procurement Strategy for Mental Health Supported Housing</b>	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
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend	<p>Procurement strategy for our mental health supported housing in borough contracts.</p> <p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from</p>	<p>Ward(s): All Wards</p> <p>Contact officer: Michele Roberts, Joanna McCormick Tel: 020 8834 4734, Tel: 0741207694 <a href="mailto:Michele.Roberts@lbhf.gov.uk">Michele.Roberts@lbhf.gov.uk</a></p>	

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	over £100K	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.	Joanna.Mccormick@lbhf.gov.uk	background papers to be considered.