

# Cabinet

## Agenda

**MONDAY**  
**7 NOVEMBER 2022**  
**7.00 pm**

**MAIN HALL**  
**FIRST FLOOR**  
**3 SHORTLANDS**  
**LONDON W6 8DA**

Watch the meeting  
live on YouTube:  
<https://youtu.be/YLxUpxsqdk4>

**Date Issued**  
**28 October 2022**

### Membership

Councillor Stephen Cowan, Leader of the Council  
Councillor Ben Coleman, Deputy Leader  
Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and  
Community Safety  
Councillor Bora Kwon, Cabinet Member for Civic Renewal,  
Councillor Alex Sanderson, Cabinet Member for Children and Education  
Councillor Wesley Harcourt, Cabinet Member for Climate Change and  
Ecology  
Councillor Andrew Jones, Cabinet Member for The Economy,  
Councillor Frances Umeh, Cabinet Member for Housing and  
Homelessness  
Councillor Rowan Ree, Cabinet Member for Finance and Reform  
Councillor Sharon Holder, Cabinet Member for Public Realm

If you require further information relating to this agenda please contact:  
Katia Neale, Committee Coordinator, tel: 07776 672 956 or email:  
[katia.neale@lbhf.gov.uk](mailto:katia.neale@lbhf.gov.uk)

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)

### PUBLIC NOTICE

The Cabinet hereby gives notice of its intention that it may want to hold part of this meeting in private to consider the exempt elements of item 5 which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

The Cabinet has received no representations as to why the relevant part of the meeting should not be held in private.

**Members of the Public are welcome to attend but spaces are limited. To register for a place please contact [katia.neale@lbhf.gov.uk](mailto:katia.neale@lbhf.gov.uk). Seats will be allocated on a first come first serve basis. A loop system for hearing impairment is provided, together with disabled access to the building.**



### Shortlands

3 Shortlands,  
Hammersmith,  
London W6 8DA

 **Closest Underground Station**  
Hammersmith

 **Closest Bus Stop**  
Latymer Court (Stop G)

### DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on item numbers **4 and 5** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Katia Neale at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday 2 November 2022.**

### COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Tuesday 8 November 2022**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Friday 11 November 2022 at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Friday 11 November 2022**.

# Cabinet Agenda

7 November 2022

<u>Item</u>		<u>Pages</u>
1.	<b>MINUTES OF THE CABINET MEETING HELD ON 10 OCTOBER 2022</b>	5 - 16
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>2022 CORPORATE REVENUE MONITOR - MONTH 4 (JULY 2022)</b>	17 - 56
5.	<b>MODERN DESKTOP SERVICE AND TECH-TONIC 2 DEVICE REFRESH</b>	57 - 74

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

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

6. FORWARD PLAN OF KEY DECISIONS

75 - 115

7. DISCUSSION OF EXEMPT ELEMENTS (ONLY IF REQUIRED)

**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 10 October 2022**

*NOTE: This meeting was held remotely. A recording of the meeting can be watched at on YouTube at: <https://www.youtube.com/watch?v=hFMXmCEGVH0&feature=youtu.be>*

### **PRESENT**

Councillor Stephen Cowan, Leader of the Council  
Councillor Ben Coleman, Deputy Leader  
Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology  
Councillor Andrew Jones, Cabinet Member for The Economy  
Councillor Sharon Holder, Cabinet Member for Public Realm  
Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and Community Safety  
Councillor Bora Kwon, Cabinet Member for Civic Renewal  
Councillor Rowan Ree, Cabinet Member for Finance and Reform  
Councillor Alex Sanderson, Cabinet Member for Children and Education  
Councillor Frances Umeh, Cabinet Member for Housing and Homelessness

### **ALSO PRESENT**

Councillor Jose Afonso  
Councillor Patricia Quigley  
Councillor Zarar Qayyum

### **1. MINUTES OF THE CABINET MEETING HELD ON 5 SEPTEMBER 2022**

#### **RESOLVED:**

That the minutes of the meeting of the Cabinet held on 5 September 2022 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

### **2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **3. DECLARATION OF INTERESTS**

There were no declarations of interest.

#### **4. BOROUGHWIDE CLEAN AIR NEIGHBOURHOODS PROGRAMME**

Councillor Sharon Holder and Councillor Wesley Harcourt presented the report proposing the Clean Air Neighbourhoods programme seeking to reduce many of the impacts of poor air quality and improve the health of residents. It proposed a range of measures and public realm area improvements, including new trees, greening, sustainable drainage systems, pedestrian safety improvements, cycling facilities and traffic access restrictions.

The Cabinet received four valid deputations on the proposals and each representative was permitted to address the Cabinet for 5 minutes.

With the Leader's permission Mr Leo Murray was the first speaker to present his deputation. He represented W6 Safe Cycling Families, comprising 114 parents who cycled locally with their children. He offered their welcome for the Clean Air Neighbourhoods plans and were thankful for the Safer Cycle Pathway on King Street. As people felt safer, the number of people cycling on the local streets had increased considerably. They greatly appreciated the Council's efforts to reduce the motor traffic to make local streets safer and lessen the air pollution.

Mr Murray stated that their three key priorities going forward were:

- the Weltje Road / Rivercourt Road delta was not working well for cyclists due to heavy traffic, particularly around school gates times. Ideally these roads should be closed to through traffic at the start and the end of the school day, He asked it his could be implemented as part of the Ravenscourt Park CAN.
- more cycle lanes on key main roads such as Wood Lane, Uxbridge Road and Goldhawk Road.
- School Streets to be included in the plans.

The Leader thanked Mr Murray and asked Ms Natalie Lindsay, representing Wandsworth Bridge Road Association, to present her deputation.

Ms Lindsay noted their appreciation for the Council commitment to addressing the serious problem of air pollution in the borough, which affected every resident, and their support to the initiative of Clean Air Neighbourhoods. However, they were concerned that the safety of pedestrians and cyclists risked being overlooked in the scheme, both on boundary roads and within the zones. They asked that the treatments of boundary roads on the plans also took into consideration the road safety of pedestrian and cyclists. Likewise, to prioritise changes to the road that would protect users and encourage local drivers to cycle instead of driving, while improving the air quality. They urged the Council to give equal importance to traffic calming measures within CANs to control speeding.

The Leader thanked Ms Lindsay and invited the third speaker, Ms Nikita Crocker, representing Hammersmith & Fulham Clean Air Parents, to present her deputation.

Ms Crocker stated that Clean Air Neighbourhoods was the first step in recognising and tackling the danger of the levels of pollution caused by car

dependency, especially on children who were at greatest risk. They asked that the Council looked beyond today and also considered plans for the future. They appealed for the Council to consider measures to mitigate against short local trips to offer the required protection to children going to and returning from school. The implementation of School Streets had been successfully tried and implemented elsewhere. She noted that 96% of primary school children and 76% of secondary school students were from within the borough. Therefore, School Streets should be included in the plans as they could change the habit of driving to school and encourage children and parents to feel safe to cycle instead.

The Leader thanked Ms Crocker and invited the fourth speaker, Mr Casey Abaraonye, representing Hammersmith & Fulham Cycling, to present his deputation.

Mr Abaraonye spoke in support of the Clean Air Neighbourhoods as it tackled air pollution, which affected everyone's health in multiple ways. However, he noted that the proposal needed to go further and be looked in conjunction with other factors. He noted that the majority of children going to the local schools lived locally. He added that the majority of traffic collisions happened within the proximity of the local residents homes, therefore local traffic should not be blocked without looking at other mitigation factors. In conclusion, he stressed that the Council should prioritise the safety of people in public spaces.

The Leader thanked Mr Abaraonye and noted that many of the things discussed by members of the deputation were in common with the proposals in the Clean Air Neighbourhoods plans.

Councillor Ben Coleman thanked the four deputations for their comments. He assured that the Council was considering a whole range of public realm improvements, such as sustainable drainage, new trees, greens, pedestrian safety improvements, cycling and traffic access, repurposing street spaces, which were all part of the Clean Air Neighbourhoods plans. It was also looking at tacking energy use and demand in the future. Currently the Council was looking at the way traffic operated across the borough by implementing trial schemes for a period of 6 to 18 months while consulting throughout the trial period with residents and making changes where necessary, like in South Fulham. At the end of the trial period if successful the Council would decide to make the scheme permanent. The Council's ambition was to reduce many of the impacts of poor air quality and improve the health of residents.

The Leader reiterated that the effect of air pollution had substantial effect on the health of residents. The Clean Air Neighbourhoods aim was not only about clean air but also about safer streets and a better place to live. In term of School Streets, it had not been implemented yet due to technical issues, such as lack of resources and a limited team. But it would be included as part of this plan with the schools' input. The cycle lane was meant to be finished in 2021 but it was delayed by one year also due to technical problems.

The Leader proposed creating a working group with residents led by Bram Kainth, the Strategic Director of Environment, to bridge the communication gap by explaining the Council's plans and to receive residents insights. His Chief of

Staff would contact some of the deputation members to organise this working group.

**AGREED UNANIMOUSLY BY THE CABINET MEMBERS:**

1. To approve the borough wide programme of Clean Air Neighbourhoods within the London Borough of Hammersmith & Fulham (Appendix 1).
2. To delegate responsibility to the Strategic Director of Environment for decision-making and defining the parameters of the Clean Air Neighbourhood programme in consultation with the Deputy Leader of the Council, Cabinet Member for Public Realm and Cabinet Member for Climate Change and Ecology.
3. To delegate responsibility to the Strategic Director of Environment to amend or modify the programme in consultation with the Deputy Leader of the Council, Cabinet Member for Public Realm and Cabinet Member for Climate Change and Ecology.
4. To delegate responsibility to the Strategic Director of Environment for implementing projects to clean the air and enhance the public realm in consultation with the Deputy Leader of the Council, Cabinet Member for Public Realm and Cabinet Member for Climate Change and Ecology.
5. To delegate responsibility to the Strategic Director of Environment to approve the making of Experimental Traffic Orders for the purpose of implementing the experimental phase of the Clean Air Neighbourhoods in consultation with the Deputy Leader of the Council, Cabinet Member for Public Realm and Cabinet Member for Climate Change and Ecology.
6. To delegate responsibility to the Strategic Director of Environment to approve the making permanent of any Experimental Traffic Orders for the purpose of implementing Clean Air Neighbourhoods subject to the outcomes of public engagement, data collection, monitoring, and analysis, in consultation with the Deputy Leader of the Council, Cabinet Member for Public Realm and Cabinet Member for Climate Change and Ecology.

**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. EARLY INTERVENTION STRATEGY**

Councillor Alex Sanderson introduced the Early Intervention Strategy which outlined the Council's strategic ambition to work together as a local partnership to support children, young people, and their families at the earliest opportunity from universal services through to targeted support where necessary. It aimed to create services which keep children safe, support them to thrive and ensure every child fulfils their potential.

### **AGREED UNANIMOUSLY BY THE CABINET MEMBERS:**

That Cabinet approves the publication of the Early Intervention Strategy attached at Appendix 1.

#### **Reason for decision:**

As set out in the report.

#### **Alternative options considered and rejected:**

As outlined in the report.

#### **Record of any conflict of interest:**

None.

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

None.

## **6. CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2022/23 (FIRST QUARTER)**

Councillor Rowan Ree stated that this report provided a financial update on the Council's capital programme and requests approval for budget variations to the capital programme.

### **AGREED UNANIMOUSLY BY THE CABINET MEMBERS:**

1. To note the net forecast increase in forecast 2022/23 capital expenditure of £0.9m. The variations are detailed in Appendix 2.
2. To approve the updated four-year capital programme 2022-2026 of £681m as detailed in Appendix 1.
3. To note the potential risks regarding the Housing Capital Programme, as summarised in paragraphs 21-23.

#### **Reason for decision:**

As set out in the report.

#### **Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**7. HAMMERSMITH BRIDGE – ESSENTIAL WORK LEADING TO STRENGTHENING AND RESTORATION PROJECT**

ITEMS 7 AND 8 WERE DISCUSSED TOGETHER

Councillor Sharon Holder stated that following the closure of Hammersmith Bridge in 2019, the Council was now working on the full strengthening and restoration of the Bridge and its re-opening to motor vehicles. The essential works proposed were required to move to the next stage. These works involved the removal of the two gas mains off the Bridge and diversion on an alternative route, the planning application for the innovative truss option, and further development of the contract and procurement of the full restoration so it was ready to progress once the stabilisation work was completed. This would ensure that the future project to strengthen the Bridge could be undertaken effectively with minimal technical risks.

The Leader stated that the original price estimate to stop the Bridge from collapsing into the river had been £46 million. He expressed his appreciation for the innovative approach led by Sharon Lea, the Interim Chief Executive, and Bram Kainth, Strategic Director of Environment, which not only considerably reduced the cost to stabilise the Bridge but also delivered better engineering results. The Council was legally obliged to reopen the Bridge but did not believe that residents should bear the cost of reopening. He stressed that the greenest and safest way to finally reopen the Bridge to motor vehicles was by introducing a toll to help covering the repair costs. He expected the stabilisation works to be completed by Christmas and the Bridge would be finally safe from collapsing. He thanked Councillor Wesley Harcourt for insisting on conducting a thorough reviewing of engineering on the Bridge which avoided its potential collapse.

**AGREED UNANIMOUSLY BY THE CABINET MEMBERS:**

1. To approve a new capital budget of up to £5m in 2022/23, to be funded from borrowing (increase to the Capital Financing Requirement), pending confirmation of two thirds funding contributions from the Department for Transport (DfT) and Transport for London (TfL).
2. To approve this budget to fund:
  - I. a diversion of a Cadent gas mains off and away from the bridge.
  - II. the progression and obtainment of a planning application for a potential temporary truss.
  - III. the further progression of contract/procurement development for options for the full refurbishment of Hammersmith Bridge.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**8. PROCUREMENT STRATEGY FOR THE DELIVERY OF FULL RESTORATION AND STRENGTHENING OF HAMMERSMITH BRIDGE**

**AGREED UNANIMOUSLY BY THE CABINET MEMBERS:**

1. That Appendix 1 to this report is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings, as set out in paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve the Procurement Strategy for the full restoration of Hammersmith Bridge.
3. To approve the overall procurement timetable and proposed evaluation framework (set out in Sections 7 and 10 in the Detailed Analysis of the Report).
4. To note the financial matters set out in the Financial Impact Section of the Report.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

## **9. AWARD OF CONTRACT FOR WASTE STREET CLEANSING AND RECYCLING SERVICES**

Councillor Sharon Holder stated that the Council's current contract for the delivery of Waste, Street Cleansing & Recycling Services would expire on 29 January 2023. The new contract would help to meet the Council's environmental objectives by allowing opportunities to minimise waste and increase recycling, including opportunities to collect more materials for recycling and reflecting the Council's commitment to collect food waste.

### **AGREED UNANIMOUSLY BY THE CABINET MEMBERS:**

1. That Appendices 1, 2, 3 and 4 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve the award of the Contract to Veolia ES (UK) Limited for a period of 9 years and 9 months from 30<sup>th</sup> January 2023 to 30<sup>th</sup> October 2032, with an option to extend up to a further eight years. As agreed in the Procurement Strategy, there is an option for the Council to end the Contract on the fourth anniversary of the Services Commencement Date.
3. To note that Food Waste collections will be implemented to eligible residential properties as prescribed by the Greater London Authority.
4. To agree that decisions relating to the detailed implementation of provisional services contained within the service specification (garden waste and wheeled bin collections), as detailed in Section 19 of the report, are delegated to the Strategic Director of Environment in consultation with the Cabinet Member for Public Realm, the Cabinet Member for Climate Change & Ecology, and the Director of Finance.

### **Reason for decision:**

As set out in the report.

### **Alternative options considered and rejected:**

As outlined in the report.

### **Record of any conflict of interest:**

None.

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

None.

**10. HOUSING REVENUE ACCOUNT (HRA) STRATEGIC REVIEW - DELIVERING FUTURE SUSTAINABLE SERVICES IN LIGHT OF SIGNIFICANT INCREASES IN INFLATION**

Councillor Rowan Ree stated that the Council had worked hard to keep rents and service charges as low as possible but in order to be able to balance the Housing Revenue Account budget an increase was now necessary. However, the Council was proud to have the second lowest rental increase across the whole of London.

**AGREED UNANIMOUSLY BY THE CABINET MEMBERS:**

1. That Appendix 1 is not for publication on the basis that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) and/or information in respect of which a claim to legal professional privilege could be maintained in legal proceedings as set out in paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve an increase to the current rents that are charged to tenants, effective from 14 November 2022. This will be an additional 4.1% for the rest of 2022/23, bringing the total annualised rent rise for 2022/23 from 1.5% to 3.1%. Details are set out in paragraph 3.1.
3. To approve a change from fixed to variable service charges for tenants based on the up-to-date actual costs of providing tenant services, which will mean a variable level of increase for the majority of tenants (as set out in paragraph 3.2).
4. To approve the above changes to service charges with effect from 14 November 2022 and for future years.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

## 11. **WHITE CITY CENTRAL - NEW COUNCIL HOMES AND COMMUNITY FACILITIES PROCUREMENT STRATEGY**

Councillor Andrew Jones introduced the report seeking approval of a procurement strategy for a principal construction contractor, along with other recommendations that would enable the construction of the White City Central development.

### **AGREED UNANIMOUSLY BY THE CABINET MEMBERS:**

1. That Appendix 6 is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve the Procurement Strategy, as set out in Appendix 1, to procure a construction contractor on a design and build basis for the Development via an established and independent framework, that is independent from any of the contractors, in accordance with Public Contracts Regulations 2015.
3. To delegate authority to the Strategic Head of Regeneration & Development, in consultation with the Director of Finance, to take any necessary steps to resolve matters arising from the grant of planning permission, including the authority to enter into any associated legal agreements arising from the delivery of the development and enabling deeds and agreements with statutory utility providers and third parties including the surrender and re-grant of a lease on existing sub-station, highways agreements, the granting of a new lease and any necessary appropriation of land which is surplus to requirements to expedite and secure the best use of the land.
4. To delegate authority to the Strategic Director for the Economy, in consultation with the Director of Resources, to progress the appropriation of the Site for planning purposes and the use of powers under Section 203 of the Housing and Planning Act 2016 in order to authorise any interference with easements, covenants and other rights in respect of the Site including authorisation to take all necessary steps required in relation to any associated claims, settlements and legal agreements so as to enable the Development of the Site.
5. To carefully considers the responses to consultation undertaken by the Council under Section 105 of the Housing Act 1985 in relation to the Development. The Section 105 consultation process will be completed by early 2023.

### **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.

**12. NEW FUNDING FOR AFFORDABLE HOMES IN HAMMERSMITH AND FULHAM**

Councillor Andrew Jones introduced the report seeking approval to enter into a funding agreement with the Greater London Authority (GLA), for the delivery of new affordable homes in Hammersmith and Fulham.

**AGREED UNANIMOUSLY BY THE CABINET MEMBERS:**

1. That Appendix 1 is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve entering into a funding agreement with the GLA for the Affordable Housing Programme 2021-26 for funding the total amount of £32,304,000
3. To delegate approval of variations to the terms of the funding agreement with the GLA (including grant amounts per project) to the Strategic Director for the Economy, in consultation with Director for Finance.

**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.

**13. FORWARD PLAN OF KEY DECISIONS**

The Key Decision List was noted.

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

There was no discussion of exempt elements.

Meeting started: 7.00 pm  
Meeting ended: 8.03 pm

Chair .....



**Report to:** Cabinet

**Date:** 07/11/2022

**Subject:** 2022 Corporate Revenue Monitor - Month 4 (July 2022)

**Report of:** Cabinet Member for Finance & Reform, Councillor Rowan Ree

**Responsible Director:** Sukvinder Kalsi, Director of Finance

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### SUMMARY

This is the second corporate revenue monitoring report produced for 2022/23.

A **£4.666m** overspend is forecast for the General Fund. Action plans of **£2.893m** are proposed that, if delivered, will result in a forecast overspend of **£1.773m**.

The Housing Revenue Account is forecasting an overspend and will draw down **£1.166m more** from balances than budgeted

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### RECOMMENDATIONS

1. To note the General Fund forecast overspend of £4.666m.
  2. To note that the forecast draw down from the Housing Revenue Account general balance will be £5.216m. This is £1.166m more than budgeted
  3. To note the in-year Dedicated Schools Grant High Needs Block forecasted surplus of (£0.599m), reducing the cumulative deficit.
  4. To approve General Fund virements totalling £1.852m as detailed in appendix 10.
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**Wards Affected:** All

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## LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

	Forecast Overspend/ (Underspend)  £m	Forecast Overspend/ (Underspend) net of mitigating actions  £m
Current year – month 4	4.666	1.773
Current year – month 2	4.334	2.800
2021/22 outturn	(6.884)	N/A
Last year – month 4	(2.260)	(4.139)

This report sets out the current revenue budget forecast and action plans for those departments with forecast overspends (Table 3).

Funding for the High Needs Block (HNB) of the Dedicated Schools Grant (DSG) continues to be under pressure, although the situation is improving in line with the Council's recovery plan. For 2022/23, an in year surplus of £0.599m is forecast due to the use of alternative funding including Central School Services Block (CSSB). The overall cumulative deficit will reduce to £7.221m by year end due to the in-year surplus and the Council securing additional Government funding. Continued funding is subject to DfE monitoring and the Council continuing to manage its DSG recovery plan within the agreed limits.

The forecast draw down from the Housing Revenue Account (HRA) general balance will be £5.216m, £1.166m more than budgeted.

Andre Mark, Head of Finance - Strategic Planning and Investment, 21 September 2022 and verified by Sukvinder Kalsi, Director of Finance, 24 October 2022.

**Legal Implications**

The Council has a statutory duty under s151 of the Local Government Act 1972 to arrange for the proper administration of its financial affairs as well as a common law fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.

There are no other legal implications for this report.  
Verified by Jade Monroe, Chief Solicitor, Social Care, 27 September 2022.

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**Background Papers Used in Preparing This Report**

None

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# LONDON BOROUGH OF HAMMERSMITH & FULHAM

## DETAILED ANALYSIS

### GENERAL FUND

1. The General Fund month 4 (July) forecast is a £4.666m overspend. Table 1 sets out an analysis by Department and Table 2 an analysis by subjective type of expenditure.

**Table 1 – Month 4 (July 2022): General Fund forecast** (underspends in brackets)

Department	Revised Budget Month 4	Forecast Outturn Variance Month 4	Forecast Outturn Variance Month 2
	£m	£m	£m
Children's Services	53.128	(0.192)	(0.180)
The Economy Department	7.339	0.476	0.335
The Environment Department	65.527	3.648	2.223
Controlled Parking Account	(30.302)	0.044	(0.031)
Finance	1.234	(0.217)	0.013
Resources	5.893	(0.266)	(0.002)
Social Care	60.836	4.003	2.806
Centrally Managed Budgets	22.340	(2.830)	(0.830)
<b>Total</b>	<b>185.994</b>	<b>4.666</b>	<b>4.334</b>

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Table 2 – Month 4 (July 2022): General Fund subjective forecast**  
(underspends in brackets)

Subjective	Revised budget Month 4	Forecast Outturn Variance Month 4	Forecast Outturn Variance Month 2
	£m	£m	£m
Employees	114.238	(0.609)	0.202
Premises-Related Expenditure	12.681	2.762	0.521
Transport-Related Expenditure	1.035	(0.224)	0.308
Supplies & Services	49.462	1.996	0.535
Third Party Payments	181.084	4.772	6.538
Transfer Payments	171.532	0.067	(3.876)
Support Services	7.084	0.354	0.209
Items Excluded from the Cost of Services	21.215	(0.083)	(0.083)
Income	(377.547)	(4.424)	(0.008)
Non Controllable Expenditure	5.210	0.055	(0.012)
<b>Total</b>	<b>185.994</b>	<b>4.666</b>	<b>4.334</b>

2. As set out in the appendices, departments have identified financial risks of £3.839m. There is also risk regarding the upturn in inflation. The July Consumer Price Index (CPI) stands at 10.1% with the Bank of England forecasting that inflation will peak at just over 13% in the last three months of 2022.
3. The upturn in inflation is bearing upon the 2022/23 pay negotiations. The latest offer from the National Employers (who are 11 elected members that conduct negotiations for local government) is for, excluding Chief Officer grades, a flat rate increase of £1,925 per employee and an extra day's holiday. After allowance for employer pension and national insurance contributions this works out at approximately £2,500 per employee for Hammersmith & Fulham and an annual cost of £5m. The pay offer has not been accepted by the Trade Unions.
4. The 2022/23 Hammersmith & Fulham budget includes a £2.35m provision for the pay award and a £1.5m inflation contingency as mitigation against additional inflationary risk. The £5m cost of the pay offer is £1.15m more than the £3.85m (including the inflation contingency) currently set aside. As set out in Table 3 the current budget includes an unallocated contingency of £3.123m and the month 4 forecast assumes that the extra cost of the pay award will be met from this sum.

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

5. The increase in inflation will also impact on supplier costs and have a detrimental impact on household budgets. This may increase demand for council services and affect income collection rates. Action is required to monitor and manage the inflationary and departmental risks.
6. The council's finances continue to be affected by the Covid-19 pandemic. The 2022/23 budget included a one-off allocation of £2.664m to departmental budgets to fund Covid-19 pressures and the risk of an economic downturn. A one-off Covid related contingency of £1.5m is also set aside and a reserve of £6m carried forward from 2021/22. The mitigating actions summarised in Table 3 include an additional use of £2m of the unallocated Covid-19 funding to contribute to the ongoing budget pressures faced by Social Care regarding residents transferred from Hospital discharge in greater numbers and with increasing acuity of needs.
7. Overall mitigating action plans (see Appendix 9) of £2.893m are identified. If these are delivered these would decrease the overspend to £1.773m (Table 3). The forecast overspend will reduce further should the unallocated contingency not be fully utilised.

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

Department	Forecast Outturn Variance	Potential Value of Action Plan Mitigations	Forecast Outturn Variance After mitigations
	£m	£m	£m
Children's Services	(0.192)	0.000	(0.192)
The Economy Department	0.476	0.000	0.476
The Environment Department	3.648	(0.138)	3.510
Controlled Parking Account	0.044	0.000	0.044
Finance	(0.217)	0.000	(0.217)
Resources	(0.266)	0.000	(0.266)
Social Care	4.003	(2.755)	1.248
Centrally Managed Budgets	(2.830)	0.000	(2.830)
<b>Total</b>	<b>4.666</b>	<b>(2.893)</b>	<b>1.773</b>
Balance of the unallocated contingency	(3.123)		(3.123)
Additional allowance for pay pressures	1.150		1.150
<b>TOTAL</b>	<b>2.693</b>	<b>(2.893)</b>	<b>(200)</b>

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

8. The main departmental variances are set out in Appendices 1 to 7. Additional information is provided on the delivery of planned savings and the type of expenditure (such as employees).

### HOUSING REVENUE ACCOUNT

9. The Housing Revenue Account is forecasting an overspend that will result in a draw down of **£1.166m more** from balances than budgeted (Table 4). The main variances are detailed in Appendix 8.

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

Housing Revenue Account (General Reserve)	£m
<b>Balance as at 31 March 2022</b>	<b>(15.566)</b>
Less: Budgeted appropriation from balances	4.050
Add: overspend	1.166
<b>Balance as at 31st March 2023</b>	<b>(10.350)</b>

### DEDICATED SCHOOLS GRANT (DSG)

10. 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.
11. Funding for the High Needs Block (HNB) continues to be under pressure with the latest forecast set out in Table 5. For 2022/23, a DSG HNB surplus of £0.599m is forecast which will go towards reducing the cumulative deficit, along with safety valve funding of £4m. The overall cumulative deficit is forecast to reduce to £7.221m by year end. The additional Government funding forecast is subject to the council managing its DSG recovery plan as part of the grant conditions and close monitoring by the DfE.
12. The council holds earmarked reserves against the cumulative deficit which it releases as the deficit is managed down.

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

	£m
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## LONDON BOROUGH OF HAMMERSMITH & FULHAM

	£m
<b>Cumulative deficit brought forward</b>	<b>11.820</b>
In-year forecast surplus	(0.599)
Safety valve funding	(4.000)
<b>Cumulative deficit carried forward</b>	<b>7.221</b>

### GENERAL FUND RESERVES

13. An update on the reserves strategy and action plan will be completed and reported at month 6. The current year forecast overspend will reduce forecast reserves.

### VIREMENT AND WRITE OFF REQUESTS

14. General Fund virements of £3.852m are proposed as detailed in Appendix 10.

### REASONS FOR DECISION

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

### EQUALITIES IMPLICATIONS

16. 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.
17. 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.

### RISK MANAGEMENT IMPLICATIONS

18. 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.



## LONDON BOROUGH OF HAMMERSMITH & FULHAM

### 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	Action Plans
Appendix 10	Virement Requests

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

<b>Table 1 - Forecast variance by subjective</b>			
<b>Subjective</b>	<b>Revised budget</b>	<b>Variance month 4</b>	<b>Variance month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	26,274	31	356
Premises-related expenditure	534	116	41
Transport-related expenditure	174	(580)	(61)
Supplies & services	3,795	242	31
Third Party payments	55,555	75	3,100
Transfer payments	68,755	67	(3,876)
Support services	(1,806)	145	120
Items excluded from the Cost of Services	2,033	0	0
Income	(108,816)	(287)	109
Non-controllable expenditure	6,630	0	0
<b>Total</b>	<b>53,128</b>	<b>(192)</b>	<b>(180)</b>

<b>Table 2 - Variance by Departmental Division</b>			
<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Forecast Variance Month 4</b>	<b>Forecast Variance Month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Children and Young People's Services	32,240	(433)	(982)
Education	12,681	359	837
Children's Commissioning	4,374	(6)	3
Children's Performance & Improvement	2,235	(113)	(37)
CHS Departmental Budgets	1,598	1	(1)
School Funding	0	0	0
<b>Total</b>	<b>53,128</b>	<b>(192)</b>	<b>(180)</b>

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4</b>	<b>Month 2</b>
	<b>£000</b>	<b>£000</b>
<b>Children and Young People's Services</b>		
A net £0.186m underspend on placements and client related expenditure includes: - £0.408m underspend forecast on secure remand and welfare, however this remains a highly volatile budget.	(433)	(982)

**LONDON BOROUGH OF HAMMERSMITH & FULHAM**

<p>- £0.097m overspend forecast on in-house and external placement provision                  - £0.125m overspend forecast on client related expenditure</p> <p>£0.235m favourable on parent assessment budget due to a reduction in care proceeding numbers.</p> <p>£0.012m for other minor variances</p>		
<b>Children and Young People's Services Total</b>	<b>(433)</b>	<b>(982)</b>
<b>Education</b>		
<p>Forecast overspend of £0.275m with respect to Travel Care and Support for Young People with Education and Healthcare Plans. Of this £0.155m relates to expected inflation on contracts in excess of the inflation included in the 2022/23 budget (based on 6%), however it is likely this will increase to 7.9% (total £0.208m).</p> <p>£0.155m adverse Disabled Children's Team placements variance.</p> <p>Stephen Wiltshire Centre and The Haven - There is a £0.127m overspend in non-placement budget lines due to a combination of issues including agency at the Haven, payment to transport operators and facilities management costs.</p> <p>The overspends are partly offset by posts held vacant pending recruitment.</p>	359	837
<b>Education Total</b>	<b>359</b>	<b>837</b>

<b>Table 4 - Savings Delivery</b>				
	<b>MTFS Target</b>	<b>On Track</b>	<b>Partially Deliverable</b>	<b>Undeliverable</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total MTFS Savings</b>	533	533	0	0
<b>Schemes not on track</b>	<b>£000s</b>	<b>Reason</b>		

<b>Table 5 - Key Risks - Detail Items Over £250,000</b>		
<b>Risk Description</b>	<b>Risk at Month</b>	<b>Risk At Month</b>

**LONDON BOROUGH OF HAMMERSMITH & FULHAM**

	<b>4</b>	<b>2</b>
	<b>£000</b>	<b>£000</b>
None to report		
<b>Total Risks Managed</b>	<b>0</b>	<b>0</b>

<b>Supplementary Monitoring Information</b>
<p>Trend analysis over the previous 2 financial years has suggested additional cost pressures of £0.615m may arise in 2022/23 due to net new placements presented to the service. As of month 4, these costs have not yet materialised. Officers continue to monitor this area closely and have put in place mitigations to address this should these pressures arise.</p>

LONDON BOROUGH OF HAMMERSMITH & FULHAM

**APPENDIX 1a: DEDICATED SCHOOLS GRANT (DSG)  
BUDGET REVENUE MONITORING MONTH 4**

<b>Table 1 - Variance by Departmental Division</b>			
<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Forecast Variance Month 4</b>	<b>Forecast Variance Month 2</b>
	<b>£000</b>	<b>£000's</b>	<b>£000</b>
High Needs Block expenditure	28,647	(599)	(582)
Early Years Block expenditure	17,406	0	0
Schools Block expenditure	38,407	0	0
Central School Services Block expenditure	2,837	0	0
DSG income	(87,297)	599	582
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Table 2 High Needs Block (HNB) Deficit</b>	<b>£000</b>
<b>High Needs Block DSG deficit brought forward from prior years</b>	<b>11,820</b>
In-year HNB forecast surplus	(599)
2022-23 HNB Safety Valve funding (to be confirmed)	(4,000)
<b>Forecast High Needs deficit after Safety Valve funding</b>	<b>7,221</b>

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4</b>	<b>Month 2</b>
	<b>£000</b>	<b>£000</b>
<b>High Needs Block</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 spend of £28.048m, represents an underspend of £0.599m against the 2022/23 DSG HNB allocation.		
The baseline budget overspend in 2022/23 is circa £1.300m versus budget before the planned £1.300m transfer from Central Services Schools Block and £0.556m Schools Block transfer.	(599)	(582)
£10.550m of High Needs Safety Valve funding was received to 2021/22 to reduce the cumulative HNB deficit. A further £4m of Safety Valve funding is expected to be received in 2022/23 subject to close monitoring by the Department of Education.		
<b>High Needs Block total</b>	<b>(599)</b>	<b>(582)</b>

**LONDON BOROUGH OF HAMMERSMITH & FULHAM**

<b>Table 4 - Key Risks - Detail Items Over £250,000</b>		
<b>Risk Description</b>	<b>Risk at Month 4 £000</b>	<b>Risk At Month 2 £000</b>
None to report		
<b>Total Risks Managed</b>	<b>0</b>	<b>0</b>

<b>Supplementary Monitoring Information</b>
None to report

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

<b>Table 1 - Forecast Variance by Subjective</b>			
<b>Subjective</b>	<b>Revised Budget</b>	<b>Variance Month 4</b>	<b>Variance Month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	15,237	85	164
Premises-related expenditure	4,857	2,146	36
Transport-related expenditure	10	0	0
Supplies & services	3,899	290	184
Third party payments	21,750	(376)	(470)
Transfer payments	98	0	0
Support services	269	68	0
Income	(32,873)	(1,793)	434
Non-controllable expenditure	(6,499)	55	(13)
<b>Total</b>	<b>7,339</b>	<b>476</b>	<b>335</b>

<b>Table 2 - Variance by Departmental Division</b>			
<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Forecast Variance Month 4</b>	<b>Forecast Variance Month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Housing Solutions	8,604	(40)	(30)
Economic Development, Skills Service	488	0	0
Planning	1,509	141	0
Operations	(3,475)	375	365
Place	70	0	0
Regeneration & Development	143	0	0
<b>TOTAL</b>	<b>7,339</b>	<b>476</b>	<b>335</b>

<b>Table 3 Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4</b>	<b>Month 2</b>
	<b>£000</b>	<b>£000</b>
<b>Housing Solutions</b>		
The forecast for average client numbers (941 units) is lower than budgeted (982 units) in Private Sector Leased (PSL) temporary accommodation schemes.	(220)	(180)
There is a forecast increase in average client numbers (from a budget of 95 clients to a forecast of 107) in Bed and Breakfast (B&B) temporary accommodation, higher Out Of Hours (OOH) placements	130	150

**LONDON BOROUGH OF HAMMERSMITH & FULHAM**

<b>Table 3 Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4 £000</b>	<b>Month 2 £000</b>
and pre-booking (from a budget of 4 per day on average to an actual of 7 per day to the end of May) and higher accommodation costs (from a budget of £275.45 per week to an actual of £278.30 at end of May 2022).		
Minor Variances – Damage Bond for Private Rental Sector procurement	<b>50</b>	<b>0</b>
<b>Housing Solutions total</b>	<b>(40)</b>	<b>(30)</b>
<b>Operations</b>		
<b>Facilities Management and Corporate Buildings</b> - Income target of £0.075m at Ravenscourt Stores unachievable in 2022/23 due to ongoing redevelopment agreement with tenant. The Lila Huset building saw two major tenants leave in 2021/22 and it is likely that there will be a shortfall in income of £0.290m.	375	365
<b>Operations total</b>	<b>375</b>	<b>365</b>
<b>Planning</b>		
<b>Development Management –</b> Planning applications income shortfall of £419k is predicted. Partly offset by release of bad debt provision (£204k). Adverse variance (£59k) related mainly to exceptional costs re judicial reviews and major planning appeals. Offset by favourable staffing variance (£133k) re ongoing recruitment process and some voluntary redundancies	141	0
<b>Planning Total</b>	<b>141</b>	<b>0</b>

<b>Table 4 - Savings Delivery</b>				
	<b>MTFS Target</b>	<b>On Track</b>	<b>Partially Deliverable</b>	<b>Undeliverable</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total MTFS Savings</b>	235	235	0	0
<b>Schemes not on track</b>	<b>£000s</b>	<b>Reason</b>		
All schemes on track				

<b>Table 5 - Key Risks - Detail Items Over £0.250m</b>
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## LONDON BOROUGH OF HAMMERSMITH & FULHAM

Risk Description	Risk At Month 4 £000	Risk At Month 2 £000
<b>Housing Solutions</b> - Increase in bad debt provision on Temporary Accommodation (Bed & Breakfast and Private Sector Leasing) rent arrears because of reductions in personal income due to financial hardship	397	496
<b>Housing Solutions</b> - Further increase in the number of households in Temporary Accommodation - based on an additional 100 households this year above the current forecast	366	458
<b>Housing Solutions</b> - Homelessness Reduction Bill - increase in households in temporary accommodation - extra 70 households this year above the current forecast	256	320
<b>Housing Solutions</b> - Domestic Abuse Act - increase in households in temporary accommodation - extra 70 households this year above the current forecast	256	320
<b>Planning</b> - potential unbudgeted costs associated with judicial reviews and major planning appeals including additional work to support the Hammersmith Town Centre supplementary planning document are expected to be funded from the Planning reserve	214	250
<b>TOTAL RISKS MANAGED</b>	<b>1,489</b>	<b>1,844</b>

### Supplementary Monitoring Information

#### **Housing Solutions**

In June 2022, 214 homeless enquiries were received, with 74 homelessness applications. In July 2022, 206 homeless enquiries were received, with 62 homelessness applications.

The number of homeless enquiries continued to rise in quarter 1 of this year peaking in June. June and July 2021 saw 190 and 227 enquiries, respectively. In Q1 of 2022/23, there was an increase of 75 enquiries compared to the same period last year (14% increase).

The conflict in Ukraine has impacted on homelessness approaches, with 19 families (9 Families visa scheme, 10 Homes for Ukraine sponsorship breakdowns) approaching so far; of these, 6 have been placed into temporary accommodation. This risk of an increase in homelessness as Homes for Ukraine sponsorship placements and initial

**Supplementary Monitoring Information**

accommodation arrangements made by Ukrainians arriving on the family visa scheme break down was noted in CRM2. Difficulty procuring private rented properties to prevent and relieve homelessness and increased prices are being reported across the sector.

**Planning income** in recent years has fluctuated between £3.600m (2018/19), £2.300m (2019/20), £2.200m (2020/21), £3.100m (2021/22) and is currently forecast to reach £3m in 2022/23, in line with the budget. However, the inherent volatility of planning income means it is difficult to predict future income expectations due to several factors including:

- Covid-19 impact on wider economy and on delays in construction projects
- Changes to the statutory charging schedule
- Economic factors such as the impact of Brexit, concerns about economic recession on developer/investor confidence and planning activity.
- Changes in legislation e.g. permitted development rights, Planning Performance Agreement regulation
- Changes to pre-application charging fees and Planning Performance Agreement templates
- Local and wider market conditions
- Availability of development sites in the borough
- Developers by-passing the pre-application process as it is not compulsory
- Reduced developer funding of Planning Performance Agreements
- Government schemes to encourage house building, including grant schemes
- Developers' responding to current and pipeline housing supply in borough (they don't want to flood the local market)
- Adverse weather conditions, and delays in supply chains, delaying construction pipeline

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

<b>Table 1 - Forecast variance by subjective</b>			
<b>Subjective</b>	<b>Revised budget</b>	<b>Variance Month 4</b>	<b>Variance month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	25,770	275	613
Premises-related expenditure	3,777	503	445
Transport-Related expenditure	790	376	369
Supplies & services	16,675	1,187	66
Third party payments	20,983	1,172	1,119
Transfer payments	116	0	0
Support Services	0	142	84
Items excluded from the Cost of Services	14,315	(83)	(83)
Income	(27,401)	76	(390)
Non-controllable expenditure	10,547	0	0
<b>Total</b>	<b>65,572</b>	<b>3,648</b>	<b>2,223</b>

<b>Table 2 - Variance by departmental division</b>			
<b>Departmental division</b>	<b>Revised budget</b>	<b>Forecast variance month 4</b>	<b>Forecast variance month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Public Realm	35,731	2,297	1,867
Safer Neighbourhoods & Regulatory Services	11,021	684	306
Leisure, Sport and Culture	6,264	673	280
Resident Services	12,556	(6)	(230)
<b>Revised Variance</b>	<b>65,572</b>	<b>3,648</b>	<b>2,223</b>

<b>Table 3 - Variance analysis</b>		
<b>Departmental Division</b>	<b>Month 4</b>	<b>Month 2</b>
	<b>£000</b>	<b>£000</b>
Hammersmith Bridge unfunded revenue costs	1,600	1,600
Waste and Street Cleansing - actual contractual inflation more than budget allowed for	626	0
Commercial waste net income underachievement (continued Covid/cost of living impact)	290	350
Waste disposal underspend	(286)	(171)
Other net variances	67	88
<b>Public Realm total</b>	<b>2,297</b>	<b>1,867</b>

**LONDON BOROUGH OF HAMMERSMITH & FULHAM**

<b>Table 3 - Variance analysis</b>		
<b>Departmental Division</b>	<b>Month 4 £000</b>	<b>Month 2 £000</b>
Building Control net income underachievement	180	150
CCTV budget pressure due to staffing and maintenance	172	138
Markets income shortfall (continued Covid/cost of living impact) and waste and street cleansing overspend due to actual contractual inflation more than budget allowed for	175	0
Other minor variances	157	18
<b>Safer Neighbourhoods &amp; Regulatory Services total</b>	<b>684</b>	<b>306</b>
Parks mostly due to increasing utility costs and maintenance	286	236
Filming and Events income shortfall (continued Covid impact plus restrictions on events in parks)	208	0
Unbudgeted community events	76	41
Other minor variances	103	3
<b>Leisure, Sport and Culture total</b>	<b>673</b>	<b>280</b>
NNDR enforcement income shortfall	497	319
Accessible Transport underspend due to rebate for reduced passenger numbers during Covid-19 pandemic	(541)	(665)
Other net variances	38	116
<b>Resident Services total</b>	<b>(6)</b>	<b>(230)</b>
<b>TOTAL VARIANCE</b>	<b>3,648</b>	<b>2,223</b>

<b>Table 4 - Savings Delivery</b>				
	<b>MTFS Target</b>	<b>On Track</b>	<b>Partially Deliverable</b>	<b>Undeliverable</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total Environment Savings 2022/23</b>	1,184	873	87	224
<b>Schemes not on track</b>	<b>£000s</b>	<b>Reason</b>		
Improved resident experience and access through increased use of technology	244	Staff savings at risk due to delayed IT upgrade and Revenues/Benefits staff retained to deal with new service pressures from Government support schemes.		
Leisure Contract income	67	The leisure industry continues to be affected by the cost-of-living crisis, affecting its ability to both sustain and grow income.		

<b>Table 5 - Key risks - detail items over £0.250m</b>			
<b>Risk Description</b>	<b>Risk at</b>	<b>Risk at</b>	<b>Risk at</b>

**LONDON BOROUGH OF HAMMERSMITH & FULHAM**

	<b>month 4 £000</b>	<b>month 2 £000</b>
Utility and fuel charges increase by 50% compared to 2021/22	250	250
<b>TOTAL RISKS BEING MANAGED</b>	<b>250</b>	<b>250</b>

<b>Supplementary Monitoring Information</b>
<p>The Council will continue to work with the Department for Transport and Transport for London and seek to recover 66% of the Hammersmith Bridge costs as part of the project to fully restore the bridge. If successful, this will significantly reduce the forecast overspend for the department.</p> <p>The commercial income continues to be adversely impacted by the cost-of-living crisis. There is pressure on the Department's major contract budgets, due to actual inflation being significantly more than the allowance provided for in the budget.</p> <p>Officers will continue work to explore options for resolving this in the current year budget. The ongoing budgetary impacts are expected to be addressed as part of the Medium Term Financial Strategy process.</p>

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

<b>Table 1 - Forecast variance by subjective</b>			
<b>Subjective</b>	<b>Revised budget</b>	<b>Variance Month 4</b>	<b>Variance month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	7,251	(15)	(252)
Premises-related expenditure	80	(3)	0
Transport-related expenditure	2	(18)	0
Supplies & services	979	82	0
Third Party payments	5,877	(318)	(165)
Transfer payments	0	0	0
Support services	214	(66)	0
Items excluded from the Cost of Services	0	0	0
Income	(47,472)	382	386
Non-controllable expenditure	2,767	0	0
<b>Total</b>	<b>(30,302)</b>	<b>44</b>	<b>(31)</b>

<b>Table 2 - Variance by Departmental Division</b>			
<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Forecast Variance Month 4</b>	<b>Forecast Variance Month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Income	(47,472)	382	386
Expenditure	17,170	(338)	(417)
<b>Total</b>	<b>(30,302)</b>	<b>44</b>	<b>(31)</b>

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4</b>	<b>Month 2</b>
	<b>£000</b>	<b>£000</b>
<b>Income</b>		
Pay & Display is down compared to the first two periods last financial year. Suspensions activity remains higher than pre Covid-19 levels.	382	386
<b>Income total</b>	<b>382</b>	<b>386</b>
<b>Expenditure</b>		
A reduced spend on Pay & Display activities corresponding to reduction in activity. Slight delay in recruiting to the new Parking	(338)	(417)

LONDON BOROUGH OF HAMMERSMITH & FULHAM

structure.		
<b>Expenditure total</b>	<b>(338)</b>	<b>(417)</b>
<b>Total variance</b>	<b>44</b>	<b>(31)</b>

<b>Table 4 - Key Risks - Detail Items Over £250,000</b>		
<b>Risk Description</b>	<b>Risk at Month 4 £000</b>	<b>Risk At Month 2 £000</b>
None to report		
<b>Total Risks Managed</b>	<b>0</b>	<b>0</b>

<b>Supplementary Monitoring Information</b>
None to report.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

<b>Table 1 - Forecast variance by subjective</b>			
<b>Subjective</b>	<b>Revised budget</b>	<b>Variance month 4</b>	<b>Variance month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	6,699	(648)	(534)
Premises-related expenditure	0	0	0
Transport-related expenditure	3	(2)	0
Supplies & services	2,595	169	73
Third Party payments	241	9	4
Transfer payments	0	0	0
Support services	(16)	10	0
Items excluded from the Cost of Services	0	0	0
Income	(3,056)	244	470
Non-controllable expenditure	(5,232)	0	0
<b>Total</b>	<b>1,234</b>	<b>(217)</b>	<b>13</b>

<b>Table 2 - Variance by Departmental Division</b>			
<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Forecast Variance Month 4</b>	<b>Forecast Variance Month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Assurance, Programmes & Analytics	1,373	(25)	7
Audit, Fraud, Risk and Insurance	976	(83)	(59)
Corporate Services	610	(30)	(194)
Finance	3,201	(246)	(105)
Managed Services	2,132	1	0
Corporate Procurement	575	(46)	(71)
Commercial Advertising	(2,400)	212	434
<b>Sub-Total</b>	<b>6,466</b>	<b>(217)</b>	<b>13</b>
Departmental non-controllable budgets	(5,232)	0	0
<b>Total</b>	<b>1,234</b>	<b>(217)</b>	<b>13</b>

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4</b>	<b>Month 2</b>
	<b>£000</b>	<b>£000</b>
<b>Corporate Services</b>		
Staffing vacancies across directorate	(30)	(194)
<b>Corporate Services total</b>	<b>(30)</b>	<b>(194)</b>



LONDON BOROUGH OF HAMMERSMITH & FULHAM

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4 £000</b>	<b>Month 2 £000</b>
<b>Finance</b>		
Delayed recruitment to revised finance structure	(246)	(105)
<b>Finance total</b>	<b>(246)</b>	<b>(105)</b>
<b>Commercial Advertising</b>		
The position has improved from period 2 due to expected improved commercial performance at various sites. However, the impact of the Covid-19 pandemic has led to a fall in expected income from partner advertising agencies. Several sites are on a profit share basis and are forecast to result in a budget pressure for the year.	212	434
<b>Commercial Advertising total</b>	<b>212</b>	<b>434</b>
<b>Corporate Procurement</b>		
Staffing Vacancies	(46)	(71)
Corporate Procurement Total	(46)	(71)
<b>Audit, Fraud, Risk and Insurance</b>		
Staffing Vacancies	(83)	(59)
<b>Finance total</b>	<b>(83)</b>	<b>(59)</b>

<b>Table 4 - Key Risks - Detail Items Over £250,000</b>		
<b>Risk Description</b>	<b>Risk at Month 4 £000</b>	<b>Risk At Month 2 £000</b>
None to report		
<b>Total Risks Managed</b>	<b>0</b>	<b>0</b>

<b>Supplementary Monitoring Information</b>
None to report

LONDON BOROUGH OF HAMMERSMITH & FULHAM

**APPENDIX 5: RESOURCES**  
**BUDGET REVENUE MONITORING MONTH 4**

<b>Table 1 - Forecast variance by subjective</b>			
<b>Subjective</b>	<b>Revised budget £000</b>	<b>Variance month 4 £000</b>	<b>Variance month 2 £000</b>
Employees	14,569	(337)	(145)
Premises-related expenditure	198	0	(1)
Transport-related expenditure	1	0	0
Supplies & services	9,121	26	231
Third party payments	60	27	24
Transfer payments	0	0	0
Support services	29	55	5
Items excluded from the Cost of Services	0	0	0
Income	(5,906)	(36)	(117)
Non-controllable expenditure	(12,179)	0	0
<b>Total</b>	<b>5,893</b>	<b>(266)</b>	<b>(2)</b>

<b>Table 2 - Variance by Departmental Division</b>			
<b>Departmental Division</b>	<b>Revised Budget £000</b>	<b>Forecast Variance Month 4 £000</b>	<b>Forecast Variance Month 2 £000</b>
Communications and Communities	639	23	29
Democratic Services, Coroners & Mortuaries	2,424	(309)	(48)
Digital Services	12,273	0	0
Resources Directorate	338	(15)	(2)
Legal Services	(395)	(7)	(1)
Members Support	322	42	20
Transformation, Talent and Inclusion	2,472	0	0
<b>Sub-Total</b>	<b>18,072</b>	<b>(266)</b>	<b>(2)</b>
Departmental non-controllable budgets	(12,179)	0	0
<b>Total</b>	<b>5,893</b>	<b>(266)</b>	<b>(2)</b>

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4 £000</b>	<b>Month 2 £000</b>
<b>Democratic Services, Coroners &amp; Mortuaries</b>		
Staffing vacancies across directorate	(309)	(48)
<b>Democratic Services, Coroners &amp; Mortuaries Total</b>	<b>(309)</b>	<b>(48)</b>

LONDON BOROUGH OF HAMMERSMITH & FULHAM

<b>Table 4 - Savings Delivery</b>					
		<b>MTFS Target</b>	<b>On Track</b>	<b>Partially Deliverable</b>	<b>Undeliverable</b>
		<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
		450	450		
<b>Schemes not on track</b>	<b>£000s</b>	<b>Reason</b>			

<b>Table 5 - Key Risks - Detail Items Over £0.250m</b>			
<b>Risk Description</b>		<b>Risk At Month 4 £000</b>	<b>Risk At Month 2 £000</b>
None to report			
<b>Total Risks Managed</b>		<b>0</b>	<b>0</b>

<b>Supplementary Monitoring Information</b>
The Mayoral office is to transfer to the Environment department - the impact of this will be a budget virement of £0.152m and a transfer of forecast underspend of £0.079m.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

**APPENDIX 6: SOCIAL CARE  
BUDGET REVENUE MONITORING MONTH 4**

<b>Table 1 - Forecast Variance by Subjective</b>			
<b>Subjective</b>	<b>Budget</b>	<b>Variance Month 4</b>	<b>Variance Month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	14,834	0	0
Premises-related expenditure	610	0	0
Transport-related expenditure	34	0	0
Supplies & services	1,387	0	(50)
Third party payments	76,506	4,113	2,856
Transfer payments	12,638	0	0
Support services	7,716	0	0
Items excluded from the Cost of Services	0	0	0
Income	(57,997)	(110)	0
Non-controllable expenditure	5,108	0	0
<b>Total</b>	<b>60,836</b>	<b>4,003</b>	<b>2,806</b>

<b>Table 2 - Variance by Departmental Division</b>			
<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Forecast Variance Month 4</b>	<b>Forecast Variance Month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Independent Living, Quality, Performance & Safeguarding	24,935	2,300	2,337
Specialist Support and Independent Living	25,046	1,835	638
Commissioning	5,050	(132)	(119)
Resources	5,262	0	0
Social Care Directorate	543	0	(50)
Public Health	0	0	0
<b>TOTAL</b>	<b>60,836</b>	<b>4,003</b>	<b>2,806</b>

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4 £000</b>	<b>Month 2 £000</b>
<b>Independent Living, Quality, Performance &amp; Safeguarding</b>		
The forecast overspend is due to:		
- The full-year effect from 2021/22 and an additional 132 net increase in residents with Home Care packages costing £1.754m.	2,300	2,337
- An overspend of £0.656m in nursing placements for 28 new discharge to assess (D2A) residents transferred from health		

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

<p>to social care services.</p> <p>This is partially mitigated by additional income in funded nursing contributions due to the increase in placements (£0.110m).</p> <p>As these costs reflect the medium-term impact from the Covid-19 D2A hospital policy, the department is requesting funding from the one-off Covid-19 reserve to mitigate some of these costs.</p> <p>There is a risk of more residents yet to be assessed and transferring to the department. A further 8 residents are scheduled to have an assessment, and 80% of these are expected to transfer to the department.</p>		
<b>Independent Living, Quality, Performance &amp; Safeguarding Total</b>	<b>2,300</b>	<b>2,337</b>
<b>Specialist Support and Independent Living</b>		
<p>The main pressures are in Learning Disability (LD) services due to the full year effect of new or returning residents commencing from 2021/22 and higher market costs. The projected overspend comprises:</p> <ul style="list-style-type: none"> <li>- Home Care £0.466m</li> <li>- Adult Supported Living £0.922m</li> <li>- Placements £0.300m</li> <li>- An overspend in Direct Payment and Day Care services areas of £0.147m.</li> </ul> <p>Since the month 2 forecast there have been 16 new LD residents receiving services with some costs averaging of £2,000 per week. In Adult Supporting Living, the unit costs have increased by 15% in the last two months due to lack of market supply.</p> <p>Mitigation plans are in place to address the LD overspend.</p>	1,835	638
<b>Specialist Support and Independent Living Total</b>	<b>1,835</b>	<b>638</b>
<b>Commissioning</b>		
Underspend on a range of commissioned variable contracts.	(132)	(119)
<b>Commissioning Total</b>	<b>(132)</b>	<b>(119)</b>

Table 4 - Savings Delivery				
Dept	MTFS Target	On Track	Partially Deliverable	Undeliverable
	£000s	£000s	£000s	£000s

**LONDON BOROUGH OF HAMMERSMITH & FULHAM**

<b>Total MTFS Savings</b>	1,500	1,500	1,299	0
<b>Schemes not on track</b>	<b>£000s</b>	<b>Reason</b>		

<b>Table 5 - Key Risks - Detail Items Over £0.250m</b>		
<b>Risk Description</b>	<b>Risk At Month 4 £000</b>	<b>Risk At Month 2 £000</b>
Fair cost of care exercise and the cost-of-living pressures in the Care Market with inflationary uplifts awarded at 4% and exercise leading to providers requesting higher uplifts (6% modelled). Budgeted inflation awarded to the providers of £0.300m. Further awards being discussed.	600	1,200
34 nursing placements funded by health awaiting be transferred to Social Care, it is believed 80% will transfer This excludes any potential new placement transfers in year.	292	1,238
1 LD placement & 2 high-cost Physical support residents awaiting CHC assessment to be completed.	497	0
A potential 9 LD transitions transferring from Children to Adults.	211	334
<b>TOTAL RISKS MANAGED</b>	<b>1,600</b>	<b>2,772</b>

<b>Supplementary Monitoring Information</b>
<p>The forecast is caveated with unknowns as we come out of Covid-19 including:</p> <ul style="list-style-type: none"> <li>- The impact of the hospital discharges placed by NHS and requiring reassessment of care which is increasing social care costs.</li> <li>- The impact of cost-of-living pressures on the care market providers.</li> <li>- The fair cost of care exercise which will produce a market sustainability report and is highly likely to result in higher median unit costs (see risks in table 5 above)</li> <li>- The delivery of budgeted 2022/23 savings of £1.5m.</li> </ul> <p>Some of the risks in the month 2 forecast have been reduced (£1.172m). The department is requesting £2.0m of one-off funding from the Covid-19 reserve for the additional Hospital discharge costs resulting from the medium-term impact of Covid-19.</p>

**APPENDIX 7: CENTRALLY MANAGED BUDGETS**  
**BUDGET REVENUE MONITORING MONTH 4**

<b>Table 1 - Forecast variance by subjective</b>			
<b>Subjective</b>	<b>Revised budget</b>	<b>Variance Month 4</b>	<b>Variance month 2</b>

**LONDON BOROUGH OF HAMMERSMITH & FULHAM**

	£000	£000	£000
Employees	3,604	0	0
Premises-related expenditure	2,625	0	0
Transport-related expenditure	21	0	0
Supplies & services	11,011	0	0
Third party payments	112	70	70
Transfer payments	89,925	0	0
Support services	678	0	0
Items excluded from the Cost of Services	4,322	0	0
Income	(94,026)	(2,900)	(900)
Non-controllable expenditure	4,068	0	0
<b>Total</b>	<b>22,340</b>	<b>(2,830)</b>	<b>(830)</b>

<b>Table 2 - Variance by Departmental Division</b>			
<b>Departmental Division</b>	<b>Revised Budget Month 2</b>	<b>Forecast Variance Month 4</b>	<b>Forecast Variance Month 2</b>
	£000	£000	£000
Corporate & Democratic Core	1,780	0	0
Housing Benefits	(328)	0	0
Levies	1,560	0	0
Net Cost of Borrowing	4,115	(3,000)	(1,000)
Other Corporate Items	9,485	170	170
Pensions & redundancy	5,728	0	0
<b>Total</b>	<b>22,340</b>	<b>(2,830)</b>	<b>(830)</b>

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4</b>	<b>Month 2</b>
	£000	£000
<b>Net Cost of Borrowing</b>		
The Bank England interest base rate has increased from 0.25% in December 2021 to 1.75% in August 2022. This will enable an increase in the interest earned from the council's cash balances.	(3,000)	(1,000)
<b>Net Cost of Borrowing Total</b>	<b>(3,000)</b>	<b>(1,000)</b>
<b>Other Corporate Items</b>		
Higher spend on the council's contribution towards the Apprenticeship levy. In part this is due to increased payroll costs due a switch from use of agency staff to directly employed staff on	70	70

**LONDON BOROUGH OF HAMMERSMITH & FULHAM**

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4 £000</b>	<b>Month 2 £000</b>
fixed term contracts and additional staffing costs for example through the law enforcement team		
A forecast shortfall in budgeted land charge income.	100	100
<b>Other Corporate Items total</b>	<b>170</b>	<b>170</b>

<b>Table 4 - Key Risks - Detail Items Over £250,000</b>		
<b>Risk Description</b>	<b>Risk At Month 4 £000</b>	<b>Risk At Month 2 £000</b>
None to report		
<b>Total Risks Managed</b>	<b>0</b>	<b>0</b>

<b>Supplementary Monitoring Information</b>
None to report



LONDON BOROUGH OF HAMMERSMITH & FULHAM

**APPENDIX 8: HOUSING REVENUE ACCOUNT**  
**BUDGET REVENUE MONITORING MONTH 4**

<b>Table 1 - Forecast variance by subjective</b>			
<b>Subjective</b>	<b>Revised budget</b>	<b>Variance month 4</b>	<b>Variance month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees	20,870	(115)	0
Premises-related expenditure	21,267	513	92
Transport-related expenditure	28	(1)	0
Supplies & services	9,377	13	(107)
Third party payments	1,686	307	(23)
Transfer payments	0	0	0
Support services (internal trading services)	1,667	317	0
Items excluded from the Cost of Services	8,595	0	0
Non-controllable expenditure	25,939	(190)	0
Income	(85,378)	322	385
<b>Appropriation From HRA General Reserve</b>	<b>4,050</b>	<b>1,166</b>	<b>346</b>

<b>Table 2 - Variance by Departmental Division</b>			
<b>Departmental Division</b>	<b>Revised Budget</b>	<b>Forecast Variance Month 4</b>	<b>Forecast Variance Month 2</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Housing Income	(82,144)	102	255
Finance & Resources	6,866	0	0
Housing Management	6,514	525	170
Property & Compliance	9,077	582	0
Void & Repairs	10,455	0	168
H&F maintenance (DLO)	3,365	0	0
Safer Neighbourhoods	723	0	0
Place	10,979	146	0
Regeneration & Development	882	0	0
Operations	3,945	0	0
Capital Charges	26,205	(190)	(190)
Corporate Support Service Recharges	7,184	0	0
<b>Appropriation From HRA General Reserve</b>	<b>4,050</b>	<b>1,166</b>	<b>403</b>

**LONDON BOROUGH OF HAMMERSMITH & FULHAM**

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4 £000</b>	<b>Month 2 £000</b>
<b>Housing Income</b>		
A forecast dwelling rent and service charges income loss of £317k due to higher than budgeted void properties (2.90% income loss forecast compared to budget of 2%) is partially offset by lower-than-expected costs relating to providing for bad debts (£350k). Additionally, there are several other variances on various income streams of £135k.	102	255
<b>Housing Income total</b>	<b>102</b>	<b>255</b>
<b>Housing Management</b>		
A high level of decants is driving a forecast overspend in temporary accommodation and disturbance allowance costs of £460k and Council Tax payable on void properties of £120k. This is off set by (£55k) of underspend on other minor variances.	525	170
<b>Housing Management total</b>	<b>525</b>	<b>170</b>
<b>Void &amp; Repairs</b>		
Significant financial pressures due to high volumes of disrepair compensation claims (including the associated legal costs) persist and an overspend of £340k is expected as a result. Also, a £119k overspend on emergency accommodation and a £41k overspend on other minor variances are forecast. These overspends are expected to be partially offset by higher rates of works capitalisation than budgeted (estimated at £500k at this stage).	0	168
<b>Void &amp; Repairs Total</b>	<b>0</b>	<b>168</b>
<b>Resident and Building Safety</b>		
The forecast overspend is mainly due to higher compensation payments following stormy weather which led to the shutting down of gas supplies to Drake and Shackleton House and staffing overspends due to the need to cover the cost of emergency calls in the borough related to Health and Safety.	582	0
<b>Resident and Building Safety Total</b>	<b>582</b>	<b>0</b>

**LONDON BOROUGH OF HAMMERSMITH & FULHAM**

<b>Table 3 - Variance Analysis</b>		
<b>Departmental Division</b>	<b>Month 4 £000</b>	<b>Month 2 £000</b>
<b>Place</b>		
The overspend relates mainly to additional staffing required at the Repairs Customer Service Centre.	146	0
<b>Place total</b>	<b>146</b>	<b>0</b>
<b>Capital Charges</b>		
A reduction in the depreciation charge following an external review of the value and life of the housing stock, offset by an increase in borrowing costs due to increases in the internal borrowing rate.	(190)	(190)
<b>Capital Charges total</b>	<b>(190)</b>	<b>(190)</b>
<b>Total Variance</b>	<b>1,166</b>	<b>403</b>

<b>Table 4 - Savings Delivery</b>					
		<b>MTFS Target</b>	<b>On Track</b>	<b>Partially Deliverable</b>	<b>Undeliverable</b>
		<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total HRA Efficiencies</b>		3,850	1,650	2,200	
<b>Schemes not on track</b>	<b>£000s</b>	<b>Reason</b>			

<b>Risk Description</b>	<b>Risk At Month 4 £000</b>	<b>Risk At Month 2 £000</b>
<b>Housing Management - Decanting costs</b> - the full expectation of unbudgeted spend on temporary accommodation and disturbance allowance costs due to the increase in the number of decants driven by repairs activity is reported within the variances as set out in Table 2. No further risk is currently envisaged.	0	509

**LONDON BOROUGH OF HAMMERSMITH & FULHAM**

<b>Capitalisation of Staffing:</b> - officers are completing regular and robust reviews of capitalisable staffing costs but there is a risk that these assumptions may need to be adjusted dependent on activities carried out by staff during the year.	850	0
<b>Income collection</b> - the current excellent performance on rental income collection may deteriorate as a result of the current economic pressures	355	0
<b>Disrepairs related fees, external legal cost, internal legal cost, and damages payments:</b> it is possible that Council may end up incurring higher costs and this position will be closely monitored and updated in subsequent monitoring reports.	Unknown	503
<b>Delivery of savings</b> - progress has been made on the identification of initiatives to deliver the £3.8m of savings needed this financial year but there remains a risk at this stage that the target may not be achieved.	2,200	0
<b>Total Risks Managed</b>	<b>3,405</b>	<b>1,013</b>

<b>Supplementary Monitoring Information</b>
None.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

APPENDIX 9 – ACTION PLANS – MONTH 4

<b>Finance Overspend Action Plan</b>				
<b>Ref</b>	<b>Mitigating Action(s)</b>	<b>Proposed Mitigations £m</b>	<b>Responsible Officer</b>	<b>Deadline</b>
1	Digital Advertising - Detailed analysis of profit shares with partner agencies to be undertaken and could mitigate a proportion of the income shortfall. The mitigation amount is subject to market volatility.	TBC	Sukvinder Kalsi	Dec-22
	<b>Total</b>	<b>TBC</b>		

LONDON BOROUGH OF HAMMERSMITH & FULHAM

<b>Social Care and Public Health Action Plan</b>				
<b>Ref</b>	<b>Mitigating Action(s)</b>	<b>Proposed Mitigations £m</b>	<b>Responsible Officer</b>	<b>Deadline</b>
1	Request for one-off Covid-19 funding held corporately to contribute to ongoing budget pressures of residents transferred from Hospital discharge in greater numbers and with increasing acuity of needs.	2.000	Prakash Daryanani	30/09/2022
2	Review high-cost placements, packages and Direct Payments including completion of CHC checklists, and the use of the Care cubed tool to reduce costs.	0.500	Jo Baty / Julie Murray	30/09/2022
3	Fill voids in block contracts or reduce payments to providers.	0.255	Jo Baty / Christopher Nicklin	31/03/2023
	<b>Total</b>	<b>2.755</b>		

LONDON BOROUGH OF HAMMERSMITH & FULHAM

<b>The Environment Overspend Action Plan</b>				
	<b>Mitigating Action(s)</b>	<b>Proposed Mitigations £m</b>	<b>Responsible Officer</b>	<b>Deadline</b>
1	Review CCTV recharges	TBC	Matthew Hooper	31/03/23
2	Resume virtual court for the recovery of business rates and council tax enforcement income	0.138	Nicola Ellis	31/12/22
3	Review commercial fees and charges in line with full cost recovery	TBC	All	31/03/23
	<b>Total Mitigating Actions</b>	<b>0.138</b>		

**APPENDIX 10 - VIREMENT REQUESTS – MONTH 4**

<b>Details of Virement</b>	<b>Amount (£000)</b>	<b>Department</b>
<b>GENERAL FUND:</b>		
Transfer of Mayors office to Events service	152	ENV
	(152)	RES
Align external funding for Law Enforcement and Gangs Teams	1,700	ENV
	(1,700)	CMB
Use of the Covid reserve to fund cost pressures arising from residents transferred from Hospital discharge in greater numbers and with increasing acuity of needs.	2,000	SC
	(2,000)	CMB
<b>Total of Requested Virements (Debits)</b>	<b>3,852</b>	
<b>HRA:</b>		
<b>Total of Requested Virements (Debits)</b>		



**Report to:** Cabinet

**Date:** 07/11//2022

**Subject:** Modern Desktop Service and Tech- tonic 2 Device refresh

**Report of:** Cabinet Member for Finance & Reform, Councillor Rowan Ree

**Report author:** Hina Jethwa, Project Manager

**Responsible Director:** Jon Pickstone – Strategic Director of The Economy

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### SUMMARY

The existing contract for IT desktop support services is due to expire on the 13th of September 2023. This provides an opportunity to review the people, processes and technology required to support H&F's new operating model considering learning from the pandemic, the council's new ways of working, and technology developments since the initial agreement was signed in 2016. It also allows the Council to consider how it can embed sustainability through procurement and ensure re-use of corporate devices.

Additionally, this paper looks at the device refresh which will be needed in the coming 18 months. In 2018, the original Tech- tonic programme procured and deployed over 2,500 devices to H&F employees and associated third parties, including Housing management teams and NHS workers. These devices have now reached the industry recommended hardware replacement lifecycle of 3-5 years and are starting to see some hardware failures.

The impact of running older devices is that H&F employees' productivity will be negatively impacted over time and their ability to deliver business services and outcomes will be affected. Additionally, older devices and their older operating systems can be more prone to security concerns.

This paper addresses the recommendation and seeks approval for the new modern desktop support service including provision of future devices and the upcoming Tech- tonic 2.0 device refresh.

The recommended future desktop service model is to adopt a hybrid managed modern desktop service (Option 3) which will enable H&F to benefit from and adopt future technologies more quickly, improve our efficiency while delivering increased benefits to our end users, and deliver a modern future-proof, cost efficient desktop service to H&F.

The recommendation for the device refresh is for H&F to invest in new end user computing devices to replace the council's ageing devices (Option B).

The proposals contained in this paper are supported by the Chief Digital Officer.

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## Recommendations

That Cabinet

1. Notes Appendix A and Appendix B are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. Approves the strategy for a hybrid managed modern desktop service (option 3) which continues to support the council's strategy to invest in its workforce. The indicative costs are contained in exempt Appendix A.
3. Approves one-off investment of £4,410,000 for the Tech-tonic 2 rollout (option B) including replacement devices to be funded from a combination of HRA contributions, reserves held for corporate IT and capital funding. The indicative costs are contained in exempt Appendix B.

**Wards Affected:** None

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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	Moving to a new service model gives us the opportunity to develop a model whereby we contribute our devices for refurbishment and reuse as part of our digital inclusion. This will contribute to shared prosperity by giving digitally excluded resident's devices to help them access to the digital economy.
Creating a compassionate council	The new service model presents the opportunity to recycle assets when they have reached end of life, which can then be donated to members of our community.
Being ruthlessly financially efficient	Having a desktop service that is split between being managed in-house and outsourced where applicable we are reducing our overall costs in comparison to the alternative options.
Rising to the challenge of the climate and ecological emergency	Moving away from the existing ways of working, will enable us to develop a model whereby we contribute our

	<p>devices for refurbishment and reuse as part of our Digital inclusion efforts. This will help to reduce our carbon footprint in this area by extending the useful life of our devices.</p>
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## Financial Impact

The hybrid managed modern desktop service (Option 3), is the least expensive option and is supported from a financial perspective in line with being Ruthlessly Financially Efficient.

The cost of the hybrid managed modern desktop service will be met from existing revenue budgets for the desktop service held within Digital Services.

The cost of the one-off investment to replace the devices will be funded from a combination of reserves held for Corporate IT, HRA contributions and capital funding where appropriate.

The indicative costs in this paper do not assume any inflationary impact at this stage and are based on current market rates. The service will aim to mitigate any inflationary increases through its medium-term financial strategy planning.

At the beginning of 2022/23 the balance on the Corporate IT reserve was £4.955m.

As the investment in replacement devices benefits services funded by the HRA, a contribution from the HRA will be required to reflect this. The contribution will be calculated in line with the methodology for recharging IT costs.

A separate report, relating to the contract award and support running costs will be presented to the Strategic Director for The Economy, in consultation with the Cabinet Member for Finance and Reform.

*Andre Mark, Head of Finance, 5 September 2022*

*Verified by Sukvinder Kalsi, Director of Finance, 13 October 2022*

## Legal Implications

The proposed device refresh will enable employees to undertake their work more effectively and avoid a potential decline in productivity. It is therefore conducive to and calculated to facilitate the delivery of the Council's functions. The Council is empowered to approve the recommendation for a modern hybrid desktop service under the Local Government Act 1972.

The new arrangements will also include the establishment of a procurement vehicle which will enable ad hoc and one-off purchases when necessary.

*John Sharland, Senior solicitor (Contracts and procurement) 07979 907148  
Dated 18 August 2022*

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

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### **INTRODUCTION**

H&F needs a replacement Desktop support service to ensure its workforce can continue to work efficiently and access all the IT systems our services depend on. In designing the proposed service, Digital Services has taken into account the positive feedback the current service receives. We effectively support the new ways of hybrid working, but the proposed solution will be more efficient and boost increased productivity and employee satisfaction across H&F.

In designing the new service, the options considered have included a like for like replacement of our fully managed service; bringing the whole service in-house; or adopting a hybrid model where part of the service is delivered by a third party and the rest is in-sourced. In considering these options the following areas have driven the design: quality of service, our ability to react more quickly to ever-improving technologies and derive the benefits for our workforce, and overall value for money.

### **DETAILED ANALYSIS**

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

##### **Modern Desktop Service**

The overall indicative costs of these different options are illustrated in exempt Appendix A. All options require the on-going business as usual replacement of individual devices as, increasingly, we will be unable to repair them.

##### **Do nothing**

The current framework agreement will come to an end on 13<sup>th</sup> September 2023 and cannot be extended further. If the framework is allowed to expire without being reprocedured, this will expose H&F to having no desktop support service which is a critical function within the organisation.

Given the essential requirement to support the council's workforce and enable them to use their IT equipment effectively in their roles, the following options have been evaluated in order to design a modern desktop service.

#### **Proposed replacement modern desktop service**

##### **1. Option 1 – Fully managed externally provided service**

This option would be the direct replacement of the current fully managed service.

This option would include the provision of a field engineering service to cover corporate and library services requirements. The field engineering team comprises of specialist technicians who fix software and hardware issues on laptops and desktops, support printing, and support the local systems that keep our devices secure.

The role of the field engineering team is a critical function of a well-run desktop service. The ability to evolve and benefit from new technologies in an agile manner is more difficult to deliver through third party contracted services. In contrast to this, an internal field engineering team can integrate more closely with the rest of Digital Services, including the new virtual Tech-bar functionality which is being created, and therefore deliver the best user experience for our workforce.

Additionally, this option would be significantly more expensive than all other options as contained in exempt Appendix A.

**This option is not recommended.**

## **2. Option 2 – H&F Digital Services internally managed service**

This option would include the full in-housing of device procurement, storage, provisioning of laptops and desktops, distribution of the devices, and on-going support through a newly created internal field engineering team.

H&F would have to allocate a suitable location to store and provide working space for pre-provisioning of devices within the limited space of the new Civic Campus or at a nearby site. Future projects requiring significant devices, such as Tech-tonic 2 would require additional temporary resource and space for building devices and storage.

This option is not considered to be feasible given the additional space required to run everything internally and given the cost of office space within the borough. Learning from Covid has shown that the logistics of delivering and recovering kit in a hybrid-working environment, including the management of Starters and Leavers equipment, is significant and an additional resource to manage this has been included in this option.

When consulting other local authorities, they also confirmed that they have included additional resources to manage logistics in this area where they have a fully internal team.

Additionally, having a third party to manage logistics and issuing of those devices would free up time for internal staff to concentrate on high value work.

**This option is not recommended.**

## **3. Option 3 – Hybrid managed modern desktop service**

Following the pandemic, The IT industry is focussed on developing technologies which support hybrid working and help improve productivity. By having this hybrid model, it will allow H&F to adopt emerging technologies more quickly and give us the flexibility to adapt our support service to continuously improve the experience we deliver back to staff.

A third party supplier will be procured to deliver the following activities:  
purchasing and pre-provisioning of laptops so they can be sent straight to users,

security of the devices, deployment and associated logistics including asset management, and responsibility for the break fix on hardware.

The responsibilities of the internal team will include field engineering support of users, on premise deployment for desktops and laptops that require face to face support, and general second line support on technical issues. The team will be manage non-warranty hardware replacement, support public access computers, support MFD printers, and deliver software licensing management.

In addition to the field engineering duties, there are other capabilities that are best delivered or managed by H&F internally such as the ownership of related infrastructure architecture design, application packaging for devices, the delivery mechanism for security patching and application updates to devices.

This hybrid managed modern desktop model is increasingly becoming the industry standard as new technologies have streamlined the process for provisioning laptops, and third parties are more efficient in delivering these en-masse to their customers. H&F can then consume this service more efficiently and at a lower cost than by us delivering this element internally. This approach also allows us to flex up and down where there is a business need to deliver increased or fewer numbers of devices over the year.

The forecast cost of the hybrid managed modern desktop service model is lower than the other two options, it will deliver significant benefits in the future and create the building blocks for future efficiencies. By implementing some of the building blocks for the new hybrid service early for the deployment of new features and security patches, an annual saving of £110,000 in our general infrastructure costs has already been recognised in our 22/23 budget.

This option will deliver the best of both worlds and allow H&F to create an internal field engineering capability to provide a better customer experience for H&F staff. Over the life of the current contract, Digital Services has developed a number of capabilities internally to enable the service to manage the desktop service in house, alongside an internal field engineering team.

This proposed approach allows for a more collaborative delivery model that enables H&F to concentrate on high value management activities and deliver better services to staff.

**This option is recommended.**

## **Device Refresh**

The overall indicative costs of replacing our devices are illustrated in exempt Appendix B.

### **1. Option A - Do nothing.**

We retain the existing laptop devices that were originally purchased in 2018 as part of the Tech-tonic programme for an extended period. This option is not advised as devices get older, they will start to impact the productivity of the employees and there will be increasing hardware failures.

- As users synchronise more data between the devices and the cloud, there is a risk that the available disk space on the local device will be reduced and start impacting the system performance.
- Over seventy-five percent of our devices are currently running at over 80% memory utilisation, therefore potentially impacting on user performance and experience. As newer applications require more memory, our existing devices are likely to experience performance bottlenecks in the future.
- Our Toshiba devices are not currently underpowered for standard users. However, upcoming changes to our desktop environment around business productivity tools such as Microsoft Teams updates, Power Apps and the need to replace the current Windows 10 operating system with Windows 11 by 2025, when it goes out of support, will all impact the performance profile of the end user computing environment.
- In due course employee productivity will start to be affected by low performing devices, and the benefits accrued from the first Tech- tonic programme will be lost due to machines that are no longer fit for purpose.
- The new Windows 11 operating system, which the new devices will run on, has been designed with improved in-built accessibility functions, better performance management, and improved security.
- The industry standard hardware replacement cycle for laptops is 3-5 years and for desktops is 5-8 years. These devices were procured in 2018 and deployed to users in 2019. It is recommended that the current set of devices are replaced within 18 months to ensure on-going good performance and efficiency.
- Additionally, a procurement vehicle is needed to support the ad-hoc replacements that are required during the year for devices that cannot be repaired.

We also need to factor in the following considerations:

- Direct Digital Services costs – as the devices age, the direct costs associated with life cycle management user support, repair and replacement will increase.
- End user costs – these are indirect business cost and represent time the end user spends troubleshooting devices or time not spent productively.
- Productivity gains – this represents the value of additional productivity time gained by end users after upgrading to higher performance device.

**For the reasons stated above this option is not recommended.**

## **2. Option B - H&F invests in new end user computing devices to replace the council's ageing devices.**

To address the impact of doing nothing as detailed in Option A, the recommendation will be to replace all end user computing devices.

The next generation operating system, which is Windows 11, will be deployed as part of the refresh programme. This will ensure that the council's devices remain secure, supported, up to date and productive. The new operating system has been designed for improved security, and accessibility is more integrated into the system which will improve its usability across our workforce.

The rollout of the new Windows 11 operating system will require significant testing with services to minimise disruption and is likely to take around 12 months, once the third-party supplier has been procured. It is recommended that the Tech- tonic 2 device refresh is scheduled in within the coming 18 months to ensure the project is completed before the current Windows 10 operating system goes out of support in October 2025.

As part of the third-party procurement, we will include sustainability requirements and link these to the delivery of our digital inclusion strategy. In line with the above recommendation, a suitable route for procuring third party services will be identified as part of a separate procurement strategy and award paper.

Additionally, as part of H&F's digital inclusion strategy, we will ensure our devices are sustainably refurbished and then allocated towards digital inclusion initiatives which benefit our residents and local businesses.

The devices will be specified to future-proof H&F for the coming 3–5-year lifecycle period to support H&F's Ways of Working.

### **This is the recommended option.**

In line with the above recommendation, a suitable procurement route for devices will be identified as part of a separate procurement strategy and award paper.

## **5. Reasons for Decision**

### **Modern Desktop Service – the hybrid managed modern desktop service approach (option 3) for the following reasons.**

1. A survey of other local authorities and other organisations that operate a similar service to H&F has demonstrated the need to deploy a hybrid managed modern desktop service operating model to deliver the best service to H&F.



2. The changing technology landscape, which now enables us to automate much of the provision in this area, has proven to be an opportune moment to review the delivery approach. The incumbent provider has not always kept up with the technology changes in delivering end user computing services and it is anticipated that we would better leverage the cloud internally to deliver the modern desktop service to H&F.
3. The current service delivery model is dependent on on-premises and non-cloud aligned infrastructure of platforms. Where improvements have been required to support changing business needs, Digital Services has taken the lead to drive and implement the changes and create the building blocks for a modern desktop service.
4. The new delivery model supports H&F's over-arching cloud-first, workforce and workplace strategies. A hybrid managed modern desktop service approach offers stability around cost whilst aligning to these strategies. The procurement, pre-build, and shipping out of devices will all be managed off-site therefore supporting the council's overall accommodation strategy by reducing demands on existing office space.
5. The combination of a hybrid managed support model and the zero-touch deployment approach in the new operating model, will allow Digital Services to better support the organisation's new Ways of Working as part of Hello Hybrid Future and provide a better customer experience for its staff.

**Device Refresh is recommended for the following reasons:**

1. The original Tech- tonic programme had indicated that, as part of the device lifecycle management and for the reasons detailed in device refresh option A – do nothing, devices will need to be refreshed regularly.
2. The majority of our end user computing devices were purchased in 2018 and are now approaching the industry recommended hardware replacement lifecycle of 3-5 years.
3. The mandated upgrade of Windows 10, coupled with developments to other business applications, will mean that older hardware devices will struggle in terms of performance when we move to Windows 11.
4. The new device rollout programme is significantly lower cost than the original Tech- tonic programme, which had a budget of £5,900,000 but was delivered for £5,365,000.

The reason for the lower cost is that we fundamentally changed the infrastructure design as part of Tech- tonic 1, and we can now benefit from the reduced effort needed to refresh the devices and upgrade to Windows 11. Additionally, Digital Services has been implementing the building blocks of the new modern desktop service over the past 12 months to ensure that we continue to deliver an excellent service for our workforce.

## **Equality Implications**

An Equality Impact Assessment has been completed to ensure necessary due diligence in the preparation of this report. The project will begin with a procurement of a third-party partner who will be responsible of the pre-provisioning of devices along with other duties. A key 'essential' requirements list will be used to ensure that any potential suppliers are able to integrate seamlessly within H&F. This will ensure that no users will experience adverse impacts or unlawful discrimination. Therefore, there are no adverse equality implication of this work. The Equality Impact Assessment is attached as Appendix C.

## **Risk Management Implications**

The report recommends adopting a hybrid managed modern desktop service which will generate savings to the Council as well as providing a more efficient and effective service. This is in line with the council priority of being ruthlessly financially efficient and in supporting and maintaining vital services to residents. The report also recommends investment in the replacement of devices which will ensure good staff productivity, robust security for data and systems and continuity of service to residents.

*David Hughes, Director of Audit, Fraud, Risk and Insurance, 18 August 2022*

## **Climate and Ecological Emergency Implications**

The implementation of a new hybrid managed modern desktop services is changing the way we currently operate our end user experience. The aim of the project is to ensure expertise is bought inhouse and managed internally. With H&F's introduction of new ways of working Hello-Hybrid the workforce is able to work more flexibly and efficiently. With 80% of H&F staff working from home this will in turn reduce commuter journeys and energy use in H&F buildings.

The third-party suppliers will be responsible for the procurement, pre-provisioning, storage, and logistics of devices. This approach will be far more sustainable and introduce a one stop approach whereby the devices would be automatically shipped to the users rather than having been transported multiple times. This approach is far more environmentally friendly, and the usage of existing office space and storage is reduced for H&F.

*Implications verified by: Hinesh Mehta, Strategic Lead, Environment, Parks and Waste, tel: 020 8753 6703, 18 August 2022.*

## **Procurement implications**

The Procurement Strategy will need to be approved, once timelines are established the tender exercise will need to be done through the e-tendering

platform capitalEsourcing. Currently the plan is to procure from the CCS Framework through a mini competition.

*Waheeda Soomro, Commercial Manager, Corporate Procurement, 25 August 2022.*

### **Digital Services & IM Implications**

IT Implications: The Chief Digital Officer is engaged in and is supportive of the recommendations contained herein.

We have consulted with several local authorities and third parties and verified that our recommended hybrid managed modern desktop service aligns to recent technology developments and evolving industry practice.

The new model will allow us to further improve the service we deliver, and better support the new hybrid way of working.

IM implications: A Data Privacy Impact Assessment (DPIA) will need to be completed to ensure that all the potential data protection risks around this new contract are properly assessed with mitigating actions agreed and implemented.

*Cinar Altun, Digital Strategy Lead, Digital Services – 18 August 2022*

*Implications verified by Veronica Barella, Chief digital officer - 2 September 2022.*

### **Local Economy and Social Value**

The Council's Social Value policy introduced in May 2020 requires that, for contracts awarded of a price higher than £100,000, suppliers contribute social value measures to a proxy value of at least 10% of the value of the contract.

When services and equipment is procured, the social value process in procurement and contract-management should be followed.

*Completed by - Paul Clarke, Economic Development Officer, 18 August 2022*

### **Consultation**

Over the last year, Digital Services has engaged regularly with H&F staff. Hello Hybrid Future has revealed how people expect to work in the future, and this proposal is in line with the new ways of working. Feedback received is that people want to maintain the benefits of Tech-tonic 1 and build on that.

Further consultation was also undertaken to gain a better understanding of what other local authorities were doing through engagement with the London Chief Digital and Information Officer network and by having detailed one to one

meetings with six other local authorities. The local authorities consulted were, Shared Services (Southwark, Lewisham, and Brent councils), Barking and Dagenham, City of London, North Somerset, Camden, and Islington. With only one exception, these authorities have either retained the field engineering function as an internal capability or brought it back in-house following the end of any third party fully managed contract.

Additionally, the H&F's Chief Digital Officer consulted with Gartner, industry leaders in IT research, who support the view that a hybrid support model with internally retained field engineering team would be the recommended operating model.

## **LIST OF APPENDICES**

- Exempt Appendix A – Indicative costs for each option.
- Exempt Appendix B – Table of indicative costs to replace ageing devices.
- Appendix C – Equality impact analysis document.

## Appendix C - H&F Equality Impact Analysis Tool



### Conducting an Equality Impact Analysis

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

The tool is informed by the [public sector equality duty](#) which came into force in April 2011. The duty highlights three areas in which public bodies must show compliance. It states that a public authority must, in the exercise of its functions, have due regard to the need to:

- 1. Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited under the Equality Act 2010**
- 2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it**
- 3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it**

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

## General points

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

Further advice and guidance can be accessed online and on the intranet:

<https://www.gov.uk/government/publications/public-sector-equality-duty>

<https://officesharedservice.sharepoint.com/sites/Governance/SitePages/Reports.aspx>

## H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	22 / Q4
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Tech-tonic 2.0 (This is new) Short summary:</p> <p><b>Note:</b> Th existing desktop support services contract is due to expire on 13th September 2023. This provides an opportunity to review the people, processes and technology required to support H&amp;F’s new operating model in light of learning from the pandemic, the council’s new ways of working, and technology developments since the initial agreement was signed in 2016.</p> <p>Additionally, this paper looks at the device refresh which will be needed in the coming 18 months.</p>
Lead Officer	<p>Name: Hina Jethwa Position: Project Manager Email: hina.jethwa@lbhf.gov.uk Telephone No: 07776 672618</p>
Date of completion of final EIA	11 / 08 / 22

Page 71

Section 02	Scoping of Full EIA								
Plan for completion	<p>Timing: Resources:</p>								
Analyse the impact of the policy, strategy, function, project, activity, or programme	<p>Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Protected characteristic</th> <th style="width: 60%;">Analysis</th> <th style="width: 15%;">Impact: Positive, Negative, Neutral</th> </tr> </thead> <tbody> <tr> <td style="height: 40px;"></td> <td></td> <td></td> </tr> </tbody> </table>			Protected characteristic	Analysis	Impact: Positive, Negative, Neutral			
Protected characteristic	Analysis	Impact: Positive, Negative, Neutral							

Age		Neutral
Disability		Neutral
Gender reassignment		Neutral
Marriage and Civil Partnership		Neutral
Pregnancy and maternity		Neutral
Race		Neutral
Religion/belief (including non-belief)		Neutral
Sex		Neutral
Sexual Orientation		Neutral

**Human Rights or Children's Rights**

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

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

No

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

No



<b>Section 03</b>	<b>Analysis of relevant data</b> Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.
<b>Documents and data reviewed</b>	None
<b>New research</b>	No new research is required

<b>Section 04</b>	<b>Consultation</b>
<b>Consultation</b>	No consultation is required -(if consultation is required. If not, please move to section 06)
<b>Analysis of consultation outcomes</b>	As above - No consultation is required

<b>Section 05</b>	<b>Analysis of impact and outcomes</b>
<b>Analysis</b>	What has your consultation (if undertaken) and analysis of data shown? You will need to make an informed assessment about the actual or likely impact that the policy, proposal, or service will have on each of the protected characteristic groups by using the information you have gathered. The weight given to each protected characteristic should be proportionate to the relevant policy (see guidance).

Page 73

<b>Section 06</b>	<b>Reducing any adverse impacts and recommendations</b>
<b>Outcome of Analysis</b>	<p>Include any specific actions you have identified that will remove or mitigate the risk of adverse impacts and / or unlawful discrimination. This should provide the outcome for LBHF, and the overall outcome.</p> <p>The project will begin with a procurement of a third-party partner who will be responsible of the pre-provisioning of devices along with other duties. A key 'essential' requirements list will be used to ensure that any potential suppliers are able to integrate seamlessly within H&amp;F. This will ensure that no users will experience adverse impacts or unlawful discrimination.</p> <p>It is proposed that staff will be TUPE across with the integration of a new hybrid managed modern desk top service. This will mean that an internal filed engineering team will be created. Existing staff members will be TUPE across on the same existing T&amp;C's.</p>

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

<b>Section 08</b>	<b>Agreement, publication and monitoring</b>					
<b>Senior Managers' sign-off</b>	Name: Position: Email: Telephone No: Considered at relevant DMT:					
<b>Key Decision Report (if relevant)</b>	Date of report to Cabinet/Cabinet Member: XX / XX / XX Key equalities issues have been included: Yes/No					
<b>Equalities Advice (where involved)</b>	Name: Position: Date advice / guidance given: Email: Telephone No:					



## **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 NOVEMBER 2022 UNTIL APRIL 2023**

The following is a list of Key Decisions which the Authority proposes to take from November 2022. The list may change over the next few weeks.

**KEY DECISIONS** are those which are likely to result in one or more of the following:

- Any expenditure or savings which are significant (ie. in excess of £300,000) in relation to the Council's budget for the service function to which the decision relates;
- Anything affecting communities living or working in an area comprising two or more wards in the borough;
- Anything affecting the budget and policy framework set by the Council.

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

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

*If you have any queries on this Key Decisions List, please contact  
**Katia Neale** on 07776 672 956 or by e-mail to [katia.neale@lbhf.gov.uk](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>	Councillor Stephen Cowan
<b>Deputy Leader</b>	Councillor Ben Coleman
<b>Cabinet Member for Children and Education</b>	Councillor Alexandra Sanderson
<b>Cabinet Member for Civic Renewal</b>	Councillor Bora Kwon
<b>Cabinet Member for Climate Change and Ecology</b>	Councillor Wesley Harcourt
<b>Cabinet Member for Economy</b>	Councillor Andrew Jones
<b>Cabinet Member for Finance and Reform</b>	Councillor Rowan Ree
<b>Cabinet Member for Housing and Homelessness</b>	Councillor Frances Umeh
<b>Cabinet Member for Public Realm</b>	Councillor Sharon Holder
<b>Cabinet Member for Social Inclusion and Community Safety</b>	Councillor Rebecca Harvey

*Key Decisions List No. 120 (published 28 October 2022)*

## KEY DECISIONS LIST – FROM NOVEMBER 2022

**The list also includes decisions proposed to be made by future Cabinet meetings**

*Where column 3 shows a report as EXEMPT, the report for this proposed decision will be considered at the private Cabinet meeting. Anybody may make representations to the Cabinet to the effect that the report should be considered at the open Cabinet meeting (see above).*

\* All these decisions may be called in by Councillors; If a decision is called in, it will not be capable of implementation until a final decision is made.

Decision to be Made by	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet <i>(other relevant documents may be submitted)</i>
<b>CABINET MEMBER AND OFFICER DECISIONS</b>				
<b>Finance</b>				
Cabinet Member for Climate Change and Ecology, Cabinet Member for Public Realm	November 2022	<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 Act 1980.	Cabinet Member for Public Realm	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Cabinet Member for Climate Change and Ecology, Cabinet Member for Public Realm	November 2022	<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 Public Realm	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Member for Housing and Homelessness	November 2022	<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 and Homelessness	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Social Inclusion and Community Safety	November 2022	<b>Third Sector Investment Fund</b>  Report to agree forward plan for 3SIF.	Cabinet Member for Social Inclusion and Community Safety	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	
Director Children's Services	November 2022	<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			

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Strategic Director of Social Care	November 2022	<b>Public Health Budget Approval - Primary Care Activity</b>  Budget approval report for public health funded services within primary care from April 2021- March 2024.	Deputy Leade	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	
Chief Executive	November 2022	<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	
Strategic Director of the Economy Department	November 2022	<b>Modification of construction Contract of 10 genuinely affordable new homes in Spring Vale Estate</b>  Report on the progress of the construction of the 10 new genuinely affordable homes in Spring Vale Estate (which is near completion) and request for approval of Variation of contracts connected to the construction.	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):	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Strategic Director for the Environment	November 2022	<p><b>Healthy School Streets- a public health approach to infrastructure on highways and air quality monitoring</b></p> <p>This report seeks approval to start a programme of low level infrastructure improvements on the public highway around schools, undertake air quality audits for a number of schools who are in areas of poor air quality (of which there are 28), install air quality monitors and deliver an education programme to schools about the projects with a focus on STEMs. This would be the first year of the programme, with further reports for future years to recommend and apply mitigations for all schools on the list. The programme will report back to the Cabinet member and there will be continuous monitoring. This is a joint programme working with colleagues in Public Health and Education.</p>	Cabinet Member for Public Realm	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet Member for Climate Change and Ecology, Cabinet Member for Public Realm	November 2022	<p><b>Decarbonising Macbeth and Broadway Centres</b></p> <p>Public sector decarbonisation grant funding and match funding to implement air source heat pumps and energy efficiency measures at Macbeth and Broadway Centres.</p>	Cabinet Member for Climate Change and Ecology	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	
Strategic Director for the Environment	November 2022	<p><b>Hammersmith Park - Improvements</b></p> <p>This relates to the possible partnership between H&amp;F and a developer to make improvements</p>	Cabinet Member for Climate Change and Ecology	A detailed report for this item will be available at least five working days
	Reason: Expenditure/Income		Ward(s): Shepherds Bush	



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)
	income above £300K - Revenue up to £500k and Capital up to 1.5m	to the bowling green (and possibly the play area) within Hammersmith Park to an estimated value of £450k. There may be financial contributions from both sides covered by agreed Heads of Terms / conditions. Once the details and principles are agreed a report will be forthcoming to seek approval to proceed.	Green  Contact officer: Silvera Williams  Silvera.Williams@lbhf.gov.uk	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	November 2022  Reason: Expenditure/ income above £300K - Revenue up to £500k and Capital up to 1.5m	<b>Bishops Park - Improvement Programme</b>  This relates to a range of projects to be delivered in Bishops Park. The projects are to be funded through s106 contributions and rental / revenue income received in relation to the Fulham FC stadium development. The report will outline how the monies received will be allocated to various improvement projects in the park	Cabinet Member for Climate Change and Ecology  Ward(s):  Contact officer: Silvera Williams  Silvera.Williams@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Strategic Director of the Economy Department	November 2022  Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £300K	<b>Variation of the Land Sale Agreement - Watermeadow Court</b>  Variation of the terms of the land sale agreement on Watermeadow Court	Cabinet Member for the Economy  Ward(s): Sands End  Contact officer: Matthew Rumble, Kharon Williams Tel: 07767 78 79 36 matt.rumble@lbhf.gov.uk, kharon.williams@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Member for Housing and Homelessness	November 2022	<b>Stack Descale Planned Programme</b>  To approve procurement for a 1 year planned programme to deliver soil stack descals across selected housing blocks.	Cabinet Member for Housing and Homelessness	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Social Inclusion and Community Safety	November 2022	<b>Decision on whether to introduce a Public Space Protection Order in relation to responsible dog ownership</b>  This report will outline the result of a public consultation into whether to introduce a Public Space Protection Order in relation to responsible dog ownership across the whole borough	Cabinet Member for Social Inclusion and Community Safety	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	
Strategic Director for the Environment	26 Oct 2022	<b>South Fulham TCPR West Scheme</b>  This report seeks approval to launch the South Fulham Clean Air Neighbourhood. Following engagement with residents, this has evolved from a previous traffic, congestion and pollution reduction trial in the residential streets to the east of Wandsworth Bridge Road.		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): Palace & Hurlingham; Parsons Green & Sandford; Fulham Town	

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Cabinet Member for Social Inclusion and Community Safety, Cabinet Member for the Economy	November 2022	<b>Construction Code of Practice</b>  The Council's Noise and Nuisance team would like to publish a Code of Practice for Construction Work. By publishing an approved Code of Construction Practice the council will set out clear requirements for how construction works should be carried out. This will help to ensure that all impacts from those works e.g. noise or dust complaints, are minimised.	Cabinet Member for the Economy, Cabinet Member for Social Inclusion and Community Safety	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet Member for Social Inclusion and Community Safety	December 2022	<b>Decision on whether to introduce a Public Space Protection Order (PSPO) in relation to the use of E-scooters, E-bikes, and Pedal Cycles</b>  This report will outline the result of a public consultation into whether to introduce a Public Space Protection Order in relation to the use of e-scooters, e-bikes and pedal cycles across the Thames Path.	Cabinet Member for Social Inclusion and Community Safety	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): Ravenscourt; Hammersmith Broadway; Fulham Reach; Munster; Palace & Hurlingham; Sands End	
Cabinet Member for the Economy	November 2022	<b>Civic Campus, Deed of Variation approval</b>  Deed of Variation approval for Contracts A & 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
	Reason: Expenditure/ income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Hammersmith Broadway	
			Contact officer: Jon Pickstone  jonathan.pickstone@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)
				papers to be considered.
<b>Resources</b>				
Cabinet Member for Housing and Homelessness	November 2022	<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 and Homelessness	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	
Director Children's Services	November 2022	<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	
Director Children's Services	November 2022	<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
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s):  Contact officer: Lesley Bell  Lesley.Bell@lbhf.gov.uk	

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	and Capital up to 1.5m			supporting documentation and / or background papers to be considered.
Cabinet Member for Finance and Reform	November 2022	<p><b>Procurement Strategy for Land and Property System</b></p> <p>The IDOX Group currently provides the Council's land and property-based IT case management system (Uniform) for multiple regulatory services across the authority.</p> <p>The software is highly embedded within the organisation and underpins a large number of business processes and casework management. Its contract has expired and needs to be reprocured.</p>	Cabinet Member for Finance and Reform	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Children and Education	November 2022	<p><b>Contract Extensions on Family Support (FS) Framework</b></p> <p>To extend a series of contracts on the Family Support Service (FSS) framework and deliver savings required.</p>	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for the Economy, Cabinet Member for Finance and Reform	November 2022	<p><b>Egyptian House - new housing and community facilities</b></p> <p>A property transaction that will result in housing units including affordable housing and community facilities</p>	Cabinet Member for the Economy, Cabinet Member for Finance and Reform	A detailed report for this item will be available at least five working days before the date
	Reason: Expenditure/Income		Ward(s):	

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)
	above £300K - Revenue up to £500k and Capital up to 1.5m	<p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Contact officer: Nigel Brown Tel: 020 8753 2835 Nigel.Brown@lbhf.gov.uk	of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Strategic Director of the Economy Department	<p>November 2022</p> <p>Reason: Affects 2 or more wards</p>	<p><b>Contract extension for Floating Support Service</b></p> <p>Approval of two procurement strategies for the White City Central scheme.</p>	<p>Cabinet Member for the Economy</p> <p>Ward(s): All Wards</p> <p>Contact officer: Ayesha Ovaisi Tel: 020 8753 5584 Ayesha.Ovaisi@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for Finance and Reform	<p>November 2022</p> <p>Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m</p>	<p><b>MFD Reprocurement</b></p> <p>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.</p>	<p>Cabinet Member for Finance and Reform</p> <p>Ward(s): All Wards</p> <p>Contact officer: Josh Hadley Tel: 020 8753 1980 Josh.Hadley@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Member for the Economy	November 2022	<b>Farm Lane Site - Contract Award for Design Team</b>  This decision is to appoint a Design Team for the redevelopment of 11 Farm Lane. In particular, the decision seeks to appoint a Lead Designer and Architect along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	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):  Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	November 2022	<b>Farm Lane Site - Contract Award for Control Team</b>  This decision is to appoint a Control Team for the redevelopment of 11 Farm Lane. In particular, the decision seeks to appoint an Employers Agent and Project Manager along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	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):  Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	November 2022	<b>Lillie Road Site - Design Team Award Report</b>  This decision is to appoint a Design Team for the redevelopment of Lillie Road. In particular, the decision seeks to appoint a Lead Designer and Architect along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	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):  Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision  Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Member for the Economy	November 2022	<b>Lillie Road Site - Control Team Award Report</b>  This decision is to appoint a Control Team for the redevelopment of Lillie Road. In particular, the decision seeks to appoint an Employers Agent and Project Manager along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	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):  Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Deputy Leader	November 2022	<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	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards  Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk	
Strategic Director of Social Care	November 2022	<b>Day Opportunities Contract awards</b>  Contract awards for three day centres for older people	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		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 (other relevant documents may be submitted)
Strategic Director of the Economy Department	November 2022	<p><b>Procurement Strategy - Caretakers Lodges</b></p> <p>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&amp;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.</p> <p>The discovery work has enabled a business case for investment in repurposing four lodges as 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>		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	
			Jonathan.Skaife@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)
Deputy Leader	November 2022	<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.	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards  Contact officer: Christine Williams  Christine.Williams@lbhf.gov.uk	
Cabinet Member for Housing and Homelessness	November 2022	<b>Contract Award, Edward Woods external wall safety works</b>  This report seeks approval from the Cabinet Member for Housing to award a contract for the External Wall Safety Works at Edward Woods Estate	Cabinet Member for Housing and Homelessness	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): Shepherds Bush Green  Contact officer: Richard Buckley, Vince Conway Tel: 020 8753 1915 richard.buckley@lbhf.gov.uk , Vince.Conway@lbhf.gov.uk	
Strategic Director of the Economy Department	November 2022	<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  Contact officer: Nilesh Pankhania  Nilesh.Pankhania@lbhf.gov.uk	

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Cabinet Member for Children and Education	November 2022	<p><b>Procurement Strategy for Young Persons and Care Leaver's Semi-independent Living</b></p> <p>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.</p>	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Children and Education	November 2022	<p><b>Semi Independent Living Contract (SIL)</b></p> <p>Providing the provision of SIL across Care Leavers and Young Persons at Risk Pathway</p>	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Deputy Leader	November 2022	<p><b>Direct Award to Incumbent Substance Misuse Service Providers</b></p> <p>This report seeks the approval of a direct award of one year plus six months, (1+6m) 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</p>	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	

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Strategic Director for the Environment	November 2022	<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			
Strategic Director of Social Care	November 2022	<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.	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/ income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
	Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk			
Cabinet Member for Finance and Reform	November 2022	<b>Contract Award - Revenue and Benefits</b>  Contract for the supply of software and associated support	Cabinet Member for Finance and Reform	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/ income - 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			

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Director Children's Services	November 2022	<p><b>Child and Adolescent Mental Health Services (CAMHS) for 21/22</b></p> <p>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.</p>	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/ income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Strategic Director of the Economy Department	November 2022	<p><b>Procurement Strategy for direct award of a contract for a multi-disciplinary consultant for the major refurbishment of Charecroft Estate W12</b></p> <p>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</p>	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/ income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Addison	
Cabinet Member for Children and Education	November 2022	<p><b>Award to the Travel Care Taxi Services Framework</b></p> <p>Award of providers to the Travel Care Taxi Framework</p>	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	

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Cabinet Member for the Economy	November 2022	<p><b>CONTRACT AWARD REPORT: Responsive Capital reserve contract</b></p> <p>On 24th March 2021 the Cabinet Member for Housing approved the award of the Responsive Capital contract to Kier Services Limited for five years from 1st May 2021 (with an option to extend for two additional years). Approval is now sought to appoint a reserve contractor to deliver the Responsive Capital contract.</p>	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Strategic Director of the Economy Department	November 2022	<p><b>White City Central - Variation to the appointments of Mae, Curtins, 24 Acoustics, Make:Good and Farrer Huxley to include RIBA 3A</b></p> <p>This report concerns the proposed development of the site known as White City Central area ("site").</p> <p>The report seeks the approval for the variation of existing contracts for stage RIBA 3A to assist in the procurement of the main contractor.</p>	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Leader of the Council	November 2022	<p><b>Request for a Re-Purposing of the Stock Condition Capital Budget for the IHMS</b></p> <p>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.</p>	Cabinet Member for Housing and Homelessness	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	

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Cabinet Member for Children and Education	November 2022	<b>Caretaker Lodges- Letting Agency Procurement</b>  To lease the four caretaker lodges in the first phase of the Caretaker Lodge project to a letting agency to manage the tenancies & properties in partnership with H&F- details of allocations of responsibilities to be agreed. This is part of the Caretaker Lodges Project to provide local low rent teacher accommodation to increase teacher retention in LBHF and maintain outstanding education provision in the borough.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Social Inclusion and Community Safety	November 2022	<b>Award for Violence Against Women and Girls Services</b>  Award report for VAWG services - Integrated Support Service	Cabinet Member for Social Inclusion and Community Safety	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Strategic Director of the Economy Department	November 2022	<b>Relief contractor for Housing Repairs</b>  Procurement Strategy for procuring a contractor from a framework to address a backlog of disrepair cases, voids and major repairs.	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
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Contact officer: Lydia Sabatini  Lydia.Sabatini@lbhf.gov.uk	Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk	Contact officer: William Shanks Tel: 020 8753 6007 william.shanks@lbhf.gov.uk		

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				considered.
Cabinet Member for Housing and Homelessness	November 2022	<p><b>Procurement Strategy for H&amp;F Maintenance 'DLO' Roofing Subcontractor</b></p> <p>This report seeks approval to procure a roofing subcontractor to carry out roofing repairs, on behalf of H&amp;F Maintenance 'the DLO', via a restricted tender process to Small and Medium-sized Enterprises (SME's). This is permitted for high-value contracts under contract standing order 4.8. The DLO has responsibility for carrying out repairs to communal areas for the majority of our council housing stock and requires a subcontractor to refer roofing repairs to, due to the specialist nature of these works, in order to fulfil our duties as landlord to keep our buildings safe and in good repair.</p>	Cabinet Member for Housing and Homelessness	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Cabinet Member for Housing and Homelessness	Before 18 Nov 2022	<p><b>Procurement strategy for DLO vehicle supplier</b></p> <p>Hammersmith and Fulham Maintenance and the Fire Safety Works team, aka the 'DLO' has been delivering communal repairs and maintenance across the borough since April 2019. It's initial procurement approval for vehicle hire expired in June 2020. However, it has continued to lease vehicles from Northgate Vehicles on a flexi-contract since then. This paper seeks approval to note and ratify that use, and to approve procurement of a new contract going forward</p>	Cabinet Member for Housing and Homelessness	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	



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Cabinet Member for Public Realm	18 Nov 2022	<b>Grounds Maintenance Procurement</b>  Grounds maintenance procurement strategy was approved by Cabinet on 1st June 2020. This procurement has 4 Lots: Lot 1 Parks, Highways and Cemeteries, Lot 2 Housing (Economy department), Lot 3 Wormwood Scrubs, Lot 4 Trees. Each lot will need approval to accept the best tendered offer.	Cabinet Member for Public Realm	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Cabinet Member for Housing and Homelessness	November 2022	<b>Variations to (Housing) Gas, Electrical and Out of Hours Call Handling contracts</b>  A report detailing proposed variations to three contracts following Annual Review of contract performance.	Cabinet Member for Housing and Homelessness	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet Member for the Economy	November 2022	<b>AWARD OF CONTRACT AND PROCUREMENT STRATEGY FOR THE COUNCIL'S LAND AND PROPERTY-BASED IT SYSTEM</b>  Award of contract and procurement strategy for the council's land and property-based it system	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	

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Cabinet Member for Children and Education	November 2022	<b>Procurement Strategy to Develop Parenting Assessment Framework</b>  Open tender exercise to regularise contract arrangements and enable best value from independent social work led parenting assessments for Children's Social Care.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason:		Ward(s): All Wards  Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Cabinet Member for the Economy	November 2022	<b>Mund Street - Appointment of Design Team Contract</b>  This decision is to appoint a Design Team for the redevelopment of Mund Street. In particular, the decision seeks to appoint a Lead Designer and Architect along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	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):  Contact officer: Patrick Vincent  Patrick.Vincent@lbhf.gov.uk	
Director of Finance	18 Nov 2022	<b>Digital Services future network and security infrastructure</b>  The purchase of networking hardware to support new services and sites being set up. Equipment is required to establish secure on-site connectivity and futureproof infrastructure.	Cabinet Member for Finance and Reform	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards  Contact officer: Ramanand Ladva Tel: 07493864847 Ramanand.Ladva@lbhf.gov.uk	

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Cabinet Member for Children and Education	November 2022	<p><b>Coordination of the Holiday Activision and Food Programme offer across the London Borough of Hammersmith and Fulham</b></p> <p>Procurement of coordination services for the local delivery of the Holiday Activity and Food Programme in 2022 with possible extensions up to 2024.</p>	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Social Inclusion and Community Safety	November 2022	<p><b>Award Report for Refuge services</b></p> <p>This report seeks approval to award a contract to deliver refuge services from April 2022 to March 2027. This contract will support women and children experiencing domestic abuse and other forms of violence against women and girls.</p>	Cabinet Member for Social Inclusion and Community Safety	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Strategic Director of the Economy Department	November 2022	<p><b>Warm Works contract</b></p> <p>Awarding a contract to carry out energy efficiency and low-carbon retrofits for low-income households in the private sector, as part of a wider London consortium and Government grant scheme.</p>	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	

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Cabinet Member for Children and Education	November 2022	<b>Maintained Nursery Grant Funding</b>  Approve maintained nursery funding for academic year 22/23 at current levels from early years block	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: Paul Triantis  Paul.Triantis@lbhf.gov.uk			
Strategic Director of the Economy Department	November 2022	<b>Procurement Strategy &amp; Award of Air Source Heat Pumps</b>  We are proposing to let and award a contract for the supply and installation of air to water source heat pump system (s) at 105 Greyhound Road, W6 8NL and the Public Mortuary at 200 Townmead Road, SW6 2RE.	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): Sands End	
	Contact officer: Sebastian Mazurczak Tel: 020 8753 1707 Sebastian.Mazurczak@lbhf.gov.uk			
Cabinet Member for Housing and Homelessness	November 2022	<b>Procurement Strategy – Electrical Lateral Mains Upgrade Works (19 Blocks)</b>  Procurement Strategy to procure a contractor to carry out upgrade/replacement works in relation to Electrical Lateral Mains (ELMs) across 19 blocks. ELMs provide the electrical distribution system in multi-occupancy buildings (landlord electrical distribution infrastructure).	Cabinet Member for Housing and Homelessness	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			

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Cabinet Member for Housing and Homelessness	November 2022	<p><b>Contract Award Report - Consultancy Services Framework</b></p> <p>Contract award report in relation to the appointment of specialist external consultants to deliver professional services for the Economy Department covering: Multi-disciplinary services (such as Quantity Surveyors, Contract Administrators, Project Managers, Principal Designers including CDM Consultants/Advisors, Building Surveyors and Employers Agents including a combination of such services); Engineering Services (such as Mechanical &amp; Electrical and Civil and Structural); Architectural Services; Clerk of Works Services; and Fire Consultancy Services.</p> <p>The Consultancy Services Framework Agreement comprises eight (8) lots and will run for a period of four (4) years.</p>	Cabinet Member for Housing and Homelessness	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 £300K		Ward(s): All Wards	
Leader of the Council	November 2022	<p><b>Open Market Acquisition</b></p> <p>The authority to acquire residential properties to accelerate the delivery of genuinely affordable housing in the borough, to meet the urgent need for affordable housing.</p>	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
Cabinet Member for Climate Change and Ecology	February 2023	<p><b>Decarbonisation of non-domestic properties - contract award</b></p> <p>This Key Decision is a notice to award a contract following a mini-</p>	Cabinet Member for Climate Change and Ecology	A detailed report for this item will be available at least five working days
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	

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	income over £5m & policies or new income, reserves use, overspend over £300K	competition which accessed the REFIT framework. The contract will deliver decarbonisation measures, reducing carbon emissions in H&F non-domestic properties and will contribute to the H&F net zero carbon target.	<p>Contact officer: Jonathan Skaife</p> <p>Jonathan.Skaife@lbhf.gov.uk</p>	before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for Housing and Homelessness	<p>November 2022</p> <p>Reason:</p>	<p><b>Variations to Housing Repairs Contract</b></p> <p>Contract variation to existing housing repairs contract</p>	<p>Cabinet Member for Housing and Homelessness</p> <p>Ward(s): All Wards</p> <p>Contact officer: Emma Lucas Tel: 07827883247 Emma.Lucas@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Director of Finance	<p>November 2022</p> <p>Reason: Expenditure/income above £300K - Revenue up to £500k and Capital up to 1.5m</p>	<p><b>Land and property-based ICT system contract extension</b></p> <p>Approval of a 12 month contract extension with existing provider IDOX to enable the data migration and new system configuration to take place</p>	<p>Ward(s): All Wards</p> <p>Contact officer: Davina Barton</p> <p>Davina.Barton@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Strategic Director of the Economy Department	<p>18 Nov 2022</p> <p>Reason: Expenditure/</p>	<p><b>Contract Award - Disrepair Surveying Consultancy support</b></p> <p>Contract award for a consultancy service to provide disrepair surveying support.</p>	<p>Cabinet Member for Public Realm</p> <p>Ward(s):</p>	A detailed report for this item will be available at least five working days

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	income above £300K - Revenue up to £500k and Capital up to 1.5m		Contact officer: Emma Lucas Tel: 07827883247 Emma.Lucas@lbhf.gov.uk	before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for Finance and Reform	November 2022  Reason: Expenditure/ income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	<b>Managed Services contract</b>  Contract for Payment Processing and Income Management system. Ability to integrate with third party systems and enables the council to except electronic payments, manual payments and bank payments.	Cabinet Member for Finance and Reform  Ward(s): All Wards  Contact officer: Karen Sharkey Tel: 07785 343 554 Karen.Sharkey@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for Children and Education	November 2022  Reason: Expenditure/ income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	<b>Translation &amp; Interpretation Services</b>  To procure and and award one corporate contract for the wider council's use of Translation and Interpretation Services.	Ward(s): All Wards  Contact officer: Adie Smith Tel: 07554 222 716 adie.smith@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 of Social Care	November 2022	<b>Public Health - GP and Pharmacy Contract</b>  The reports sets out approval for public health budget spend in primary care.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet Member for Public Realm	November 2022	<b>Parking Bailiff Enforcement Procurement Strategy</b>  This decision will be to sign off on the procurement strategy relating to the bailiff enforcement contract for outstanding Penalty Charge Notice (PCN) debt.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Social Inclusion and Community Safety	March 2023	<b>Home care and independent living</b>  The key decision award report for home care and independent living to be signed off by Cabinet Member. The service provides home to residents living in the borough with assessed eligible need		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	



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Cabinet Member for Children and Education	November 2022	<p><b>Procurement Strategy for Community Schools Programme Refurbishment Works</b></p> <p>To refurbish Lena Gardens and Mund St. sites to serve as decant locations for schools in the Community Schools Programme</p>		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Avonmore; Addison; Brook Green; Ravenscourt	
Cabinet Member for Public Realm	Before 8 Nov 2022	<p><b>Caxton Gate Lease Options</b></p> <p>The council are considering whether or not to take a lease out on Caxton Gate in the west of the borough in order for Parking enforcement officers to have a base. Which will allow Parking Services to manage enforcement in the area with greater effectiveness and efficiency going forward.</p>		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Social Inclusion and Community Safety	11 Jan 2023	<p><b>Specialist Co-Located Independent Domestic Violence Advocacy (IDVA) Service - Contract Award</b></p> <p>Contract award for provision of a Specialist Co-Located Independent Domestic Violence Advocacy (IDVA) Service, with IDVAs co-located in children's social care, housing and criminal justice services. The contract is due to commence on 1st April 2023 and run for two years, with the option to extend for a further two years.</p>		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	

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Cabinet Member for Public Realm	November 2022	<b>Waste, Recycling &amp; Street Cleansing Contract - Provisional Services</b>  Recommendations around implementation of additional provisional services to waste contract		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	
Deputy Leader	23 Nov 2022	<b>Direct award for a five public health contracts covering sexual health, substance misuse and stop smoking contracts</b>  Direct awards are sought for five public health contracts that are either underway or timetabled to be procured over the next three months. The direct awards allow for staggered procurements to take place and contracts to be in place between the council and provider for short periods up to 31 March 23 and 30 June 23. The contracts cover sexual health, substance misuse and stop smoking contracts.	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: Nicola Ashton Tel: 020 8753 5359 Nicola.Ashton@lbhf.gov.uk	
Cabinet Member for Public Realm	Before 30 Nov 2022	<b>Contract award for Residential Charging Network expansion</b>  The Council has successfully secured £4.2 million of funding from the On-street Residential Charging Scheme (ORCS), run by the Office for Low Emission Vehicles. This report now seeks approval for the procurement strategy to expand the residential lamp column charge point network through an award of a concession contract, as recommended in this	Cabinet Member for Public Realm	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background
	Reason: Expenditure/ income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards  Contact officer: Masum Choudhury  Masum.Choudhury@lbhf.gov.uk	

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		report, to Joju Limited (Joju) for a period of five years commencing in Summer 2022, with the option for the Council to extend for a further two years.		papers to be considered.

#### CABINET - 7 November 2022

Cabinet	7 Nov 2022	<b>2022/23 Corporate Revenue Monitor - Month 4 (July 2022)</b>	Cabinet Member for Finance and Reform	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards	To provide an updated forecast outturn position in line with Financial Regulations. To request budget virements if required.	Ward(s): All Wards  Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	
Cabinet	7 Nov 2022	<b>Modern Desktop Service</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 over £5m & policies or new income, reserves use, overspend over £300K	A review of the current desktop service and operating model.	Ward(s): All Wards  Contact officer: Veronica Barella Tel: 020 8753 2927 Veronica.Barella@lbhf.gov.uk	

#### CABINET - 5 December 2022

Cabinet	5 Dec 2022	<b>Home care and independent living</b>	Deputy Leader	A detailed report for this item will be available at least five working days
	Reason: Expenditure/ income over	Procurement strategy for Support at Home (homecare) services for residents in Hammersmith &	Ward(s): All Wards	

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	£5m & policies or new income, reserves use, overspend over £300K	Fulham who have assessed eligible needs. Support at Home aligns with the administrations manifesto commitments and the council's independent living strategy, working compassionately with residents to provide quality care and support, allowing people to remain in their home and local community for as long as possible. The focus of the new procured services is to have better continuity of care by having carers who are consistent and well trained, a more Outcome Focused Service, giving residents more control and flexibility on how their care and support is provided, and enabling independent living for residents with a strength based approach.	Contact officer: Laura Palfreeman Tel: 0208 753 1953 Laura.Palfreeman@lbhf.gov.uk	before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Dec 2022  Reason: Affects 2 or more wards	<b>Annual Emergency Planning &amp; Business Continuity Report</b>  This annual report provides an overview of activity over the previous year and the priorities and work plan for the forthcoming year. The report highlights areas of work for the new financial year to ensure continuous improvement in the service.	Cabinet Member for Social Inclusion and Community Safety  Ward(s): All Wards  Contact officer: Denise Prieto Tel: 0208 753 2286 Denise.Prieto@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Dec 2022  Reason: Affects 2 or more wards	<b>Planning Obligations Draw Down 2021/22 Report</b>  The Council is required to use funds received from planning obligations to address the impact of developments carried out. This report sets out the use of funds received through Section 106 agreements and received as a result of the Community Infrastructure Levy (CIL)	Cabinet Member for the Economy  Ward(s): All Wards  Contact officer: Rebecca Yee Tel: 07786 290034 Rebecca.Yee@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

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		schedules in force in the Borough. It seeks approval to the drawdown of these funds for projects which have been delivered in 2021/22.		and / or background papers to be considered.
Cabinet	5 Dec 2022  Reason: Affects 2 or more wards	<b>Cost of living crisis and climate emergency response – changes to parking charges</b>  H&F proposes to implement new emissions-based parking charge bands and improve the offer for residents visiting friends and family or shopping across the borough.  This policy will support our net carbon zero 2030 target and clean air neighbourhood strategy while helping residents tackle the cost-of-living crisis. It also supports businesses in the face of a potential recession.	Cabinet Member for Public Realm  Ward(s): All Wards  Contact officer: Bram Kainth Tel: 07917790900 bram.kainth@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Dec 2022  Reason: Affects 2 or more wards	<b>West London Alliance Fibre Funding Report</b>  The Council is required to use funds received from the West London Alliance Fibre Funding Project to improve fibre infrastructure within the Borough and identify the intended benefits of delivering the projects. It seeks approval to the allocation of these funds for the proposed infrastructure projects including the upgrade of existing CCTV ducting network	Cabinet Member for the Economy  Ward(s): All Wards  Contact officer: Rebecca Yee Tel: 07786 290034 Rebecca.Yee@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Dec 2022  Reason: Expenditure/ income over £5m & policies or new income,	<b>Procurement strategy for major refurbishment projects forming part of the housing capital programme 2022/23-2025/26</b>  This report seeks approval of a procurement strategy to source works contractors to deliver a range of major refurbishment projects forming part of the four-	Cabinet Member for Housing and Homelessness  Ward(s): All Wards  Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@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

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	reserves use, overspend over £300K	year housing capital programme 2022/23-2025/26.		supporting documentation and / or background papers to be considered.
Cabinet	5 Dec 2022  Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £300K	<b>Housing Caretaking Service Strategy</b>  Strategy for ongoing delivery of the housing caretaking service	Cabinet Member for Housing and Homelessness  Ward(s): All Wards  Contact officer: Fiona Darby  Fiona.Darby@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	5 Dec 2022  Reason: Budg/pol framework	<b>Community Schools Programme decant works and mobilisation</b>  The report seeks budget approval for refurbishment works at the Lena Gardens and Mund Street sites that are intended to be be decant locations for the Community Schools Programme	Cabinet Member for Children and Education  Ward(s): All Wards  Contact officer: Daryle Mathurin Tel: 07816 661199 Daryle.Mathurin@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.
<b>CABINET - 9 January 2023</b>				
Cabinet	9 Jan 2023  Reason: Expenditure/ income over	<b>Procurement strategy - Contract for Unattended CCTV camera system</b>  This report sets out the procurement strategy for	Cabinet Member for Public Realm  Ward(s): All Wards	A detailed report for this item will be available at least five working days

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	£5m & policies or new income, reserves use, overspend over £300K	Unattended CCTV goods and services.	Contact officer: Osa Ezekiel  Osa.Ezekiel@lbhf.gov.uk	before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	9 Jan 2023  Reason: Budg/pol framework	<b>Decision to become a member of the Pan London Vehicle for Children's Services</b>  The Pan-London Vehicle (PLV) for Commissioning will be a new legal entity that will aim to bring the strategic weight of London's commissioning to influence the children's placement market to stimulate new provision and improve value for money. The PLV will be a company limited by guarantee and owned by its member Local Authorities.	Cabinet Member for Children and Education  Ward(s): All Wards  Contact officer: Sophie Veitch Tel: 07876855124 sophie.veitch@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	9 Jan 2023  Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	<b>Council Tax Support Scheme 23/24</b>  Since 2013, every council has been required to set its own Council Tax Support Scheme, setting out how it wants to help those on low income pay their council tax. The administration is determined to ensure that residents receive continuing support and are no worse off than they would have been had the original council tax benefit regulations stayed in place. Ensuring that lower income families are supported by the council is a key priority for this administration. This constitutes a £9m investment by the Council to support the borough's lowest income families for 2023/24.	Cabinet Member for Finance and Reform  Ward(s): All Wards  Contact officer: Kirsty Brooksmith Tel: 07785531091 Kirsty.Brooksmith@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	9 Jan 2023	<p><b>Council Tax Base and Collection Rate 2023/24 and Delegation of the Business Rate Estimate</b></p> <p>This report is a statutory requirement that sets the council tax base for the purposes of the 2023/24 revenue budget.</p> <p>The report also delegates authority to the Director of Finance to determine the business rates tax base for 2023/24.</p>	Cabinet Member for Finance and Reform	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework		Ward(s): All Wards	
Cabinet	9 Jan 2023	<p><b>2022/23 Corporate Revenue Monitor - Month 6 (September 2022)</b></p> <p>In year monitoring report for the General Fund and HRA as at Month 6.</p>	Cabinet Member for Finance and Reform	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	9 Jan 2023	<p><b>CAPITAL PROGRAMME MONITOR &amp; BUDGET VARIATIONS, 2022/23 (SECOND QUARTER)</b></p> <p>This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.</p>	Cabinet Member for Finance and Reform	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	



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Cabinet	9 Jan 2023  Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £300K	<b>Civic Campus Programme update</b>  Update on progress with the Civic Campus and recommendation for financial investment	Cabinet Member for the Economy  Ward(s): Hammersmith Broadway  Contact officer: David McNulty  David.McNulty@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

**CABINET - 6 February 2023**

Cabinet	6 Feb 2023  Reason: Affects 2 or more wards	<b>REVENUE BUDGET AND COUNCIL TAX LEVELS 2023/24</b>  The Council is obliged to set a balanced budget and council tax charge in accordance with the Local Government Finance Act 1992.  This report sets out the proposals to balance the Council's budget for 2023/24.	Cabinet Member for Finance and Reform  Ward(s): All Wards  Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	6 Feb 2023  Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend	<b>Network and telephony provision</b>  Procurement of network links and associated services plus telephony (e.g. phone and alarm lines)	Cabinet Member for the Economy  Ward(s): All Wards  Contact officer: David Wadham Tel: 07776 672 392 david.wadham@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

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
	over £300K			background papers to be considered.

### CABINET - 6 March 2023

Cabinet	6 Mar 2023	<b>Procurement Strategy for Mental Health Supported Housing</b>	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	<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 disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Ward(s): All Wards</p> <p>Contact officer: Joanna McCormick, Michele Roberts, Rebecca Richardson Tel: 0741207694, Tel: 020 8834 4734, Tel: 07827879659 Joanna.Mccormick@lbhf.gov.uk, Michele.Roberts@lbhf.gov.uk, rebecca.richardson@lbhf.gov.uk</p>	

### CABINET - 17 April 2023

Cabinet	17 Apr 2023	<b>2022/23 Corporate Revenue Monitor - Month 9 (December 2022)</b>	Cabinet Member for Finance and Reform	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards	To give an update on forecast outturn position in line with financial regulations and to request budget virements if required.	<p>Ward(s): All Wards</p> <p>Contact officer: Elizabeth Nash Tel: 020 8753 2567 Elizabeth.Nash@lbhf.gov.uk</p>	

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Cabinet	17 Apr 2023	<b>2022 Corporate Revenue Monitor - Month 9 (December 2022)</b>  To note the in year financial position as at Month 9 (December 2022) for the General Fund and HRA.	Cabinet Member for Finance and Reform	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards  Contact officer: Andre Mark Tel: 020 8753 7227 andre.mark@lbhf.gov.uk	
Cabinet	17 Apr 2023	<b>Fixed Penalty Notices to be issued by LET team</b>  Update to several of the existing amounts	Cabinet Member for Public Realm	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: Mohammed Basith  Mohammed.Basith@lbhf.gov.uk	