

Cabinet

Agenda

MONDAY
5 DECEMBER 2022
7.00 pm

MAIN HALL
FIRST FLOOR
3 SHORTLANDS
LONDON W6 8DA

Watch the meeting
live on YouTube:
<https://youtu.be/NBFuaZ49314>

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

Date Issued
25 November 2022

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

Reports on the open Cabinet agenda are available on the Council's website: www.lbhf.gov.uk/councillors-and-democracy

PUBLIC NOTICE

The Cabinet hereby gives notice of its intention that it may want to hold part of this meeting in private to consider the exempt elements of item 7 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. 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 **4-7** 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 30 November 2022.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Tuesday 6 December 2022**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Friday 9 December 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 9 December 2022**.

Cabinet Agenda

5 December 2022

<u>Item</u>		<u>Pages</u>
1.	MINUTES OF THE CABINET MEETING HELD ON 7 NOVEMBER 2022	5 - 8
2.	APOLOGIES FOR ABSENCE	
3.	DECLARATION OF INTERESTS	
<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>		
4.	PROCUREMENT STRATEGY FOR MAJOR REFURBISHMENT PROJECTS FORMING PART OF THE HOUSING CAPITAL PROGRAMME 2022/23-2025/26	9 - 28
5.	PLANNING OBLIGATIONS DRAW DOWN REPORT 2021/22	29 - 54
6.	ANNUAL EMERGENCY PLANNING & BUSINESS CONTINUITY REPORT	55 - 81

7. HOME CARE AND INDEPENDENT LIVING - IMPROVING THE QUALITY OF SUPPORT WE OFFER RESIDENTS AT HOME

82 - 188

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

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

8. FORWARD PLAN OF KEY DECISIONS

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9. 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 7 November 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=YLxUpxsqdk4>

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 Bora Kwon, Cabinet Member for Civic Renewal
Councillor Rowan Ree, Cabinet Member for Finance and Reform
Councillor Frances Umeh, Cabinet Member for Housing and Homelessness

ALSO PRESENT

Councillor Jackie Borland

ALSO PRESENT VIRTUALLY

Councillor Alex Sanderson, Cabinet Member for Children and Education
Councillor Lisa Homan, Chair of the Policy and Oversight Board
Councillor Patricia Quigley, Lead Member for Inclusive Community Engagement and Co-production

1. INTRODUCTION

The Leader welcomed all to the Cabinet meeting. He stressed that Covid-19 cases were on the rise and urged everyone to get their vaccine promptly as it was the singular best way to be protected from the virus.

2. MINUTES OF THE CABINET MEETING HELD ON 10 OCTOBER 2022

That the minutes of the meeting of the Cabinet held on 10 October 2022 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Rebecca Harvey and Councillor Alex Sanderson attended virtually and did not vote.

4. DECLARATION OF INTERESTS

There were no declarations of interest.

5. 2022 CORPORATE REVENUE MONITOR - MONTH 4 (JULY 2022)

RESOLVED:

Councillor Rowan Ree introduced the report which described the revenue expenditure forecast for July. The monitoring reports ensured that the Council was being ruthlessly financially efficient in spending their capital within agreed budgets.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

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.

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. MODERN DESKTOP SERVICE AND TECH-TONIC 2 DEVICE REFRESH

The Leader reported that over the last few years the Council had successfully greatly reduced the cost of the desktop service and improved the quality of the service provided. The new proposed service would advance productivity and increase efficiency.

Councillor Rowan Ree stated that the report recommended the adoption of a new hybrid managed modern desktop service to improve efficiency while delivering increased benefits to the workforce, and deliver a modern, flexible, cost-efficient desktop service to the Council. It also recommended provision of future devices and the upcoming Tech- tonic 2.0 device refresh.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

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.

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. FORWARD PLAN OF KEY DECISIONS

The Key Decision List was noted.

8. **DISCUSSION OF EXEMPT ELEMENTS (ONLY IF REQUIRED)**

There was no discussion of exempt elements.

Meeting started: 7.02 pm
Meeting ended: 7.10 pm

Chair

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 05/12/2022

Subject: Procurement strategy for major refurbishment projects forming part of the housing capital programme 2022/23-2025/26

Report of: Councillor Frances Umeh, Cabinet Member for Housing and Homelessness

Report author: Vince Conway, Senior Programme Manager, Capital Delivery

Responsible Director: Jon Pickstone, Strategic Director for the Economy

Summary

The Housing Capital Programme includes a series of major refurbishment budgets (such as window replacement, structural works and insulation improvements) totalling £63.46m over the four-year period of the approved programme (2022/23 – 2025/26). The proposed procurement strategy will provide a framework that enables the Council to appoint contractors to deliver the planned refurbishment projects.

Approval of this strategy is critical to making progress on a number of council priorities including cutting carbon emissions, improving energy efficiency, tackling fuel poverty, complying with statutory regulations such as the Fire Safety Act and Building Safety Act, and reducing the burden of uneconomic reactive repairs within the housing stock.

The projects identified at Appendix 1 are part of the wider asset management strategy and longer term investment plan for the whole stock which was approved at September 2021 Cabinet.

It is proposed that each contract be procured via a call off from the South East Consortium's ("SEC") suite of public sector frameworks, using a mini-competition process in accordance with the competition requirements set out in CSO 18 and CSO 19.

Recommendations

1. That Cabinet approves the procurement strategy proposing the use of the South East Consortium's suite of public sector frameworks to source works contractors to enable the delivery of projects outlined in Appendix 1.
2. That Cabinet delegates authority to the Strategic Director for the Economy, in consultation with the Cabinet Member for Housing and Homelessness, to approve future amendments to the proposed projects and programmes in Appendix 1 for operational reasons where such amendments can be contained within the overall approved budget envelope and available resources.
3. That Cabinet notes that any external grant funding secured will be in addition to the estimated budgets identified in Appendix 1.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The proposed works will improve and maintain the standard of council homes, thus supporting the council in its strategic function as a social housing landlord of providing the opportunity of a decent home to its residents. Housing is a prime influence on quality of life, life expectancy, opportunities for work, education, leisure etc. It is critical to economic development, educational achievement, public health, and community cohesion.
Creating a compassionate council	Investment in social housing enables the council to fulfil its landlord function and provide good-quality homes to local people that are safe, secure and genuinely affordable.
Doing things with local residents, not to them	Residents will be fully consulted during the preparation of schemes, their progression to site, and final delivery. Officers and appointed consultants will ensure that residents are properly informed about decisions affecting their homes and, where necessary, specific feasibilities and impact assessments will be undertaken. The consultation will continue post-procurement to include site set-up arrangements and further information on the delivery stage. Residents will be balloted to confirm preferred door styles and communal redecorations.
Being ruthlessly financially efficient	Each project will be competitively tendered and awarded on the basis of most economically advantageous tender as set out in the procurement strategy. There will be robust contract management and a strong site presence to ensure quality standards and value for money.
Taking pride in H&F	Each tender evaluation will consider the

	project's environmental impact including reviewing contractors' approach to energy consumption, use of sustainable materials, transport plan, site waste management, and noise pollution.
Rising to the challenge of the climate and ecological emergency	<p>All properties will be subject to PAS2035 assessments setting out options to achieve:</p> <ul style="list-style-type: none"> • improved functionality, usability and durability of buildings; • improved comfort, health and well-being of building occupants and visitors; • improved energy efficiency, leading to reduced fuel use, fuel costs and pollution (especially greenhouse gas emissions associated with energy use), and; • reduced environmental impacts of buildings. <p>The scope of works for each project will incorporate carbon reduction and energy efficiency initiatives where feasible and cost-effective. The scope will also consider options for improved surface water management and sustainable drainage.</p>

Financial Impact

The Housing Capital Programme includes a series of major refurbishment budgets (such as window replacement, structural works and insulation improvements) totalling £63.46m over the four-year period of the approved programme (2022/23 – 2025/26). The proposed procurement strategy will provide a framework that enables the Council to appoint contractors to deliver planned refurbishment projects.

A detailed breakdown of the £63.46m budget is set out in Appendix 1. The total budget for the 22 schemes specified will be allocated from available sources within the existing 4-year approved capital programme (2022/23 – 2025/26). The work on these schemes will be enhancing Council assets and therefore, will be capital in nature. There are no significant risks that the cost will fall to revenue given officers will have control over which works are handed to the contractors.

A further report will be required to approve the appointment of contractors at which point, checks on the financial status of the contractors, any additional grant secured and the payment model will be carried out to ensure that risk to the Council is mitigated.

Implications completed by: Danny Rochford, Head of Finance, 29 September 2022

Verified by Kellie Gooch – Interim Deputy S.151 officer, 6 October 2022 and Sukvinder Kalsi, Director of Finance, 22 November 2022.

Legal Implications

These works are all required to comply with the Council's duties as a local housing authority under the Housing Act 1985. The Council therefore has the power to undertake them in order to maintain its housing stock.

These works will be subject to a range of separate procurement processes. For at least one of the procurements the value of the works will exceed the threshold at which the Public Contracts Regulations 2015 (PCR) will apply (currently £5,336,937). For contracts above this value the requirements of the PCR will need to be complied with. The SEC Framework has been procured in accordance with the PCR and the use of this framework is a compliant method of procurement for these projects.

These are high value contracts for the purposes of the Council's Contract Standing Orders. The use of a suitable third party framework is a compliant method of procuring contracts of this value. The proposed procurement strategy is therefore in accordance with the CSO 18. The Council can choose the form of building contract which best meets its requirements. For most if not all of these projects, the JCT Intermediate Form of Contract 2016 is likely to be the most suitable.

The Council needs to consult leaseholders about proposed works under s20 of the Landlord and Tenant Act 1985 and the Service Charges (Consultation Requirements) (England) Regulations 2003. The way in which these procedures will be carried out is set out in paragraph 51 below.

John Sharland, Senior solicitor (Contracts and procurement)
Dated 27 September 2022

Background Papers Used in Preparing This Report –

None

DETAILED ANALYSIS

Background

1. Cabinet in September 2021 approved the Housing Revenue Account (HRA) Asset Management Capital Strategy setting out a 12-year investment plan for the council's housing stock. Subsequently, in February 2022, Cabinet approved the Capital Programme 2022-26 which provides a budget envelope for the first four years.
2. Since of the Asset Management Capital Strategy officers have been analysing the initial results of the stock condition survey and combining this with existing

knowledge of the stock to identify specific properties for early investment. Where stock condition survey results are already available - such as for West Kensington towers, Gibbs Green, Derwent Court – these have confirmed the need for the proposed works.

3. The need for structural repairs and the age and condition of building elements such as windows or roofs are significant factors in the prioritisation process as they have a major impact on both resident wellbeing and building safety. Addressing these issues also presents an opportunity to consider energy efficiency measures in line with the Council's carbon reduction ambitions.
4. Other schemes have been prioritised because they potentially meet the criteria for grant support from the Government's Social Housing Decarbonisation Fund and applications will be submitted to the upcoming bidding round.
5. Whilst the programme is primarily focused on the external fabric and components there will be capacity to add urgent internal works identified by the stock survey where it is appropriate to do so. However, specialist contractors already appointed via the repairs model are more likely to be used for e.g. ad hoc kitchen or bathroom upgrades.
6. Multi-disciplinary consultants have been appointed to assist with the scoping of a number of the highest priority schemes. Further specialist support will be sourced from the council's own consultancy framework when it is established.
7. For the schemes identified for early investment, a traditional route to market is considered the most effective means of delivery. Although the earliest start on site will be Summer 2023, officers will start to engage with residents in the coming weeks and months to discuss the scope of works, establish communication plans, and initiate statutory consultations as required. No firm decisions on the scope of works will be taken without prior consultation with residents.
8. The use of the South East Consortium's established frameworks will allow a compliant and competitive process but within a shortened timescale.

Reasons for Decision

9. This procurement strategy is submitted for approval by Cabinet in accordance with paragraph 18 of Contract Standing Orders ('CSOs').
10. Approval of the strategy will allow officers to initiate and develop specific refurbishment schemes and start to deliver on the aims of the 12-year investment plan.

Contract Specifications Summary

11. The SEC's suite of frameworks is expected to meet the Council's need for the projects detailed at Appendix 1. Should for any reason the SEC not meet the Council's needs on a particular project an alternative route to market will be

sourced and a separate procurement strategy presented to Cabinet or Cabinet Member in accordance with CSOs.

12. The SEC offers a range of frameworks for various workstreams and financial thresholds. Due to the nature of the proposed projects the Internal and External Building Works framework is considered most likely to meet the council's needs in most cases. This offers two Lots combining different workstreams and defined by works value threshold: Lot 1a for under £1m and Lot1b for over £1m. The start date of the SEC Framework was 23rd October 2019, and it expires 4 years later. Therefore any tender processes under this framework will need to be launched by 22 October 2023. However, a new version will be accessible to the Council after this date.
13. The SEC also offers a Zero Carbon Framework (runs to March 2024) providing 12 Lots to support the design, delivery and maintenance of energy efficiency works and retrofit solutions. The Lots include elemental workstreams such as cavity wall insulation and renewable heating but the most attractive option is the Zero Carbon Delivery Partners lot which is a broader approach that covers partnership solutions for clients who wish to, for example:
 - decarbonise a whole estate or specific block
 - develop and deliver a longer term programme for a specific workstream
 - develop bids for external funding programmes such as the Social Housing Decarbonisation Fund
14. Whichever SEC framework or Lot is used the proposal is to conduct a mini competition between suppliers which complies with the Competition requirement under CSO 19.1 for High Value contracts. The award criteria will be based on 60% Quality and 40% Price and each Contract Award will be subject to approval by the Cabinet Member for Housing and Homelessness or Strategic Director for Economy in consultation with the Cabinet Member for Housing and Homelessness.
15. Each contract will be a one-off tender for specific works to properties included in defined packages. Specifications will be prepared by appointed consultants and proposals will be developed in consultation with residents and other stakeholders.
16. The SEC does not prescribe the form of contract to be used but it most likely that the Council will use the JCT Intermediate Works 2016 (with contractor design where appropriate).

Procurement Route Analysis of Options

17. A number of options have been considered:
18. Option 1 – Do Nothing. This is not an option as schemes need to be progressed to site so that the council can deliver on its housing investment plan and realise improvements in the standards of accommodation and amenity provided to residents.

19. Option 2 – Carry out a full tendering exercise for each works package. This would be a lengthy process as would require either a two-stage selection procedure to create a shortlist of eligible suppliers or need a series of open tenders that would likely generate an unmanageable number of bids. This would not achieve the overriding aim of getting schemes to site as soon as possible.
20. Option 3 – Use the council's existing Responsive Capital contract. This option will remain open for consideration on a case by case basis and its use is subject to a separate approval process. However, it is not deemed suitable for the wider programme of works proposed in Appendix 1.
21. Option 4 – Use the South East Consortium, an existing third party framework. This is the preferred option. The SEC provides a selection of compliant frameworks and offers a quicker route to pre-selected suppliers already assessed as suitable for social housing providers. The council has successfully procured several major refurbishment projects and various fire safety schemes via this route in the last few years and has a good working relationship with the SEC who understand our particular requirements. The previous tender exercises have generated a good breadth of interest which has in turn allowed a robust analysis of tenders to achieve and demonstrate value for money. Crucially, resident satisfaction rates have been high.

Market Analysis, Local Economy and Social Value

22. The market for building contractors is well-developed. The SEC frameworks offer a breadth of potential contractors with extensive experience in the social housing sector. There are 23 contractors across the two lots on the Internal and External works framework and the Zero Carbon Framework, so making a good response likely for each opportunity.
23. Framework contractors will be made aware of and encouraged to make use of the Council's Local Supply Chain Project which is aimed at SMEs in the construction and property maintenance sectors.
24. The evaluation criteria will ensure that Social Value accounts for 10% of the overall weighting (17% of quality on a 60/40 quality/price split). This will mean that robust Social Value offers will score highly.

Risk Assessment and Proposed Mitigations

25. The proposed procurement approach is considered straightforward and low risk in that contracts will be packaged and tendered using a selection of pre-qualified suppliers appropriately resourced for the works in hand. The frameworks have been established specifically for social housing providers all suppliers appointed to each framework have extensive experience of working in the sector. Each tender opportunity will make clear that the successful contractor will be required to demonstrate their ability to deliver high quality works for best value whilst embracing HF's commitment to keeping residents at the heart of everything we do. The competitive process will increase the likelihood of achieving value for money.

The JCT form of contract is clear in its definition of roles and responsibilities meaning disputes and misunderstandings can be avoided, thus preventing delays, poor workmanship, financial losses, and potential lawsuits.

Timetable

26. An estimated timetable for the competition process through to the initial contact commencing is provided below.

Key Decision Entry (Strategy)	September 2022
Contracts Assurance Board (Strategy)	26 October 2022
Cabinet Sign off (Strategy)	5 December 2022
Tender Launch (first project)	9 January 2023
Closing date for clarifications	3 February 2023
Closing date for submissions	20 February 2023
Evaluation of Tenders	13 March 2023
Key Decision Entry (Award)	27 February 2023
CAB (Award)	29 March 2023
SLT/Cabinet Member (Award)	6 April 2023
Find a Tender Service Contract Award Notice	13 April 2023
Contract engrossment	April 2023
Contract mobilisation and implementation	May 2023
Contract Commencement date	June 2023

Selection and Award Criteria

27. A mini-competition will be run between the Framework providers with award to the most economically advantageous Tender based on a combination of price and quality. The ratio used will be 60% Quality and 40% Price in line with CSO 37.1.2. SEC has confirmed that the proposed quality/price ratio is within the parameters of their procurement framework.
28. A minimum of 10% of the overall score shall be attributed to social value in accordance with the Council's Social Value Policy. This equates to 17% of the Quality score.
29. For all tenders under the mini-competition process, there will be two stages to the evaluation of the quality criteria.
30. Stage 1 – Compliance: As part of the mini-competition process under the SEC framework, each Tender must achieve a minimum level of acceptability as defined by the Council's compliance standards. The Authority reserves the right to reject without further discussion any Tender which does not meet these standards.

31. Stage 2 – Quality award Criteria (Technical Envelope): Quality will be assessed based on a Tenderer's written submissions in the Technical Envelope to the award criteria as set out below in Table 1.

Table 1: Award Criteria		
Section	Criteria	Weighting
1	Management Structure and Resources	5%
2	Planning, Programming and Resourcing of Works	20%
3	Quality Control	20%
4	Customer Care	18%
5	Sustainability	10%
6	Health and Safety	10%
7	Social Value	17%
	Total	100%

32. The scoring table is set out in Table 2 below. Each response to the award criteria will be marked out of a possible score of 5. The scoring will be based on the general principles and descriptions shown in Table 2 below. Any Tender achieving less than 2 will be an automatic fail and will be rejected.

Table 2: Scoring Scale		
Score	Rating	Criteria for Awarding Score
0	Unacceptable (fail)	The response provides no information, or information is omitted so there is insufficient evidence to support the proposal to allow the Council to evaluate, or information provided is fundamentally unacceptable and/or wholly unsatisfactory. It provides no, or very little, evidence that the outcomes will be delivered to an acceptable required standard.
1	Poor (fail)	The response has significant omissions and/or few areas are clearly addressed and there are serious and/or many concerns and/or it provides insufficient evidence or little/no confidence that the outcomes will be delivered to an acceptable standard.
2	Fair	The response does not address all of the elements of the question or it provides unsatisfactory evidence that the specified requirements will be met. There are some concerns and it does not provide confidence that all the outcomes will be delivered to an acceptable standard.
3	Satisfactory	The response addresses the required elements of the question. It provides evidence that the specified requirements will be met. There are some minor concerns and the proposal provides confidence that delivery of the outcomes will be to an acceptable standard.

Table 2: Scoring Scale		
Score	Rating	Criteria for Awarding Score
4	Good	The response clearly addresses all the required elements of the question. It provides evidence that the specified requirements will be met in full. There are no concerns and the proposal provides confidence that delivery of the outcomes will be to a good standard.
5	Excellent	The response sets out a robust solution (as for a 4 score – above) and, in addition, provides or proposes additional value in substance and outcomes in a manner acceptable to the contracting authority; provides full confidence as to the relevant ability, understanding, expertise, skills and/or resources not only to deliver the requirements, but also offering added value. Low/No risk solution for the contracting authority

33. After completing their individual scoring exercise, members of the evaluation team – consisting of council officers and the appointed consultants - will meet and consider each Tender to reach a consensus on scoring for each Tenderer's responses to the award criteria.
34. Each score for a response to an award criterion will be multiplied by the relevant sub-weighting to arrive at a weighted score. Weighted scores will be added together to produce a total score out of 100. The overall quality weighting of 60% will then be applied.
35. Stage 3 – Price (Commercial Envelope) The tender with the lowest total sum will automatically score 100% of the price element in the Commercial Envelope. Thereafter each other Tender is compared against the lowest priced Tender in accordance with the following formula to arrive at a final score point:

$$(A \div B) \times C = X$$

Where:

A = the lowest submitted price of all Tenders

B = the total price submitted by Tenderer

C = the maximum percentage score i.e. 100%

X = the score for Price

36. Finally, the total weighted quality and price scores with the highest scoring tender being recommended for award.

Contract Management

37. The Assistant Director for Residents and Building Safety is the strategic lead for the housing capital programme. The Head of Capital Delivery will lead the operational team overseeing the appointed consultants and contractors.

38. The Head of Capital Delivery will manage the relationship with the multi-disciplinary consultants appointed for each project. The consultant will have the role of contract administrator for the works contract and will be responsible for issuing all instructions, variations, notices etc. to contractors. They will also provide Quantity Surveyor services including budget estimate, detailed cost plans, cashflow forecasts, valuation of works, issue of interim contractor payments, and preparation of the final account.
39. The Council directly employs Project Managers to oversee the consultants and project-specific clerk of works to monitor progress and quality of works on site.
40. Regular project monitoring meetings will be diarised to report on progress to senior management.
41. A suite of KPIs will be used to monitor, measure and report on the performance of both consultants and contractors. KPIs may be bespoke to individual projects but will generally include:
- Resident satisfaction of contractor performance
 - Defects – condition of each property/block in respect of number of defects at the point of handover
 - Safety (Main Contractor) – number of reportable accidents each month; average number of people on site
 - Construction time taken within properties
 - Percentage of properties completed to programme
 - Time to produce pre-construction cost information
 - Predictability of cost
 - Environmental impact, control of waste, noise, dust during construction process
 - Delivery on Social Value
 - Time to complete scope of works and outline specification (Multi-disciplinary consultant)
 - Time to complete final account (Quantity Surveyor)
 - Time to produce health and safety files (Multi-disciplinary consultant)
 - Client satisfaction

Equality Implications

42. It is not anticipated that the approval of these proposals, as set out in the recommendations, will have any direct negative impact on any protected groups under the Equality Act 2010.

Risk Management Implications

43. A risk register will be maintained by the contract administrator for each project with appropriate contingency measures in place for any identified risks. Robust project controls and monitoring will be maintained throughout the programme of works to ensure timely delivery, within the financial envelope and to the quality standards specified. Carrying out a competitive procedure for the works will help to

demonstrate that value for money is secured through the project, which is in line with council objective of being ruthlessly financially efficient.

Implications verified by *David Hughes, Director of Audit, Fraud, Risk and Insurance*
29 September 2022

Climate and Ecological Emergency Implications

44. In response to the climate change emergency significant improvements need to be made to the energy efficiency of the housing stock to reduce greenhouse gas emissions. Homes identified for investment as part of this strategy will be subject to a retrofit assessment using the PAS2035 framework which will provide a path to net zero. The schemes covered by the strategy will adopt a fabric first approach to energy efficiency, prioritising repairs, insulation, draught-proofing and ventilation. This will ensure properties can be receptive to additional measures at a later date such as the installation of heat pumps or photovoltaic panels.
45. Project briefs for each scheme will also consider water management and promote sustainable drainage and green infrastructure where feasible.
46. A Climate Implications Toolkit will be completed for each scheme at contract award stage as measures will vary between different sites.

Implications verified by: *Hinesh Mehta, Head of Climate Change*, 26/09/2022

Local Economy and Social Value Implications

47. Social Value will be a part of the award criteria and, where the contract value is over £100,000, will make up a minimum of 10% of the overall assessment and social value key performance indicators (KPIs) will be part of their contract terms.
48. Bidders will be required to register on Social Value Portal to enter social value quantitative responses. The successful bidder for each contract is responsible for paying the Social Value Portal management fee for the term of the contract.
49. It is recommended that the project lead for each contract works closely with H&F's Social Value Officer and the contractor to agree a delivery plan soon after the award.
50. Commissioning officers will work closely with Legal Services to ensure appropriate social value clauses are included in the contract, so that the council can enforce its right to compensation if social value commitments are not delivered

Implications completed by: *Oliur Rahman, Head of Employment and Skills*,
23/09/2022.

Consultation

51. A communications plan will be developed to ensure there is ongoing consultation with residents to explain the nature and scope of the works, programme, and broad timescales. Before any tendering process is started initial consultation meetings will

be held to set out in broad terms the aims of each scheme and a justification for proposals. Residents will be aware that the scope is draft and that their comments and suggestions will be listened to, investigated, and responded to. Residents will receive further correspondence prior to work starting on site, updating them regarding the programme, the scope of works and the level of support in place for residents from officers within the Capital Delivery Team.

52. All relevant Leasehold consultations before, during and after the tender exercise will be strictly adhered to in accordance with legislation and the Council's policy on consultation. A Notice of Intention (NOI) consultation notice will be sent out at an appropriate time. A Notice of Proposal (NOP) will be issued for each project following evaluation of returned tenders. This will include the two lowest bids from the tendering exercise. In addition, separate meetings will be held with leaseholders before works start on site to discuss specific issues such as costs and payment options.
53. Leaseholders retain the right to nominate their own contractor during the first part of a two-stage consultation process.
54. Procurement regulations mean that a supplier cannot be added to an existing framework. If a leaseholder nominates an alternative contractor, and this supplier is not on one of the frameworks outlined in this report, the nominated contractor will be assessed for capability and capacity against the council's criteria. If the nominated contractor satisfies the criteria then the council will be required to undertake a wholly separate tender process. If this does occur, it is proposed to advertise for a contractor or contractors on an open basis by placing an advert on the Council's tender portal.

Digital Services and Information Management Implications

55. IT Implications: No IT implications are considered to arise from the proposal in this report. Should this change, Digital Services should be consulted.
56. IM Implications: A Privacy Impact Assessment will need to be completed to ensure all potential data protection risks arising from this proposal are properly assessed with mitigating actions agreed and implemented.
57. Any supplier appointed as a result of this report will be expected to have a Data Protection policy in place and all staff will be expected to have received Data Protection training.
58. Any contract arising from this report will need to include H&F's data protection and processing schedule which is compliant with Data Protection law.

Implications verified by: Karen Barry, Strategic Relationship Manager, tel: 02087533481, Sept 22, 2022

List of Appendices

Appendix 1 – List of projects and estimated budgets

Appendix 2 – Map of projects

Appendix 1: List of projects and estimated budgets

Project / Workstream	Ward	Justification for intervention	Draft Scope of Works (final scope subject to surveys and consultation)	Estimated Works Budget (£000's)
West Kensington towers	West Kensington	Existing windows and roofs are circa 30 years old and in poor condition and scheme presents an opportunity to improve the thermal performance of the buildings	Replacement windows; renewal of roof covering; external fabric repairs including insulation measures; repairs and redecoration of internal communal areas	8,000
Linacre Court	Avonmore	Existing windows are circa 30 years old and in poor condition and scheme presents an opportunity to improve the thermal performance of the buildings	Replacement windows and spandrel panels; external fabric repairs including insulation measures; repairs and redecoration of internal communal areas	3,000
Gibbs Green estate	West Kensington	Works to external structure and common parts overdue; included in SHDF bid	External fabric repairs including insulation measures; repairs and redecoration of internal communal areas; new FD30 front entrance doors	2,000
Derwent Court	Ravenscourt	Existing windows are circa 30 years old and in poor condition; included in SHDF bid	Replacement windows; external fabric repairs including insulation measures; repairs and redecoration of internal communal areas; new FD30 front entrance doors	300
Griffin Court	White City	Existing windows are circa 30 years old and in poor condition and scheme presents an opportunity to improve the thermal performance of the buildings	Replacement windows; external fabric repairs including insulation measures; repairs and redecoration of internal communal areas; new FD30 front entrance doors	360

Appendix 1: List of projects and estimated budgets

Project / Workstream	Ward	Justification for intervention	Draft Scope of Works (final scope subject to surveys and consultation)	Estimated Works Budget (£000's)
Major adaptation	Wormholt	Specific resident need identified	Reconfiguration and extension of a single-dwelling mid-terrace house	250
White City Phase 1 - Batman Close	White City	Existing windows to 5/6 storey blocks are circa 30 years old and in poor condition and scheme presents an opportunity to improve the thermal performance of the buildings	Replacement windows to 5/6 storey blocks; external fabric repairs including insulation measures; repairs and redecoration of internal communal areas; new FD30/FD60 front entrance doors	3,000
White City Phase 1 - Davis, Evans, Mackay	White City	Existing windows are circa 30 years old and in poor condition and scheme presents an opportunity to improve the thermal performance of the buildings	Replacement windows; external fabric repairs including insulation measures; repairs and redecoration of internal communal areas; new FD30 front entrance doors	3,000
White City Phase 2 (assume Calvert, Carteret, Winthrop, Baird, Durban)*	White City	Existing windows to Baird, Durban and Winthrop are old and in poor condition and scheme presents an opportunity to improve the thermal performance of the buildings	Replacement/overhaul of windows; external fabric repairs including insulation measures; repairs and redecoration of internal communal areas; new FD30 front entrance doors	3,500
Street properties Phase 1	Boroughwide	Issues generally with old, single-glazed windows and poor thermal efficiency; included in SHDF bid	Replacement windows; external fabric repairs including insulation measures; repairs and redecoration of internal communal areas	3,000
Street properties Phase 2	Boroughwide	Issues generally with old, single-glazed windows and poor thermal efficiency; included in SHDF bid	Replacement windows; external fabric repairs including insulation measures; repairs and redecoration of internal communal areas	5,000

Appendix 1: List of projects and estimated budgets

Project / Workstream	Ward	Justification for intervention	Draft Scope of Works (final scope subject to surveys and consultation)	Estimated Works Budget (£000's)
Lytton estate	Avonmore	Works to external structure and common parts overdue; scheme presents an opportunity to improve the thermal performance of the buildings	Replacement roof coverings (part); external fabric repairs including insulation measures; repairs and redecoration of internal communal areas; new FD30 front entrance doors	2,500
Chasemore House & Donnelly Court	Munster	Adjacent to major regeneration site; included in SHDF bid	External fabric repairs including insulation measures; repairs and redecoration of internal communal areas	1,000
Swan Court & Ravensworth Court	Walham Green	Existing windows are circa 30 years old and in poor condition and scheme presents an opportunity to improve the thermal performance of the buildings	Replacement windows; external fabric repairs including insulation measures; repairs and redecoration of internal communal areas; new FD30 front entrance doors	1,500
West Kensington estate houses	West Kensington	Existing windows are circa 30 years old and in poor condition and scheme presents an opportunity to improve the thermal performance of the buildings	Replacement windows; external fabric repairs including insulation measures	3,000
Askham Court	Wormholt	Non-traditional construction; remedial works required to ensure structural integrity	External fabric repairs including insulation measures; repairs and redecoration of internal communal areas	1,700

Appendix 1: List of projects and estimated budgets

Project / Workstream	Ward	Justification for intervention	Draft Scope of Works (final scope subject to surveys and consultation)	Estimated Works Budget (£000's)
Aldine Court	Shepherds Bush Green	Non-traditional construction; remedial works required to ensure structural integrity	External fabric repairs including insulation measures; repairs and redecoration of internal communal areas; new FD30 front entrance doors	1,500
Marchbank Road med-rise flats	West Kensington	Included in SHDF bid	External fabric repairs including insulation measures; repairs and redecoration of internal communal areas; new FD30 front entrance doors	750
Edward Woods med-rise	Shepherds Bush Green	Existing windows to Swanscombe are old and in poor condition; windows to Boxmoor, Mortimer and Hume to be assessed; works to external structure and common parts overdue	Replacement windows (part); external fabric repairs; repairs and redecoration of internal communal areas; new FD30 front entrance doors	5,000
Arthur Henderson House & William Banfield House	Fulham Town	Existing windows are circa 30 years old and in poor condition and scheme presents an opportunity to improve the thermal performance of the buildings	Replacement windows; external fabric repairs including insulation measures; repairs and redecoration of internal communal areas; new FD30 front entrance doors	2,600
Roof renewal	Boroughwide	Current issues with longstanding leaks causing damage to top floor flats	Replacement of defective flat roof coverings at various blocks (including stripping back to original concrete deck)	2,500

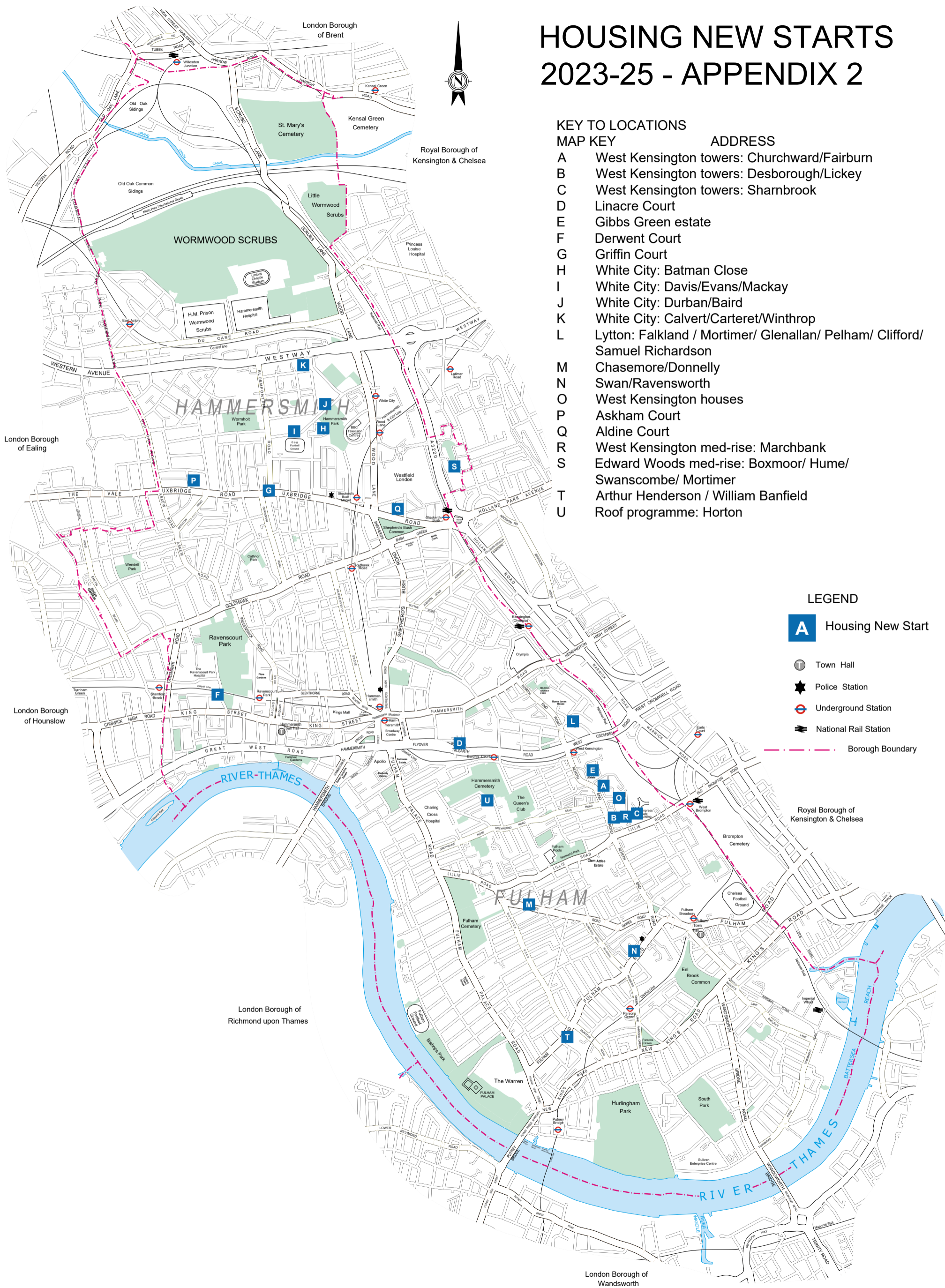
Appendix 1: List of projects and estimated budgets

Project / Workstream	Ward	Justification for intervention	Draft Scope of Works (final scope subject to surveys and consultation)	Estimated Works Budget (£000's)
Other new starts	TBC		Allowance to accommodate additional priorities identified for early investment during the current stock condition survey	5,000
Contingency			Allowance to accommodate potential additional works e.g. works arising from PAS 2035 assessment, health and safety issues identified at survey stage	5,000
			Total	63,460

*There will be a rolling programme of works to the White City estate which will continue beyond the timeframes of this strategy.

London Borough of Hammersmith & Fulham

HOUSING NEW STARTS 2023-25 - APPENDIX 2



LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 05/12/2022

Subject: Planning Obligations Draw Down Report 2021/22

Report of: Councillor Andrew Jones, Cabinet Member for the Economy; Councillor Rowan Ree, Cabinet Member for Finance and Reform

Report author: Joanne Woodward, Chief Planning Officer

Responsible Director: Jonathan Pickstone, Strategic Director for the Economy

SUMMARY

The Council secures contributions from new developments to address the needs that arise for social and physical infrastructure, including affordable housing, and to mitigate impacts. This report sets out the projects and services that were funded (in part or in full), in the financial year from 1st April 2021 to 31st March 2022, from monies received through Section 106 (s.106) agreements or the Borough Community Infrastructure Levy (CIL).

In accordance with the Council's Financial Regulations, formal Cabinet approval is sought to the drawdown of these funds for the projects delivered in 2021/22. The spending program for 2021/22 reflects the terms of the relevant s.106 agreements or CIL regulations and supports delivery of the Council's priorities set out in the corporate Business Plan, Industrial Strategy, and adopted Local Plan.

RECOMMENDATIONS

That Cabinet approves the 2021/22 drawdown of Section 106 and Community Infrastructure Levy monies as set out in this report and in the 2021/22 Drawdown Report attached at **Appendix A**, to fund expenditure of **£17,484,381.15** including **£377,210.49** of s.106 and CIL monitoring and administration costs.

Wards Affected: All

H&F Values

This table sets out the Council's values and how the drawdown of planning contributions aligns with those values.

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Ensuring funding from new development supports and benefits existing communities and residents
Creating a compassionate council	S.106 funding is used to provide new community facilities and services that bring the community together and meet local needs
Being ruthlessly financially efficient	The use of s.106 and CIL ensures new development within the Borough contributes fairly to the provision of new facilities and the enhancement of existing assets.
Taking pride in H&F	S.106 funds many of the projects to improve parks and town centres so that residents continue to enjoy and make the most of these borough assets

Financial Impact

The report confirms the drawdown of **£17,484,381.15** of s.106 and Borough CIL contributions to cover relevant and eligible expenditure incurred during the financial year 2021/22, including monitoring costs. These drawdowns are against balances of funds received by developers and held by the Council.

The monitoring costs of **£377,210.49** (included in the figure above) is funded from the administration component of s.106 agreements (£20,639.48), and Mayor CIL (£176,358.38) and from the administration component of the Borough Community Infrastructure Levy (£180,212.63).

Implications completed by: Daniel Rochford, Head of Finance, Telephone: 07917 053851, 24/10/2022

Verified by Sukvinder Kalsi, Director of Finance 24/10/2022

Legal Implications

Regulation 122 of the CIL Regulations and Paragraph 57 of the National Planning Policy Framework ("NPPF") require planning obligations to be:

- Necessary to make the development acceptable in planning terms;
- Directly related to the development; and
- Fairly and reasonably related in scale and kind to the development.

Section 106(1)(d) of the Planning Act 1990 allows the Local Authority to require sums on a specified date or dates periodically to be paid to the Authority as an obligation in the Section 106 agreement.

Section 216 (2) of the Planning Act 2008 and regulation 59 of the CIL Regulations (as amended by the 2012 and 2013 Regulations), set out that the levy can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, open spaces, sporting and recreational facilities and other health and social care facilities. This definition allows the levy to be used to fund a very broad range of facilities summarised in this report and set out in detail in the 2021/22 Drawdown Report attached at Appendix A.

Section 1 of the Localism Act 2011 grants Councils a General Power of Competence whereby a Local Authority has power to do anything that individuals generally may do, including the use of funds received from planning obligations to address the impact of developments carried out in the borough.

The costs of delivering the projects as identified in this report are to be secured by the s.106 agreements listed in the 2021/22 Drawdown Report attached at Appendix A. Financial contributions secured under s.106 agreements are to be used for the purposes intended under the terms of the s.106 agreements.

Implications reviewed by: Poonam Rajput, Senior Solicitor Planning, Highways and Licensing Team, Telephone: 07901 857689, 20/10/2022
Verified by Fortune Adebiyi, Chief Lawyer, Property and Planning Legal Services, 20/10/2022

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

SUMMARY OF THE 2021/22 DRAWDOWN

- Figure 1 below provides a summary of the projects, by category, that are to be funded from s.106 or CIL within the financial year 2021/22. A total of **£17,484,381.15** is proposed to be drawn down, with investment in community facilities accounting for the majority of spend. This is because the Civic Campus redevelopment falls within this category and is being funded, in part, using strategic CIL receipts.

Figure 1: Spend by Broad Category

Category	Spend (£000')
Affordable Housing	£1,389
Arts and Cultural Projects	£125
Community Facilities	£10,796
Community Safety Initiatives	£2,303
Community Wellbeing and Social Inclusion	£493
Economic Development	£931
Environmental Improvement	£39
Heritage and Conservation	£3
Parks, Leisure and Outdoor Sports Facilities	£124
Regeneration Areas	£345
Schools and Higher Education	£304
Transport and Public Realm	£151
CIL/S106 Admin	£377
Neighbourhood CIL	£104
Total	£17,484

- Excluding the 2021/22 costs towards the Civic Campus redevelopment, investment in affordable housing is to be one of the largest areas of spend with

nearly £1.4m proposed to be drawn down. This relates to Council's Direct Delivery programme that seeks to deliver 3,000 new affordable homes across the Borough, including schemes at Mund Street, Farm Lane, and Edith Summerskills House.

3. With respect to the other categories, the investment broadly reflects the Council's priorities around supporting communities; securing local job opportunities arising from the Borough's growth; promoting sustainable travel; delivering safer neighbourhoods and inclusive communities; and investing in education, our open spaces, and engagement in the arts.
4. Further details on the individual projects delivered, the relevant s.106 agreements or CIL being relied upon, and the drawdown amounts, are set out in the 2021/22 Drawdown Report attached at **Appendix A**. The reason for providing the report as a separate appendix is to enable the annual drawdown reports to be published on a dedicated page on the Council's website. It is hoped that this will make it easier for residents to access and better highlight the significant improvements being delivered across the Borough using developer contributions.
5. Cabinet approval of the 2021/22 drawdown of s.106 and CIL funds is now sought.

Reasons for Decision

6. Planning obligations are used to secure benefits capable of mitigating the adverse impacts of a development. Planning obligations can take the form of legal agreements, known as Section 106 Agreements (s.106), made under the Town and Country Planning Act 1990 (as amended), and as a Community Infrastructure Levy (CIL), that is charged on the net additional floorspace created by certain types of new development within the Borough.
7. With respect to the borough CIL receipts, 5% is retained to cover administration costs, 15% is to be spent on community-led projects, and the remainder is to be put towards infrastructure needed to support development in the Borough together with its operation, maintenance and repair.
8. This report seeks approval for the 2021/22 spend of monies received from S106 obligations and CIL for the purposes summarised in this report and set out in detail in the 2021/22 Drawdown Report attached.

Equality Implications

9. It is not anticipated that the approval of the drawdown of Section 106 and CIL monies (as set out in the Recommendations) will impact negatively on protected groups under the Equality Act 2010.
10. *Implications completed by: Joanne Woodward, Chief Planning Officer, tel. 07717 717553, 20/09/2022*

Risk Management Implications

11. The drawdown of section 106 and CIL allocation to projects is aligned with LBHF values and objectives. Existing project management procedures and processes are designed to ensure capture, monitor, and mitigate the risks.

12. *Implications reviewed by: Ray Chitty, Head of Insurance, Telephone 07739315565, 15/09/2022*

Procurement Implications

13. There are no direct procurement implications resulting from this paper.
14. If the drawdown of Section 106 and Community Infrastructure Levy monies as set out in this report are used to procure any goods or services from third-party suppliers, then these suppliers shall be procured in accordance with the Council's Contract Standing Orders (CSOs) and the Public Contract Regulations 2015.

Implications completed by: David von Ackerman – Head of Procurement, 07759044313, 21/09/22

Consultation

15. Planning obligations are secured on developments granted in the Borough. The consenting process itself is subject to public consultation. It is through this process that stakeholders can raise concerns regarding the potential impacts of a proposal and to seek appropriate mitigation measures to be secured in the s.106 agreement. The projects to be funded align with the purpose specified in the individual s.106 agreement as being necessary to make the development acceptable and to mitigate its impact.

List of Appendices:

Appendix A: The 2021/22 Drawdown Report

Appendix A:



**The Section 106 & Community
Infrastructure Levy Drawdown Report for
2021/22**

FOREWORD

"It gives me great pleasure to introduce the second of the annual drawdown reports being presented in this new format. It provides the opportunity for us to highlight the fantastic projects and services being delivered across the borough by the Council using money secured from new developments.

Over the past eight years we have negotiated hard with developers to ensure they contributed properly to the areas being developed.

The new community facilities and amenities; the improvements to our parks and streets; and the investment in community safety benefit both new and existing residents and businesses and help maintain the qualities that make Hammersmith and Fulham a special and desirable place to live, work and visit.

I am particularly proud of the funding being used to secure further affordable homes, local job opportunities, quality education, and the initiatives to address food poverty and social inclusion. Such investment ensures that all our residents, including our youth and those on low incomes, can share in the borough's prosperity and can continue to make a significant contribution to its future.

Finally, while such investment enables us to rejuvenate areas that have become tired and to replace aging infrastructure, we are not seeking to replace these on a like for like basis. Rather, we are using this opportunity to upgrade the sustainability performance of our assets, ensuring these are resilient to and help address the impacts of climate change and deliver improvements to the health of our environment and its residents.

Looking to future years, we are encouraging the services across the Council to develop longer-term programmes for the use of s.106 funds. This will provide greater certainty around the priorities for investment, accelerate the delivery of improvements, and allow us to consider larger, more ambitious projects."



Cllr Andrew Jones
Cabinet Member for the Economy

INTRODUCTION

1. Section 106 (s.106) and Community Infrastructure Levy (CIL) (collectively referred to as 'planning obligations') income is used to help fund the provision of infrastructure and services to support development and maximise the benefits and opportunities that come with growth, such as employment opportunities and new affordable homes. Planning obligations are also important in securing the mitigation of a proposed development's impacts and ensuring that planning policy requirements are met.
2. Each year the Council delivers a range of projects intended to discharge the obligations in the individual s.106 agreements. Following the initial allocation of s.106 to the projects, once the works or services are delivered, the expenditure is subject to an end-of-year drawdown process, where planning and legal officers ensure the specific project or services delivered accords with the terms of the relevant s.106 agreement from which the funds are being drawn.
3. This report covers the drawdown for the financial period 1st April 2021 to 31st March 2022. It sets out the projects and services on which s.106 and CIL funds were spent, the amounts, and the relevant s.106 agreements from which the funds are being drawn.

SUMMARY OF THE 2021/22 DRAWDOWN

4. Figure 1 (overleaf) provides a summary of the projects, by category, being funded from s.106 or CIL within the financial year 2021/22. A total of **£17,484,381.15** is to be drawn down, with investment in community facilities accounting for the majority of spend. This is because the Civic Campus redevelopment falls within this category and is being funded, in part, using strategic CIL receipts.
5. Excluding the 2021/22 costs towards the Civic Campus redevelopment, investment in affordable housing is to be one of the largest areas of spend with nearly £1.4m proposed to be drawn down. This will cover a number of affordable housing projects across the Borough, including schemes at Mund Street, Farm Lane and Edith Summerskills House.
6. With respect to the other categories, the investment broadly reflects the Council's priorities to deliver community facilities; secure local job opportunities arising from the Borough's growth; promote sustainable travel; secure safer neighbourhoods and inclusive communities; and to invest in education, our open spaces, and engagement in the arts.
7. Further details on the individual projects delivered, the relevant s.106 agreements or CIL being relied upon, and the drawdown amounts, are set out in the following sections of this report.

Figure 1: Spend by Broad Category

Category	Spend (£000')
Affordable Housing	£1,389
Arts and Cultural Projects	£125
Community Facilities	£10,796
Community Safety Initiatives	£2,303

Community Wellbeing and Social Inclusion	£493
Economic Development	£931
Environmental Improvement	£39
Heritage and Conservation	£3
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Regeneration Areas	£345
Schools and Higher Education	£304
Transport and Public Realm	£151
CIL/S106 Admin	£377
Neighbourhood CIL	£104
Total	£17,484

COMMUNITY FACILITIES

8. A total of **£10,796,204.51** of planning contributions is to be drawn down for community facilities. The overwhelming majority of this (£10,256,144.55) is Strategic CIL which will be used towards the refurbishment of the Civic Campus. The remaining £540,059.96 is to be used towards the Nourish Hub, a new community kitchen for local residents situated in White City.
9. Details of the amounts to be drawn down are set out in Table 1 below:

Table No. 1	Community Facilities	
S106/AKA Ref	Site	Amount (£)
908	Gateway Site, White City Place	£282,620.52
827/844/851	Former BBC TV Centre	£257,439.44
Strategic CIL	N/A	£10,256,144.55
TOTAL		£10,796,204.51



Figure 2: Image of the refurbished Town Hall and new Civic Square



Figure 3: The new Nourish Hub in White City

AFFORDABLE HOUSING PROVISION

10. A total of **£1,389,348.94** is to be drawn down for affordable housing provision as shown in Table 2. The affordable housing projects being delivered include Springvale, Mund Street, Farm Lane, and Hartopp & Lannoy. Funding is also to be drawn down for the delivery of affordable housing at Edith Summerskills House as well feasibility studies for further sites, such as White City Central and Pellant Road. These new developments will provide genuinely affordable housing that will help to alleviate housing shortages and ensures residents that cannot afford to buy or rent privately have the chance to stay in the Borough.

Table No. 2	Affordable Housing Provision	
S106/AKA Ref	Site	Amount (£)
777	Chelsea Island	£531,599.91
867	M&S White City	£857,749.03
TOTAL		£1,389,348.94



Figure 4: Springvale development affordable housing including modern frontage



Figure 5: An example of a mix of skylines and balconies within an affordable housing development





Figure 6: White City Central - affordable homes



Figure 7: Hartopp and Lannoy Project - Aerial View of affordable housing project



Figure 8: Pellant Road – An artist impression of affordable housing development

ECONOMIC DEVELOPMENT, TRAINING & SKILLS, BUSINESS & ENTERPRISE

11. A total of **£930,913.83** is to be drawn down for the Economic Development Team's work in maximising job opportunities for local people, such as employment, training, apprenticeships, outreach and maximising tender opportunities for Local Businesses and local supply chain activities. This funding is being drawn from the developments in Table 3 below.

Table No. 3 Economic Development, Training & Skills, Business & Enterprise		
S106/AKA Ref	Site	Amount (£)
161	Quayside Lodge, Townmead Road	£142,554.69
776	Kings Mall Car Park	£79,120.63
927	Fulham Gasworks, Imperial Road	£111,885.69
941	Former Cyclotron Building	£83,794.41
943	Land known as Olympia Exhibition Centre	£513,558.41
TOTAL		£930,913.83

12. H&F's economic development activity in 2021/22 provided a range of employment, skills and enterprise initiatives to tackle the challenges faced by residents and businesses due to the pandemic. It also supported the delivery of a longer-term vision: to ensure that H&F's economy makes a successful and inclusive recovery from COVID-19.
13. Employment support services were delivered to maximise job opportunities, including employment, training, apprenticeships outcomes for local residents.
14. There has also been a significant focus on engaging and supporting local businesses through a Support and Recovery programme aimed at enabling businesses to increase revenue, have an online presence and become more resilient as well as ensuring that H&F remains the destination of choice for high growth businesses. Details of economic activities see Table 4 below.

Table No. 4 – Economic Development Activity	
Outcome	Beneficiaries
Residents provided with employability support	411
Residents supported into work	182
Residents supporting into apprenticeships	43
Residents into paid work placements	11
Residents supported into fully funded training	62
Residents gaining work experience	12
Students provided with career insights	810
Business volunteers delivering school careers talks	16
Employers offering employment and work experience	42

opportunities	
Businesses supported to access individual grants through the business support desk	1074
Business supported to extend their trading space outdoors / Our Space / Your Space	136
Residents aged over 50 supported to start their own business	40
Digital Upskilling for businesses – Businesses undertaking training to improve digital skills and increase trading sales on-line	65
1-2-1 Business advice sessions with a professional advisor	139
Business seminar attendees	188
New business associations developed through a high-street recovery support and grants programme	6
Memberships to a national business organisation focused on supporting SME's	473
High street independent businesses signed up to a new pilot e-commerce platform to boost trade with a carbon neutral delivery service	62
Monthly borough networking event delivered in partnership with Networking London	35 businesses per month
Business Engagement and support- weekly H&F Business network meetings during lockdown followed by monthly sessions aimed at giving businesses a voice, sharing of information and ability to provide feedback on key council initiatives	67 members
Supply chain programmes to support businesses to win local contracts.	£2. 49m won in local contracts
Businesses supported to be covid safe through updated webpages, communications and business networks	Over 2,000

15. H&F Business and Enterprise activities in 2021/22 include various business support programme as follows:

- (a) Supporting our High Street Stores
- (b) Our Space is Your Space – Brackenbury village example
- (c) Business Support recovery programme flyer
- (d) Networking London event for small businesses at Venturex
- (e) Welcome Back Poster – Shop Local North End Road example
- (f) Networking for Architects under Construction Supply Chain project



Figure 9: (a) Supporting our High Street Stores; (b) Brackenbury Village Our space is your space; (c) H&F Business Support Recovery Flyer



Figure 10: (d) London Event for Small Businesses; Welcome Back Poster – Shop Local North End Road; (f) Networking for architects under the Construction Supply Chain project

COMMUNITY SAFETY INITIATIVES

16. A total of **£2,302,949.61** is to be drawn down for community safety initiatives such as the ongoing costs of the Law Enforcement Team as well as the work of the Gang, Violence and Exploitation Unit, which provides community support to address gang-related activity, criminal exploitation (including knife crime and drug dealing), and sexual exploitation. Funding for these community safety initiatives is being drawn down from the following developments:

Table No. 5	Community Safety Initiatives	
S106/AKA Ref	Site	Amount (£)
732	Chelsea Creek Lots Road	£21,358.05
776	H-S106 -Kings Mall Car Park	£485,375.12
851	H-S106 Former BBC TV Centre Wood Lane	£121,169.48
861	London House, 100 New King's Road	£3,683.24
908	Land known as Gateway Site, White City Place,	£377,843.59

	201 Wood Lane, London	
917	Land known as M&S White City	£11,320.97
929	Land Bounded By Fulham Gasworks And Railway Line (Chelsea Creek), Imperial Road	£751,826.77
957	Former Hammersmith Magistrates	£284,126.47
827/844/851	H-S106 Former BBC TV Centre Wood Lane	£246,245.92
TOTAL		£2,302,949.61

LOCAL PARKS AND OPEN SPACES

17. A total of **£123,731.32** is to be drawn down to improve and maintain parks and open spaces across the Borough, specifically at Normand Park, Eel Brook, Bishops Park and South Park
18. This is for much needed improvements to park facilities and environments, aimed at enhancing user enjoyment and biodiversity. The funds are to be drawn down from the s.106 agreements listed in the table below.

Table No. 6	Parks Projects	
S106/AKA Ref	Site	Amount (£)
468	Empress State Building	£10,780.29
777	Land Bounded By Harbour Avenue and Lots Road London AKA Chelsea Island	£18,542.00
926	Fulham Football Club, Stevenage Road, London	£94,409.03
TOTAL		£123,731.32



Figure 11: Bishops Park – Footpath resurfacing along the riverside. Previous macadam surface was de-paved and replaced with a self-binding aggregate material.



Figure 12: Bishops Park – A new outdoor gym installation with a variety of apparatus.



Figure 13: A new trim trail funded by Section 106 money at Normand Park.



Figure 14: Location Plan

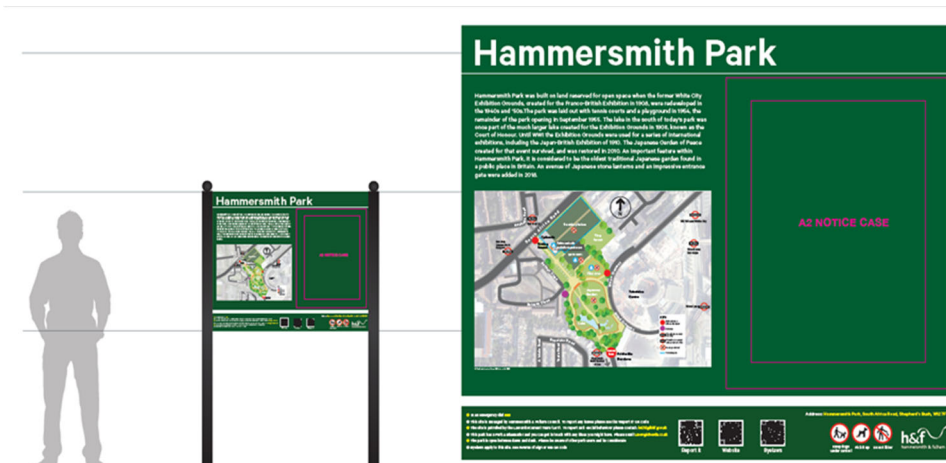


Figure 15: Working with Friends group to design replacement large noticeboards for primary entrances at Hammersmith Park



Figure 16: Footpath resurfacing of north area – ‘de-pave’ of macadam surface and reinstatement with self-binding aggregate at Eel Brook Common

TRANSPORT & PUBLIC REALM IMPROVEMENTS

19. A total of **£150,908.27** is to be drawn down for highway projects in the borough. These relate to works associated with developments taking place and are to be funded from the following planning agreements:

Table No. 7	Highways – Transport and Public Realm	
S106/AKA Ref	Site	Amount (£)
843	Thames Tidal Tunnel	£10,423.83
852	327 Lillie Road London SW6 7NR	£2,953.01
864	Mackenzie Trench House	£23,957.39
871	Shepherds Bush Green Development	£4,386.75
898	214 to 218 Shepherd's Bush Road, 22	£37,769.84
923	Fulham North Area Housing Office CI	£21,451.63
964	Former Dairycrest Site	£49,965.82
TOTAL		£150,908.27

ARTS AND CULTURE PROVISION

20. **£124,432.78** is to be spent on Arts and Culture Development in the borough, including contributions towards implementation of actions contained in the Arts Strategy for Hammersmith and Fulham, which aims to develop H&F as a thriving borough for the arts and promoting it as a creative, innovative and exciting place to live and do business.
21. All investment in arts and culture is to be funded from the contribution secured from the redevelopment of the Olympia Exhibition Centre.

Table No. 8	Arts and Culture	
S106/AKA Ref	Site	Amount (£)
943	Olympia Exhibition Centre, Hammersmith Road	£124,432.78
TOTAL		£124,432.78

COMMUNITY WELLBEING & SOCIAL INCLUSION PROJECTS

22. A total of **£493,431.25** is to be drawn down for community wellbeing and social inclusion projects to address the increased needs generated by population growth and change in the borough, with a focus on, food poverty initiatives. The funding is to come from the following S106 agreements, as summarised below:

Table No. 9	Community Wellbeing and Social Inclusion	
S106/AKA Ref	Site	Amount (£)
927	Fulham Gasworks, Imperial Road	£426,571.85
943	Land known as Olympia Exhibition Centre, Hammersmith Road, W14 8UX	£66,859.40
TOTAL		£493,431.25

SCHOOLS & EDUCATION

23. **£304,141.55** is to be drawn down for schools and education initiatives, covering climate education, ASD support, targeted early intervention by link workers based in schools and investment into a new nursery at Old Oak Community Centre from AKA no. 119 and 635. Funding for these school initiatives is being drawn down from the following developments:

Table No. 10	Schools/Education	
S106/AKA Ref	Site	Amount (£)
119	26-100 Scrubs Lane	£21,292.34
635	725-761A Harrow Road, NW10 5NY	£23,707.66
716	Fulham Reach	£ 52,500.00
777	Land Bounded by Harbour Avenue and Lots Road	£58,942.00
784	282-292 Goldhawk Road	£2,562.25
843	Thames Tideway	£145,137.30
TOTAL		£304,141.55



Figure 17: Old Oak Community Centre - Improvements to children's facilities

REGENERATION AREAS

24. A total of **£345,151.35** is to be drawn down for social and physical infrastructure, economic and transport regeneration projects to address the increased needs generated by population growth and change in the borough, with a focus on the regeneration areas of the borough. The regeneration areas include White City Regeneration Area, Central Hammersmith Regeneration Area, Fulham Regeneration Areas and South Fulham Riverside Regeneration Area. Projects funded using money for various purposes include the Nourish Hub at White City, a 'mini forest' at Eel Brook Common and increased safety measures within regeneration areas. The funding is to come from the 106 agreements, as summarised below:

Table No. 11	Regeneration Areas	
S106/AKA Ref	Site	Amount (£)
722	Chelsea Creek	£ 184,715.45
867	M&S White City	£24,732.45
957	Former Hammersmith Magistrates	£66,859.45
827 / 844 / 851	Former BBC TV Centre Wood Lane W12	£68,844.00
TOTAL		£345,151.35

ENVIRONMENTAL ENHANCEMENT & MONITORING

25. **£39,360.52** has been drawn down for on-site monitoring of air quality, land contamination and environmental health. This is to be funded from the following developments:

Table No. 12	Environmental Improvement and Monitoring	
S106/AKA Ref	Site	Amount (£)
843	Thames Tideway	£39,360.52
TOTAL		£39,360.52

HERITAGE & CONSERVATION

26. £3,150.73 has been drawn down for Margravine Cemetery Heritage project (Stage 1). The conservation/ restoration of two Grade II listed structures which are on the Historic England 'Heritage at Risk Register' This is to be funded from the following development

Table No. 12	Heritage and Conservation	
S106/AKA Ref	Site	Amount (£)
451	War Memorial, Margravine Cemetery	£3,150.73
TOTAL		£3,150.73

NEIGHBOURHOOD CIL

27. The Neighbourhood component of CIL (15% of CIL receipts) is to be spent on community-led projects, which can cover any purpose provided it is concerned with addressing the demands that development places on an area. For example, the money could be used to fund community events, social services, community facilities or a range of other improvements.
28. The Council invites community-led projects through its H&F crowd funding platform, run on Council's behalf by [Spacehive](#). This allows community groups and individuals to put forward projects and to seek support from the community for these through raising the additional funds. Depending on the size of the project,

up to £20k in Neighbourhood CIL can be pledged to an individual project. This typically represents a third of the overall project cost. If the project manages to raise the remaining balance, it clearly has community support and agreement. In addition to the projects on Spacehive, the Council also approved an urgent request to support children across the borough who didn't have access to digital devices to enable them to continue with their class learning through lockdown.

Table 13 shows some of the projects recently funded by Hammersmith and Fulham Neighbourhood CIL

Table No. 13 - A Sample of Neighbourhood CIL Funded Projects				
Project	Description	Total Raised	No. of Financial Backers	H&F CIL
Make Edward Woods Centre Run On Sunshine Make Edward Woods Centre Run On Sunshine (spacehive.com)	The Urban Partnership Group want to install 92 solar panels on the roof of the Edward Woods Community Centre, to generate its own electricity and use the funds saved for much needed community projects	£78,792	123	£ 20,000
Laptops and mobile connectivity devices to assist digitally disadvantaged students	The purchase of laptop and mobile connectivity devices to assist digitally disadvantaged students in the Borough as a result of the Covid-19 pandemic and subsequent move to increased eLearning	N/A	N/A	£83,446
TOTAL				£103,446.00



Figure 18: Image showing the solar panels on the Edward Woods Community Centre which H&F CIL helped to fund.

S106 & CIL MONITORING AND MANAGEMENT COSTS

29. **£377,210.49** is to be drawn down in 2021/22 to cover the costs of the Council in administering, monitoring, and managing s.106 and CIL contributions. Funds are specifically secured within s.106 agreements and through CIL (5% of the Borough CIL) to cover this expense to the Council. The split for 2021/22 was drawn £180,212.63 from the CIL admin, £20,639.48 from s.106 admin and £176,358.38 from Mayoral CIL admin.

London Borough of Hammersmith & Fulham

Report to: Cabinet

Date 05/12/2022

Subject: Annual Emergency Planning & Business Continuity Report

Report of: Councillor Rebecca Harvey, Cabinet Member for Social Inclusion & Community Safety

Report author: Denise Prieto – Emergency Planning & Resilience Manager

Responsible Director: Matthew Hooper, Chief Officer Safer Neighbourhoods and Regulatory Services

Summary

The Council has responsibilities under the Civil Contingencies Act 2004 to plan and respond to emergencies and to have business continuity arrangements in place to reduce the risk of service disruption.

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.

Recommendation

That Cabinet notes the report which looks back on work undertaken over the last 15 months (running 01/07/21 to 30/09/22) and the work plan for the remainder of 2022/2023.

Wards Affected: All

H&F Values

Our Values	Summary of how this report aligns to the H&F Priorities
Creating a compassionate council	<i>The care and welfare of our residents especially in emergencies is at the top of our agenda.</i>
Doing things with residents, not to them	<i>Building Community Resilience is a priority for H&F to ensure our</i>

	<i>communities are prepared and can respond and recover quickly in times of emergency. We want to ensure that our communities can help themselves during an emergency in a way that complements emergency services and reduces the impact of an emergency on our community both in the short and long term.</i>
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Financial Impact

Hammersmith & Fulham have not had to deal with any large-scale major incidents (other than the Covid-19 pandemic) since June 2018 but have responded to smaller local incidents throughout the year as detailed in this report.

For financial year 2021/22, the Emergency Planning Service was able to manage within its service budget of £338,000. This included additional investment in the service of £50,000 awarded as part of the Council's medium term financial planning process from 2021/22. This ongoing additional investment should ensure that the service work plan can continue to be effectively delivered within the approved budget. As such, there are no expected financial pressures for 2022/23, but the reactive nature of this service can result in unplanned and unexpected expenditure. The budget will continue to be monitored, reported and managed as part of the Council's corporate revenue monitoring process.

Nizar Lalji, Senior Accountant, 30 June 2022

Verified by: Sukvinder Kalsi, Director of Finance, 31 October 2022

Legal Implications

Section 2 of the Civil Contingencies Act 2004 requires the Council as a category one responder to carry out risk assessments, and to complete emergency plans and business continuity arrangements.

John Sharland, Senior solicitor (Contracts and procurement), 28 June 2022

Background Papers Used in Preparing This Report

None

BACKGROUND

The council has a robust suite of emergency plans in place, and these were activated several times over the previous year. There are national and regional frameworks in place that govern how local plans are produced.

Part 1 of the Civil Contingencies Act 2004 and supporting regulations and statutory guidance establish a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level. The Act divides local responders into 2 categories, imposing a different set of duties on each. The Council, as a Category 1 responder is at the core of the response to most emergencies in the borough.

The Council is subject to the full set of civil protection duties under the Act and is required to:

- assess the risk of emergencies occurring and use this to inform our contingency planning
- put in place emergency plans and business continuity management arrangements
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- share information and co-operate with other local responders to enhance co-ordination and efficiency
- provide advice and assistance to businesses and voluntary organisations about business continuity management

H&F's EMERGENCY RESPONSE STRATEGIC PRIORITIES

1. The Council's Strategic Priorities for any **emergency response** are to:

- a) provide support to incident responding agencies as required.
- b) support the vulnerable.
- c) maintain continuity of council service provision.
- d) provide assistance and information to Hammersmith and Fulham's communities and businesses
- e) provide community leadership.
- f) and assist the return to 'normality'.

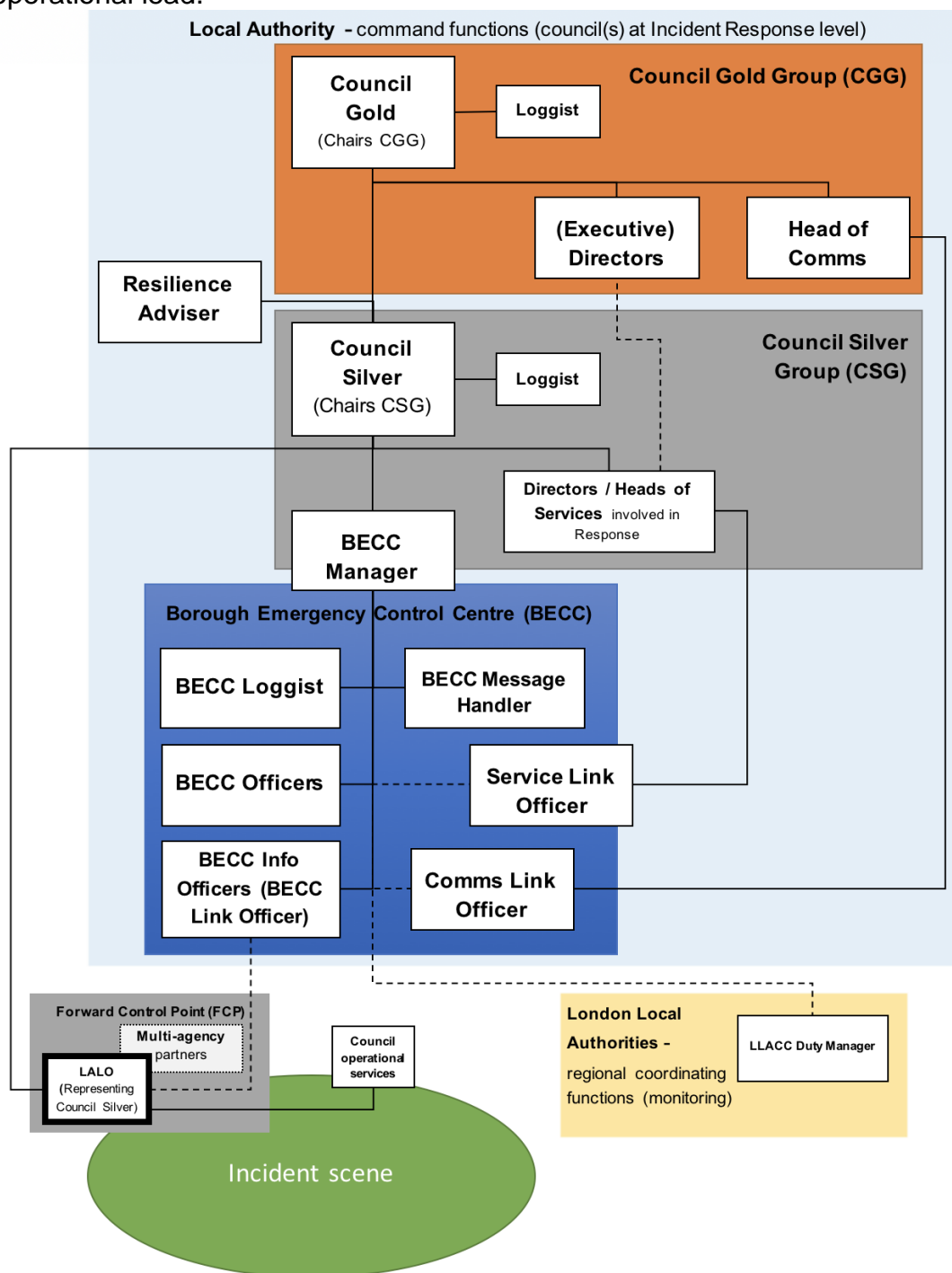
The Council's Strategic Priorities for **recovery from an emergency** are to:

- a) provide strong and visible leadership during the recovery phase.
- b) support the health and welfare of the borough's communities.
- c) assist in the restoration of the built and natural environment.
- d) assist communities and business to return to normality.
- e) monitor financial matters and pursue funding and other assistance.

Building Community Resilience to ensure our communities are prepared and can respond and recover quickly in times of emergency is a priority for the borough.

EMERGENCY PLANNING RESPONSE ARRANGEMENTS

- The emergency planning procedures in H&F are quite clear. This is set out in the following diagram. In this structure, Gold is the strategic lead (selected from an established rota of trained staff on call), Silver the tactical lead (selected from an established rota of trained staff on call) and Bronze the operational lead.



3. The emergency services may ask a council to provide care to members of the public who have been evacuated from their homes and require temporary accommodation/shelter. Such care can be provided at emergency reception centres set up for that purpose. There are arrangements in place to use St Pauls Business Centre, the Lyric Theatre and QPR football club as emergency reception centres. We also have community halls across the borough that can be utilised as emergency reception centres.

RESOURCES

4. The Emergency Planning Team for H&F currently consists of three members of staff. One full time Emergency Planning & Resilience Manager, one full time Emergency Planning Officer and one full time Business Continuity Manager.
5. The wider emergency response team is made up of officers across the council who are trained in emergency response roles. On-call Gold, Silver, Welfare Bronze, Reception Centre Manager, Local Authority Liaison Officer (LALO) and Communications are specific roles that are in operation 24/7,365 days a year.
6. The Emergency Planning team circulates a confidential **Weekly Orders** document to selected officers. The document sets out the rotas for officers that are responsible for different levels of command and control in the event of an emergency incident and includes key contact numbers.

EMERGENCY RESPONSE & RECOVERY PLAN, PARTS 1, 2 & 3

7. These documents assist in the event of an emergency to provide relevant operational information regarding roles, departments and partner agencies so that the correct tactical decisions can be made, and the correct resources applied/deployed. The documents are reviewed every year or following any major emergency or major service disruption.
8. During an emergency or a major business continuity disruption, several Council meetings may be called to support decision making and response activity at strategic and tactical levels. The key groups which may need to convene are the Gold Strategic Group, the Silver Group, the Service Resilience Group (SRG), and the Recovery Coordination Group. The roles of these groups are detailed within the Emergency Response & Recovery Plan.
9. The Council holds quarterly Borough Resilience Forum meetings chaired by the Interim CEO. These meetings bring together our multi-agency partners responsible for emergency planning to share information and discuss issues. The attendees include the blue lights, MPS, LFB and LAS, our health partners, utility representatives, voluntary organisations, the Environment Agency, Ministry of Defence and the Met Office. H&F have held 2 meetings this year, the next one will be held in July 2022

BOROUGH EMERGENCY CONTROL CENTRE, (BECC)

10. This acts as the hub for managing and coordinating activities during an incident by gathering, verifying, displaying and sharing intelligence/information from the Council and other partners. The BECC team will operate and support SLT, SRG, Silver, Departments and outside agencies.

MUTUAL AID ARRANGEMENTS

11. Under London's Local Authority Gold arrangements, any borough can request mutual aid when facing an emergency incident. A request is submitted to the London Resilience Group (LRG) and signed off by London Local Authority Gold (LLAG) The process for submitting a request is outlined in the London Mutual Aid Agreement.
12. There is also a West London Mutual aid agreement. Establishing mutual aid agreements between Boroughs is an effective way of ensuring we can practically support each other equitably during periods of disruption. This includes any borough that may require assistance affecting their capacity and capability in which to respond. This could include staffing, specific expertise (subject matter experts), project leadership/management support and physical resources.

ENSURING PREPAREDNESS

13. The London Resilience Group (LRG) are the overarching body responsible for resilience arrangements adhered to by the 33 London Boroughs, after the Civil Contingencies Act was made law in 2004.
14. All London Boroughs were asked to complete an assurance checklist, Part 1, considering learning from the Grenfell Tower Fire (based on recommendations from the Phase 1 Inquiry Report) and Part 2, Winter Preparedness (based on the Resilience Standards for London). We submitted our return to the London Resilience Team on 12th January 2022. Our return, based on the set Red, Amber and Green status, was 100% Green for Part 1 and, for Part 2, under a different set of headings of "Developing, Established or Advanced" we returned with a 100% Established across all categories. **Please see Appendix 2.**

INCIDENTS WITHIN THE BOROUGH – 01/07/21 to 30/09/22

15. As referenced above the borough have not had to deal with any large-scale major incidents (other than the Covid-19 pandemic) since June 2018 but have responded to smaller local incidents throughout the year. It is also conscious of the previous terror threats that took place in London, one at Parson's Green, and the tragic fire at Grenfell.

16. The borough's emergency responders dealt with a diverse range of incidents during the year including serious fires, road traffic collisions, flooding, power outages, serious violence and COVID related incidents amongst others
17. There have been incidents requiring emergency planning deployments and response(s) by the council to support our emergency response colleagues the most notable of these were:
 - a. 12/07/21 flooding event where a number of H&F basement flats were affected,
 - b. 18/02/22 and Storm Eunice
 - c. Fire at Stebbing House on 21/06/22
 - d. Fire at Fraser Court 07/08/22

Each of these incidents, and our responses, are explained further below:.

18. Flooding Event – 12/07/21 and 25/07/21.

19. In summer 2021 there were two significant surface water flooding events with the borough particularly affected by the one on the 12/07/21.

No significant impacts were experienced from the flooding event on the 25th of July. On-call Duty Gold held a number of meetings with Silver and Bronze operational staff and the CEO during the event to ensure that we were responding effectively.

The Novotel Hotel was identified as a rest centre and was staffed by the on-call rest centre manager and officers in case there was a need for residents to seek shelter. This subsequently was not required.

15 households were placed into temporary accommodation while damage to their properties was assessed, and subsistence given.

The H&F Flood page on the website was reviewed and updated to ensure the information was comprehensive and useful for residents before, during and after a flood. The H&F Extreme Rainfall Plan was also updated to take into account information gathered from a subsequent debrief meeting.

A Flood Mitigation Steering group was also set up which looks at the wider issues around potential flooding in the borough and how to mitigate these where possible. H&F also have a Multi-Agency Flood plan which was updated and submitted to Defra in November 2021.

A multi-agency flooding exercise was also held in January 2022. The aim of which was to test a multi-agency response to a flooding incident in the borough. For more information, please see paragraph 41 of this document.

20. **Storm Eunice - 18th February 2022** on the 17th of February 2022 an amber weather alert was issued by the Met Office, warning of strong and disruptive winds which could lead to a possible danger to life, disruption to transport, fallen trees and damage to structures on the 18th of February 2022.

H&F stood up its emergency response arrangements and asked teams to

mitigate and monitor potential issues, putting in place extra resources (in house and outsourced) to deal with housing repair calls, fallen trees, debris flying around structural damage and other building control issues.

During the storm, H&F responded to numerous Highways requests, road closures due to obstructions on the Highway. Waste management contractors cleared up fallen debris. The arboriculture service responded to at least 28 incidents of fallen trees / limbs. Building control were called out numerous times to assess structural damage to buildings. Housing arranged temporary accommodation for evacuated households. Members were updated with a summary of actions around to borough taken before Storm Eunice hit and actions taken during Storm Eunice.

A debrief meeting was held to discuss any issues arising from the response, what went well, what could be improved. This information has contributed to the creation of a Response to High Winds plan which is now included in our suite of severe weather plans.

21. **Stebbing House Flat Fire – 21st June 2022** A residential fire occurred on the 12th floor of a 21-storey high rise building on Queensdale Crescent, Hammersmith W11. The fire was quickly brought under control by the fire brigade. H&F set up an emergency reception centre in a local community hall.

Housing personnel and emergency response officers were also in attendance providing assurance.

Displaced residents affected by the fire were provided with alternative accommodation. Two residents were taken to hospital with minor injuries and smoke inhalation. The fire was thought to be caused by an e-bike battery being charged in the flat which subsequently caught fire.

H&F held a debrief meeting on the 5th of July to discuss any issues arising from the response and to identify any lessons learned.

Housing have been and continue to offer support to any residents affected by the fire.

The majority of residents who were offered temporary accommodation are back in their homes. Relevant members and portfolio holders were continually updated during and post incident re actions being taken.

22. **Fraser Court Flat Fire, Heathstan Rd – 7th August 2022** A residential fire occurred in a block managed by the Peabody Trust in W12. The fire started on a balcony caused by a disposable barbeque. The fire was brought under control by the fire brigade. H&F set up an emergency reception centre in a local community centre to assist The Peabody Trust.

H&F housing personnel and emergency response officers were also in attendance providing assurance.

H&F held an internal debrief meeting on the 11th of August to discuss any issues arising from the response and to identify any lessons learned.

A meeting was also held with the Peabody Trust to seek assurance that residents were being supported and their needs were being catered for post incident

The majority of residents who were offered temporary accommodation are back in their homes. Relevant members and portfolio holders were continually updated during and post incident re actions being taken.

23. Heatwave 8th – 13th August 2022

Yellow Heatwave alerts were received by the Met Office and cascaded to all departments. The H&F Heatwave plan was activated and circulated to SLT. Proactive measures were put in place to ensure vulnerable residents were kept safe.

Adult Social Care carried out in person and telephone welfare checks for sheltered housing residents and gave them advice about the high temperatures and the need to take extra care.

Beat the Heat posters were displayed in all sheltered Housing schemes.

Housing Officers checked on all their vulnerable residents. Adult Social Care staff contacted their vulnerable clients and carried out visits, checked on hydration and their home environment.

Fans were purchased for distribution to vulnerable residents where needed and bottled water was provided.

Advice and guidance was published on the H&F website and social media, including information regarding the location of cool spaces where residents could seek respite from high temperatures.

The Severe Weather Protocol (SWEP) was activated by the Homeless Service to accommodate rough sleepers in the extreme heat. The Street Outreach Team carried out welfare checks on people sleeping rough, giving out sun cream and water and advising them where they could seek respite from the heat during the day. Emergency beds were opened and arrangements were put in place for temporary accommodation if required

24. Operation London Bridge (Death of Queen Elizabeth II) 8th September. Funeral 19th September

The council had an established protocol in place which outlines all the plans and procedures that would be put in place in the event of the death of a senior royal. This protocol was activated when the announcement of the Death of Queen Elizabeth II was announced.

Council services, Waste Management, Highways, Civic Services and Emergency Planning, to name a few, came together to ensure that H&F

looked its very best on the day of the funeral as the cortege made its way from Westminster to the Royal Borough of Kensington and Chelsea through H&F via the A4 to Hounslow on the way back to Windsor.

The A4 looked spotless and graffiti free. The resilience and security arrangements were second to none. Over 70 H&F staff volunteered to act as way finders and stewards on the day of the funeral. H&F worked incredibly hard to prepare and to keep residents safe.

25. Lickey House Flat Fire - West Kensington Estate 22nd of September

One fatality in the flat where the fire started. Cause of fire still under investigation.

A rest centre was opened in case residents needed assistance. This was subsequently not needed.

H&F housing personnel and emergency response officers were also in attendance providing assurance to residents.

4 families were decanted into hotels. They returned to their properties on the 27th of September.

SERVICE CONTINUITY INCIDENTS

26. Since the publication of the previous Cabinet report the **COVID-19 Pandemic** and subsequent lockdowns was, and continues to be at a lesser extent, a significant Service Continuity incident. There have been no other service continuity incidents of note. The service is always aware of any cyber based threats that emerge, mitigated by our IT service.

BUSINESS CONTINUITY

27. The Council purchased Business Continuity software called Clearview which was rolled out across the organisation this year. This software will allow plans to be automated, available in soft and hard copy and allow owners to access their plans via their mobiles.
28. A Corporate Business Continuity Strategy covering the period 2019-2022, approved by SLT in July 2019, defining the Council's approach to Business Continuity. The Strategy defines roles and responsibilities for Business Continuity Plans (BCPs) of individuals and groups within the Council. This is now being reviewed, due to the implementation of Clearview.

TRAINING AND EXERCISING.

Business Continuity

29. A training programme for all service plan owners and deputies is in place to accompany the roll out of Clearview, the new Business Continuity software

which is reaching completion. Business Continuity self-tests and exercises form part of the Service Owners responsibility on their Services to make sure they are fit for purpose and approved at Director level. This process is ongoing.

Emergency Planning

30. Emergency planning staff attended London Resilience workshops / briefings throughout 2021/2022. These included briefings on mutual aid, a London Power Supply disruption workshop and a sub-regional workshop re joint preparatory response to a flood event.
31. Emergency Planning staff also attended a number of Met Office briefings. Subjects included summer preparedness, winter preparedness and a briefing on the web-based Met Office Hazard Manager system.
32. **Exercise Safer City - 11 November 2021** Emergency Planning participated in a London Wide exercise run by the London Resilience Group designed to evaluate the London Local Authority Gold arrangements and to test co-ordination and communication between Borough Emergency Control Centres (BECCs) and the London Local Authority Co-ordination Centre. The scenario was based on a structural collapse of a residential block in a neighbouring borough. A number of emergency response officers participated as well as Building Control and the Comms team.
33. **Exercise Hermes – 15 November 2021** A virtual exercise co-ordinated by the Emergency Planning team, based on a marauding terrorist attack at Westfield shopping centre. 76 representatives from 28 organisations participated, including the emergency services, football clubs and other large venues, e.g., Olympia. The aim was to bring together multi-agency partners to enhance their understanding of each other strategic, tactical and operational roles in the response and recovery phase of a terrorist attack.
34. **Exercise Counters Creek – 10 January 2022** A virtual workshop co-ordinated by the Emergency Planning Team with Highways as the subject matter experts. It was an opportunity from multi-agency partners to investigate the management of a multi-agency response to a large number of properties flooding from surface water flooding / sewer surcharge build up in the borough of Hammersmith & Fulham, the scenario was based on the flooding events in July and October 2021
35. **Illegal Encampment Exercise - 20 June 2022** A face to face workshop co-ordinated by the Emergency Planning team attended by representatives from H&F services and the MPS. This was designed to test and review the H&F Illegal Encampment Protocol and to understand partner's roles and legal responsibilities when dealing with an incident of this nature.
36. H&F took part in a London Fire Brigade training exercise on May 4th, 2022. A simulated fire evacuation of a tower block in Northwest London (building already decanted for demolition) designed to test best practice and current

protocols. There is a similar exercise planned for the 20th of October 2022 which will also be attended by representatives from H&F.

37. Further training and exercises are planned and included in the work plan, **Appendix 1**, for the forthcoming year.

38. **H&F Multi-Agency Power Outage Exercise - 11th of November 2022** will be taking place. The aim of which is to identify and address issues that will arise in this type of scenario including any impacts on vulnerable residents and how they will be addressed.

LOOKING FORWARD

39. For 2022/2023 the focus for Emergency Planning and Business Continuity is to continue to embed emergency response, planning and resilience arrangements throughout the organisation. Training and conducting exercises with staff and external organisations throughout the year.

40. The London Resilience team created a standardisation programme for emergency roles and across London. This was highlighted as an issue following the Grenfell Tower tragedy. H&F are working with London Resilience and other boroughs to ensure our plans and training fit with the new standardised processes and training packages as they go live.

Equality Implications

41. There are no negative impacts on any groups with protected characteristics, under the terms of the Equalities Act 2010, from Cabinet accepting this annual Emergency Planning Report.

42. Vulnerable people, including those with protected characteristics, may be less able to help themselves in an emergency than non-vulnerable people. Those who are vulnerable will vary depending on the nature of the emergency, but where appropriate plans should consider issues such as those with mobility difficulties; those with mental health difficulties; those with language barriers and others who are dependent, such as children. The Council has a rota of on-call staff whose remit is to identify and deal with any of the above issues as and when they arise in an emergency.

Denise Prieto, Emergency Planning & Resilience Manager, 20 June 2022

Risk Management Implications.

43. The Emergency Planning and Business Continuity response requirements are vital to maintaining a safe and resilient environment for the local community, its businesses and visitors. Failure to have an effective and efficient Emergency Planning and Business Continuity Service may severely impact on the safety and welfare of people, continuity of services, physical assets, information we process, finance, the built and natural environment and the reputation of the Council, Members and Officers.

44. Risks can never be eliminated entirely but proportionate and targeted action can be taken to reduce risks to an acceptable level. Council resilience and Cyber incidents are standing corporate risks that most councils will need to manage. Since early 2020, the Council's emergency planning and business continuity arrangements have been activated and implemented at various times as the Council responded to the Covid pandemic. During the period of reporting the Service and Business Continuity Manager have been involved with several high-profile programmes to provide additional assurance to residents and local businesses including but not limited to;

- *the planning and preparation required for exiting the European Union.*
- *reporting to London Resilience on preparations relating to the above.*
- *updating Members on resilience plans in regular Brexit updates.*
- *planning for and ensuring that local elections were carried out well.*
- *preparing for the moves out of the Town Hall and Town Hall extension.*
- *leading the review of Business Continuity Plans and Planning arrangements supporting the council's response to Covid-19.*
- *supporting the development of local Outbreak Control plans in collaboration with Public Health.*
- *supporting the Emergency Planning and Resilience Manager in the preparation of plans associated with the threat of terrorism; and*
- *supporting Digital Services in the response to the potential and ongoing threat of Cyber risks.*

45. The council's technology infrastructure and resources have stood up well, enabling up to 1,700 members of staff to work remotely. The Council's ability to quickly assemble a team of officers to deal with a major disruption event alongside partner organisations continues to be demonstrated.

46. Having effective emergency planning and business continuity arrangements in place is vital, particularly during periods of significant national and global uncertainty. The Council will need to support residents and businesses as inflation and interest rates continue to rise, as the cost of living crisis impacts on more families and vulnerable residents, as high energy costs and a cold winter coincide, as potential for utilities shortages (such as power outages) become more likely and funding of public services comes under increasing pressure.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 20 October 2022

Other Implications

47. In the wake of a terrorist attack in the United Kingdom, London Local Authority Prevent teams undertake local community tension monitoring and increasing community engagement efforts. The Prevent team will provide bespoke, tailored resources, support and advice to schools and the community to tackle any tensions arising, to safeguard our community.

Aysha Esakji, Prevent Co-ordinator, 29 June 2022

List of Appendices:

Appendix	Document Title
<i>Appendix 1</i>	<i>Emergency Services Workplan 2022/2023</i>
<i>Appendix 2</i>	<i>LAP Assurance Checklist January 2022</i>

INTRODUCTION

The council's Strategic Priorities for any emergency response are to:

- provide support to incident responding agencies as required
- support the vulnerable
- maintain continuity of council service provision
- provide assistance and information to Hammersmith and Fulham's businesses and communities
- provide community leadership
- and assist the return to normality'

Recovery

The Council's, Strategic Priorities for recovery from an emergency are to:

- a) Provide strong and visible leadership during the recovery phase
- b) To support the health and welfare of the borough's communities
- c) To assist in the restoration of the built and natural environment
- d) Assist communities and business to return to normality
- e) To monitor financial matters and pursue funding and other assistance

GOVERNANCE					
	Action	Comments	By whom	By when	Status
1	Establish a rota of on call Local Authority Liaison Officers (LALO) to replace the current cascade list of Officers	Suitable LALOs for Rota identified and trained. Rota Established.	Emergency Planning Team	June 2021	Closed
2	An annual Emergency Planning Report, is presented to Cabinet	2021 Cabinet report due to be submitted to Cabinet	Emergency Planning Manager	July 2021	Closed
3	Borough Resilience Forum (BRF) Risk Register to be re-worked to reflect the new methodology adopted by the National and London Risk Registers	Phase one. Adapt new and risks marked as high by End August 2021	Emergency Planning Team / BRF members	August 2021	Closed
4	Roll Out of Clearview Business Continuity Software across the Organisation	Build completed. Pilot about to commence in the Environment Department	Emergency Planning / Business Continuity Manager	October 2022	Closed
5	The Emergency Contacts Document, Appendix 2 to the Emergency Response & Recovery plan are reviewed twice yearly and when changes in staffing occur.	Liaison between Emergency Planning Team and Chief Executive's Office to identify changes in staff and update Plan	Emergency Planning Manager and Chief Executive's Office.	July 2022	Closed

6	The Council takes full part in the standardisation project led by London Resilience	Attend standardisation workshops held by London Resilience. These are detailed in the training and exercising section of this document Implement changes to the relevant plans and guidance documents as standards are agreed by Local Authority Panel	Emergency Planning Manager/Officer		Ongoing
7	New Borough Resilience Forum (BRF) Risk Register to be Circulated to the BRF	Phase two. All changes to risks (medium and low) to be amended on risk register incorporating BRF comments	Emergency Planning Team / BRF members	July 2022	Closed
8	An annual Emergency Planning Report, is presented to Cabinet	2022 Cabinet report due to be submitted to Political Cabinet in November 2022	Emergency Planning Manager	November 2022	Closed

TRAINING AND EXERCISING

	Action	Comments	By whom	By when	RAG
9	Exercise Connects – West London Sub Region	Communications Exercise with the West London Boroughs	Emergency Planning Team	June 2021	Closed
11	Participation in the West London Safer City Exercise (Structural Collapse)	Exercise completed. Another one will be scheduled In November 2022	Emergency Planning Team	November 2021	Closed

12	Multi- Agency Exercise Hermes- Based on a marauding terrorist attack at Westfield Shopping Centre	Exercise Completed	Emergency Planning Team	November 2021	Closed
13	Multi-Agency Exercise – Counters Creek based on a surface water flooding incident in the borough	Exercise Completed	Emergency Planning Team	January 2022	Closed
14	Illegal Encampment Exercise attended by MPS & H&F	Exercise Completed	Emergency Planning Team	June 2022	Closed
15	Multi-Agency London Wide Power Outage Exercise	Planning Phase	Emergency Planning Team	November 2022	In progress
16	Evacuation of a Tower Block Exercise	To be planned and executed	Emergency Planning Team	By end of financial year 2022/23	In progress
17	Standardised training for Members to understand their role in responding to emergencies	Members standardised training to be arranged	Emergency Planning Team / Comms	December 2022	In progress
18	London Resilience Sub Regional Resilience Forum workshops	Workshops attended: Mutual Aid London Power Supply Disruption Workshop Flooding workshop. A joint multi agency response to a major flooding event	Emergency Planning	19 th October 2021 10 th February 2022 22 nd February 2022	Closed Closed Closed

19	Gold training for SLT and other senior officers	Gold training completed for current rota'd officers. Training for additional officers scheduled in and currently being undertaken	Emergency Planning Team	August 2022	Closed
20	Training for standardised emergency response roles: BECC, Silver, Loggists, LALO and Rest Centre Managers	New and existing staff members trained.	Emergency Planning Team	Ongoing	Closed
21	Introduction to Emergency Planning and Business Continuity. On-line training for all staff	Creation and implementation of the training module. Published and available to all staff via the H&F Learning Zone on line portal	Emergency Planning Team	December 2022	In progress

REST CENTRES					
22	MOUs in place with external organisations who can provide emergency rest centre spaces in the borough as Hammersmith Town Hall is no longer available.	St Pauls Church & Lyric theatre. QPR Football Stadium	Emergency Planning Team	Ongoing	Closed
23	Rest Centre Audit of premises	Audit of current Community Centres and their continuing suitability as rest centres. Currently checking key holder details and keys to each hall.	Emergency Planning team	September 2022	Closed
24	Standardised rest centre forms now available and new registration procedures	Replacing current procedures and materials with the new ones. Once this is complete, all rest centre managers and staff will be briefed	Emergency Planning Team	August 2022	Closed
25	Rest Centre Officers	A recruitment drive for additional Rest Centre Officers is being planned to increase our capacity to respond to emergencies	Emergency Planning Team	November 2022	Closed

RESILIENCE STANDARDS FOR LONDON					
26	Resilience Standards for London submission Assurance Checklist – Grenfell and Winter Preparedness	Assurance Checklist submitted to London Resilience Next date for submission TBA	Emergency Planning	January 2022	Closed

1.0 Introduction

The following is the LAP approved approach to assurance for London Local Authorities:

- A combined assurance process (Grenfell Tower Fire Action Plan - Borough Assurance and RSL Winter Preparedness Checklists) to be **authorised at the appropriate level and submitted by all London local authorities to simon.marrow@cityoflondon.gov.uk by 12th Jan 2022.**
- Any issues or risks highlighted will be escalated to LAP, combined with sub regions collaborating through meetings and/or workshops.
- A final report to be submitted by LAP IG to LAP at the next LAP meeting 15 Feb 2022.

1.1 Assurance for Grenfell Action Plan

A Grenfell Tower Fire checklist (See tab on template spreadsheet), focusing on actions which Boroughs will need to complete and assure implementation, is endorsed by LAP.

The Grenfell Action is comprised of two distinct and related activities:

- Projects in the LAP Business Plan, from July 2018 and current, (also known as EP 2020) related to Grenfell, and
- Recommendations detailed in the Grenfell Tower Inquiry Phase 1 Report – LA Learning Recommendations and Action Plan (LAP Paper 03e Jan 2020).

The above was synthesised into the Grenfell Action Plan and LAP has been briefed and updated on the progress of the Action Plan.

LAP IG have identified a need to ensure that LAP can be provided with assurance that Boroughs have acted upon the outcomes from the projects and recommendations, and a Borough Assurance Checklist has been developed. In total we will be seeking assurance from Boroughs on 9 actions out of 23 i.e., those that haven't already been incorporated into work planning.

1.2 Internal Assurance for Resilience Standards for London (RSLs)

An RSL Winter Preparedness checklist (See tab on template spreadsheet) focuses on systemic risks and pressures.

Boroughs are tasked to complete a self-assessment of selected RSLs and provide returns as above. Please note for the commentary feedback - an outline of how the borough assesses themselves against the assessment is sought – this is a summary view not an in-depth self-assessment at this stage.

The returns will be collated and will form the basis for **Sub Regional Resilience Programme Boards** sharing findings and experience to develop targeted action plans early in 2022.

Borough	LB of Hammersmith & Fulham
Completed by:	Matthew Hooper
Sign off (Director responsible for resilience):	Chief Officer, Safer Neighbourhoods & Regulatory Services on behalf of Sharon Lea, Director, The Environment, Responsible for Resilience

Borough Assurance Grenfell Action Plan

RAG Status: **GREEN** = Complete **AMBER** = On track to be completed by end 2021 **RED** = concerns impacting on delivery/implementation

Action No.	Project, Outcome or Recommendation	Borough Assurance	RAG Status	Borough Comment
Ac.01	Review of mutual aid arrangements for London Local Authorities and updated process for all London Local Authorities to access mutual aid between themselves, and centrally via LRG.	Boroughs to assure they are aware of the Local Authority Mutual Aid documents available for all future mutual aid requests. The documents can access via Resilience Direct: Guidance document; Mutual Aid request form; Risk Assessment form; Checklist for Local Authority requesting mutual aid; Checklist for Local Authority supporting the mutual aid request. LA's to update any internal processes to signpost to these documents. Note: Mutual Aid documentation will be updated for non-core roles following testing re Safer City		Yes. London Local Authority Mutual Aid documentation was tested during Safer City 2021. It is held on Teams. Emergency Planning also have access to the documentation via Resilience Direct. H&F are also part of the West London mutual aid agreement which outlines the mutual aid arrangements between Brent, Ealing., Harrow, Hounslow, Hillingdon and H&F. Updated in 2020 to include COVID 19 Ref: Emergency Response & Recovery Plan Section 2.7 contains links to both documents.
Ac.08	Emergency Centres) Family and Friends Reception Centres - All councils can activate and operate a range of emergency support centres to facilitate support to all people affected by an emergency, including Rest Centres, Humanitarian Assistance Centres, and partner-led Survivor Reception Centres and Friends and Family Reception Centres	Emergency Centre documentation to be released to all Boroughs in Oct; should also confirm commitment to participate in EC exercising from Oct 2021- March 22.		Yes H&F can activate and operate a range of emergency support centres to facilitate support to all people affected by an emergency, including Rest Centres, Humanitarian Assistance Centres, and partner-led Survivor Reception Centres and Friends and Family Reception Centres. All our Emergency Centre Staff have been trained using the standardised documentation provided to the boroughs which includes our local arrangements. All our staff, officers and managers have been trained by the Red Cross. All new recruits will also receive the same training. We continue to be committed to participating in any Emergency Centre exercising as per the Standardisation Programme. Ref. Training Matrix, docs held on Teams.
Ac.11	All local authorities to review arrangements for establishing, at the earliest possible time, a dedicated and authoritative single point of contact for liaison with emergency service control centres and the incident ground.	All LAs will have arrangements in place although these will differ across boroughs. Note: Boroughs should confirm that they have appropriate arrangements for this.		Yes. We have robust arrangements in place. In H&F we see this role as being undertaken by our on-call Duty Silver. The H&F Gold Rota, Silver Rota. Our Weekly Orders document, distributed every Wednesday, outlines key on call personnel 24/7 365 and is distributed to the relevant officers and sections involved in emergency response plus relevant contacts outside the council. Our CCTV Control room is an integral part of our two way communication between the council and external control centres and enables us to quickly establish liaison with key emergency personnel on the incident ground.
Ac.12	The Local Authorities Panel Implementation Group to consider opportunities to test dedicated BECC lines into emergency service control centres during upcoming exercises.	Boroughs to confirm they have participated in Exercise Safer City Nov 2021 to exercise and evaluate the London Local Authority Gold (LLAG) arrangements, including the coordination & communication between the various associated functions (London Local Authority Centre (LLACC) and Borough Emergency Control Centres (BECCs).The Exercise Planning Group is be requested to take the lead with ensuring further progress as required.		Yes. Testing was carried out during Safer City. H&F have created their own Safer City PXR to take forward any lessons learned
Ac.13	All local authorities to review their on-call arrangements for DSE support and the means of deploying qualified officers 24/7 within reasonable timeframes.	Boroughs are required to assure they will have local arrangements for deploying an out of hours DSE. In addition to these all 33 boroughs are signed up to the London Dangerous Structures Agreement (LDSA). This provides access to a pre-selected emergency works contractor (Wates) within a two-hour response timeframe. Instruction is required from the borough's DSE or an appropriate senior point of contact before Wates can commence work. Boroughs will need to ensure their internal arrangements facilitate this. Assurance is required from boroughs that suitable local arrangements are in place to support the activation of this agreement 24/7. And added to the LA implementation checklist for boroughs. Following recent approval at the London Resilience Forum, the revised Structural Collapse, Site Management and Site Clearance framework has been published. In support of this, a checklist for Borough implementation has also been developed and approved via LAP. See link below These documents are available via Resilience Direct: https://collaborate.resilience.gov.uk/RDSservice/home/170492/Structural-Collapse		H&F has arrangements for suitably qualified Dangerous Structures Surveyors to be on call 24/7. The details for these arrangements are accessible via our Capita portal used by our contact centre and can also be accessed by Emergency Planning. All 33 London boroughs and 2 outer London Boroughs (35 in total) have been operating as a consortium to procure a cost effective framework Contractor who is capable of responding to a wide ranging incidences with capacity to operate at more than one location at any one time. The contractor will only accept instructions from a list of surveyors nominated by each of the council for their respective areas.
Ac.16	All local authorities to review key outsourced services to ensure they have robust business continuity plans and where relevant, emergency response plans that have been validated.	Boroughs required to assure using: 1) Good practice guide produced by LB Barnet; 2) reviewed and approved by LAP IG and available on Resilience Direct https://collaborate.resilience.gov.uk/RDSservice/home/254598/LA-Capability-Implementation-Checklists		Yes: Our key outsource services, Serco and Conway, have plans to support their H&F contracts and these are regularly proven to work by on call incident response and are proven by their effective emergency calls out to incidents on a regular basis including out of hours activation by on-call duty silvers. Multi-agency response plans were tested by a Counter Terrorism Exercise (CTX) which focused on Westfield shopping West London (e.g. Blue Light Agencies plans were exercised as part of their response part of the exercise). A further Multi-Agency Flood exercise is planned for 10/01/2022 which will validate Conway's and Serco's plus other response arrangements. Ref Post Exercise reports. In the H&F contract Management Standards, the Contract Administrator is obliged to make sure suppliers have business continuity plans and they are tested. Ref: Contract Management Standards 2019 v12 and the Supplier Chain Resilience Document 2019 (CCA Section)
Ac.17	All local authorities to review their corporate emergency plans and those held by outsourced services to ensure they complement each other and support a coordinated approach to incident response.	Boroughs required to assure using: 1) Good practice guide produced by LB Barnet; 2) reviewed and approved by LAP IG and available on Resilience Direct https://collaborate.resilience.gov.uk/RDSservice/home/254598/LA-Capability-Implementation-Checklists		Yes: EP and BC Plans are regularly reviewed. H&F have a copy of Serco and Conways business continuity plans on file. Key outsourced service plans are reviewed by the H&F contract owners. BC plans and arrangements have been invoked and proven to be effective by H&F and suppliers in response to Covid-19 lockdown. An ongoing coordinated response to Covid-19 is in place with all parties supporting each other. Ref: Procurement policies: Contract Management Standards 2019 V12.docx Risk Management Guidance.docx Supply Chain Resilience Final April 2019.docx (CCA Section) Work smarter with your supplier - V4.docx
Ac.18	Local authorities to engage with outsourced services to ensure they understand what their role is and how they can assist boroughs and the multi-agency response.	Boroughs required to assure using: 1) Good practice guide produced by LB Barnet; 2) reviewed and approved by LAP IG and available on Resilience Direct https://collaborate.resilience.gov.uk/RDSservice/home/254598/LA-Capability-Implementation-Checklists		Yes for example, three exercises: Safer City (08/11/2021), CTX Westfield (15/11/2021) and the planned Flood exercise (10/01/2022) have and continue to prove the multi-agency coordinated responses (outsourced and partner) are effective in response to incidents and emergencies in H&F. Ref PXR's.
Ac.22	All local authorities to review the supporting material provided to their LALOs to ensure it includes an up to date aide-memoire and logbook.	Complete – LALO handbook includes aide-memoire and logbook. Note: whilst action should be considered complete a further requirement should be sought from Boroughs to provide assurance re LALO equipment and kit		Yes: H&F LALO's have clearly labelled Hi-Vis jackets and rucksacks containing the aide-memoir, up to date log books and other supporting admin material, for example LALO Handbook which includes H&F localised arrangements.

Self-Assessment for each RSL overall (RSL Framework attached to support)

Resilience Standard	RSL Task reference	RSL Task Description	RSL Assessment (Make a generic judgement per RSL based on the RSL Assessment Framework (i.e. developing, established, advanced)	Borough Comment/ Evidence	
RSL1 Risk Assessment	1a	Undertake a local risk assessment, with reference to the National Risk Assessment, at least as regularly as new national assessments (every two years) or when associated guidance is issued.	Established	Yes. Risk assessments are regularly undertaken. There is a requirement from LRT for all London Boroughs to update their risk registers in line with in line with the new methodology used in the new London & National risk registers. The H&F BRF Risk register is currently being updated. We aim to have a fully completed risk register with the new methodology in place by February 2022 which will be circulated to the BRF for comments. The older, regularly updated risk register with the old methodology can still be used for reference while this piece of work is being completed. Ref: New H&F BRF Risk Register template, Notes from BRF meetings, presentation to BRF explaining new methodology. Emails to agencies with spreadsheets for risks to be updated.	
	1b	There is an up to date risk register that fully reflects the council's foreseeable risks. It is sufficiently detailed and comprehensive, written in plain English and understandable to the general public. It is readily available to the public.	Established	Yes. The H&F Corporate risk register was updated by end of November 21. Draft Risk Register provided to SLT Assurance on 1 December 21. The report was published on 6 December for Audit Committee on 14 December 21. Evidence - Corporate Risk Register - The register is available to the public. Ref: Risk Register	
RSL2 Political Leadership	2c	Discuss with the Chief Executive and senior officers the main risks to communities so key actions can be promoted and supported, which will increase resilience.	Established	Yes: The corporate risk register, details above. There is a yearly Emergency Planning and Business Continuity report that goes to Caninet pre-approved by the CEO and SLT. The CEO also attends the H&F quarterly Borough Resilience forums. There is also a number of Crisis Communications sessions, postponed due to COVID, as these need to be face to face, that will be attended by the CEO, Leader, Deputy Leader, other senior members and SLT. Ref: Risk Register, EP Cabinet report, Crisis Comms Syllabus for training sessions.	
	2f	Arrangements are in place for scaling up staff resources including mutual aid arrangements.	Established	Yes: West London mutual aid arrangements are in place. A link to the mutual aid document is included in the H&F Emergency Response & Recovery Plan. H&F have a bank of staff trained in standardised roles for example Rest Centre Officer, BECC Officers and Loggists. We would also be able to utilise our non standardised roles. Requests would be made via Page One Communications or via the Intranet. Ref. Training Matrix, Rotas for on-call staff. Page one call out list	
	2l	Elected Members identify and feedback problems and vulnerabilities in their community that may require priority attention to the relevant service or group, e.g. Recovery Coordinating Group.	Established	Yes: this is all part of the emergency Communications Plan. Therefore, members would be contacted and kept updated. The Chief Executive continues to have regular dialogue with the Leader and deputy Leader. Elected Members would be directed by the comms team to liaise with the nominated SPOC in the Recovery Coordinating Group. Ref: Emergency Response & Recovery plan, Recovery section, Emergency Comms Plan	
	3f	The ability to authorise, activate and verify the support available through the London Local Authority Gold arrangements and mutual aid protocol. Arrangements to proactively, and in a timely manner, identify, implement and share lessons following major incidents and exercises with the wider resilience community.	Established	Yes: London Local Authority Mutual Aid documentation was tested during Safer City 2021. It is held on Teams. Emergency Planning also have access to the documentation via Resilience Direct. H&F are also part of the West London mutual aid agreement which outlines the mutual aid arrangements between Brent, Ealing,, Harrow, Hounslow, Hillingdon and H&F. Ref Emergency Response and Recovery Plan section 2.8 - Links to both documents, Safer City PXR	
RSL3 Managerial Leadership	3i		Established	Yes: Terrorist Attack PXR, BRF Meeting Notes. Lessons learned uploaded onto Resilience Direct	
	3f		Established		
RSL4 Organisational Engagement	4e	Directors and Heads of Service take ownership of their own business continuity plans and understand their role in preparing for, responding to and recovering from a civil emergency. This approach complements and supports the core role of the emergency planning team.	Established	Yes. Business Continuity plan update reminders for staff are regularly posted on the intranet. All Business Continuity Plans are currently being migrated into Clearview, an external business continuity platform which will allow plans to be accessed outside of the H&F network. The plans are also accessible via mobile phones using the Clearview app. Ref: Business Continuity Dashboard. Intranet content	
	4g	There is active engagement in local, sub-regional and regional Emergency Planning activities (e.g. Borough Resilience Forum, Sub-Regional Group and LAP, CELC and Leader's Committee)	Established	Yes. H&F actively engage in local, sub-regional and regional Emergency Planning activities. Evidence - Minutes for these meetings. Twm Palmer is the West London Representative for LAP. Ref notes from these meetings	
	4o	There is a positive HR culture for resilience, including consideration for succession planning.	Established	Yes: A Weekly HR Questionnaire is sent to managers which identifies staff resilience, sickness, holidays, where staff are working and other general stats. H&F redeployment database. H&F People Strategy (intranet), H&F Building my Resilience tools (Intranet) Wellbeing Wednesday sessions where staff present on a number of events., Staff Zone (Intranet). Get Ahead Career opportunities, Graduate programme, Apprenticeship. Programme	
	5b	The council's emergency plan is approved at an executive level and integrated across the wider organisational structure.	Established	Yes: The plan is made available to all H&F emergency responders from Gold downwards via Teams and the plan is available on the H&F Internet. Ref H&F Emergency Response & Recovery Plan, H&F Internet, Teams area. The plan has just been reviewed and updated to include details of the London Mutual Aid agreement. This will now be scheduled to go to SLT for review. Data TBA	
RSL5 Capabilities, Plans & Procedures	5c	The council has documented the capabilities set out on Resilience Direct in a plan/procedure and staff trained to deliver the capability. The plan/capability has been validated in an exercise in the last 3 years.	Established	Yes. the Council have documented the capabilities held on Resilience Direct in plans and procedures. We have trained staff that can carry out their roles in any emergency situation (whatever the scenario). These staff have access to all our plans on Teams. Due to COVID, exercising of specific plans was postponed due to other pressures. We recently held a Multi-Agency Terrorist Attack exercise, based on Westfield Shopping Centre. In this exercise we validated a number of key Emergency Plans & Capabilities, for example Evacuation, Shelter, Emergency & Response & Recovery Plan, DDM Plan, Structural Collapse & Site Clearance and Warning, Informing and Alerting. We are running a Surface Water Flooding Exercise in January based on the extreme weather events in July and October 2021. which will also validate a number of plans, for example, Identification of Vulnerable people. Ref: - Terrorist attack PXR, Flooding PXR when available.	
	5m	Plans define post-event procedures, include a formal debrief process, the identification of lessons and use Local Authorities Learning and Implementation Protocol to record and share both lessons identified and leading practice.	Established	Yes: In the Post Incident Debrief Section 5.8 of the H&F Emergency Response & Recovery Plan with links to relevant templates. Our suite of other emergency plans are annexes to this main plan.	

RSL6 Resources, Roles & Responsibilities	6e	A nominated Director is a member of the local authority sub-regional group to achieve greater accountability across local authorities and support improved engagement from fellow senior managers in their own council. The council is able to maintain a sufficient number of staff for core emergency response roles to respond for 48 hours (as set out in Resilience Standard for London 6a). These staff are suitably trained, equipped and empowered to fulfil their respective role.	Established	Yes, Sharon Lea, Director of the Environment. Plus the Chief Officer for Public Realm and the Chief Officer responsible for Community Safety and Regulatory Services, the division where Emergency Planning & Business Continuity sits. Ref: - WL Sub-Regional Forum minutes	
	6i		Established	Yes, We have 6 rotas that operate 24/7, 365 days a year. Gold, Silver, Welfare Bronze, LALO, Rest Centre Managers and Housing Emergency Response Officers. We also have a number of trained volunteers to do the various BECC roles plus a pool of Rest Centre officers , all trained by the Red Cross. Ref: - Training Matrix, Weekly Orders document.	
RSL7 Partnerships	7b	Decisions, actions and key messages, from the BRF, are cascaded and embedded into the organisation. A clearly defined and commonly understood plan that enables the council, with partners, to communicate to the public with a common message during an incident.	Established	Yes: All included in notes and associated documents / presentations from BRF meetings and circulated to the relevant internal officer and partners	
	7j		Established	Yes - Communications Emergency Plan activated by the H&F Communications team who will liaise with relevant partners	
RSL8 Training, Exercising & Evaluation	8b	Training addresses all roles within the plans including senior leaders (e.g. Directors, elected members and the Mayor).	Established	Yes, the training provided by H&F, including the standardised training packages provided by the London Resilience Team, address all the roles outlined in the emergency response and recovery plan (all our other plans are annexes to this document) - Ref: - Training Matrix	
	8e	Exercising tests a council's capacity (e.g. staffing levels and the impact of holiday periods) and capability (e.g. evacuation and shelter, warning and informing, coordinating the voluntary sector and spontaneous volunteers). Yes - The council learns by identifying the lessons of events and acting on them in order to change structure, activities and behaviours. Lessons learned from previous emergencies across the country, and where appropriate from overseas, have been identified.	Established	H&F Business Continuity plans are reviewed on a regular basis to take into account staff shortages that may arise in services for any reason. Arrangements are made when there are holiday periods that need to be covered in advance. For example Christmas. We have a number of on call emergency response roles that address these gaps in advance to make sure we have adequate cover 24/7 365. Gold, Silver, LALO, Welfare Bronze, Rest Centre Manager (Ref - Emergency Rotas)	
	8f		Established	Yes: Parsons Green, notes from Humanitarian Assistance Group. Flooding Steering group	DP
	9b	Business continuity is appropriately embedded within the organisation in order that critical functions, emergency response and recovery capabilities are highly resilient. Account is taken of links and interdependencies between Services across the organisation	Established	Yes, Business Continuity is well established in H&F. All Services have BC Plans that have been invoked in response to Covid 19. Plans are now in the process of being migrated to Clearview, a cloud-based Business Continuity Plan management system purchased by H&F which clearly defines links and interdependencies between services across the organisation. Ref: BRF Clearview presentation	
	9f	Contractors and providers, including their supply chains, understand the civil resilience risks for the council's area and have robust business continuity arrangements, especially for services for which the council has a statutory duty.	Established	Yes All contracted organisations who make up the H&F supply chain are required to have plans, included in their tenders to procurement. Upon contract award, nominated contract administrators are required to make sure the plans are maintained and up to date. Ref: Procurement policies: H&F Contract Management Standardds 2019 V12.docx H&F Risk Management Guidance.docx H&F Supply Chain Resilience Final April 2019.docx (CCA Section) H&F Work smarter with your supplier - V4.docx	
	9h	The provider has the capacity and adequate resourcing to put plans in place particularly to cover short or no notice incidents, with recovery timescales that are acceptable to both the provider and commissioner.	Established	Yes, Provider's contracts are regularly reviewed by their H&F contract administrators who are required to make sure the plans are compliant with H&F procurement policies (as above) and contracts. Ref: H&F Procurement Policy. H&F Work Smarter with your supplier . Vol 4	
RSL10 Community Resilience	10e	A communications and engagement plan to promote resilient behaviours and encourage community groups and networks to promote resilience and take a role in emergency management.	Established	A Community Engagement Strategy, of which, Community Resilience is a strand, has been developed with officers who deliver engagement, inclusion and co-production initiatives with our residents and partner organisations. The goal of the strategy is to create a consistent one-council approach for H&F for community engagement. There will be common objectives and themes as part of this strategy that can be used to encourage community groups and networks to promote resilience and take a role in emergency management. The aim is to present this to Political Cabinet before the end of the current financial year. Ref Community Engagement Strategy	

				<p>One of the aims of the Community Engagement strategy is to create a consultation policy for H&F, incorporating a best practice approach to communications, inclusion and accessibility. We are recruiting to four Community Outreach Officer posts to help to map community networks across the borough and provide an on the ground engagement link for our communities. In addition to this, to support the understanding and mapping the risks that are of primary concern and motivation to communities in terms of community plans, some focussed workshop sessions will take place. We'll also use our Get involved Hub website to promote resilience initiatives and awareness raising. In early March 2020 LBHF identified the need for a Community Aid Network (CAN) to support residents affected by Covid-19. The CAN service staffed by LBHF operates Monday to Sunday 8am to 6pm including Bank Holidays and is aimed to support residents support with food, loneliness, self isolation, mental health, domestic abuse, assist with self isolation payments and sign posting residents to other voluntary community services in the borough. We have a database of volunteers who carry out these roles in the community. Our Emergency Response Extranet is a platform (currently on Sharepoint) that allows us to sign up businesses and other organisations, for example faith organisations, Tenant' s and Resident's organisations) to assist in responding to emergencies. We are currently exploring ways to develop and grow our network using newer technology. Connecting people to create a greatly enhanced community response which will improve the lives of our Residents. Ref: Community Engagement Strategy, Extranet, Get Involved Hub, H&F CAN</p>	DP
RSL11 Recovery Management	10i	A process for on-going consultation and collaboration with community networks in relation to risk assessments and emergency plans, including understanding and mapping the risks that are of primary concern and motivation to communities.	Established		
	11c	An impact assessment (covering impacts on residents, businesses, infrastructure, environment) is carried out as soon as possible and is regularly updated. Resulting actions are accurately captured and progress monitored.	Established	Yes: A Template for the Community Impact Assessment referenced in the Recovery Coordination Framework 2020 is now included in Appendix E of the Emergency Response and Recovery plan. Ref: Parsons Green Humanitarian Assistance Steering Group meeting minutes	
	11d	A concise recovery action plan with clear targets and milestones is developed that can be quickly implemented, involves all agencies and fits the needs of the emergency.	Established	This would be an output from the recovery co-ordination group. Ref: Emergency Response and Recovery Plan Appendix E - Action Plan	
RSL11 Recovery Management	11p	Developing a generic framework, agreed with the lead local council's Responsible Financial Officer (Section 151), for rapid distribution of emergency payments to affected people and organisations, including identifying payment channels, reporting and monitoring mechanisms and a communications strategy.	Established	<p>Finance provide a manual payment system that gives services the ability to distribute emergency one-off payments be that grants, allowances or track & trace. This payment option is available to all services across the council to enable them to support individuals and businesses. This process is agreed with the service area, built in to processes & procedures. Once it is confirmed a payment is due, this is validated & authorised by the service area. Followed by an audit and reconciliation regime. Current live examples in response to the Covid 19 pandemic are:</p> <ol style="list-style-type: none"> 1. Test & Trace Payments of £500 paid directly to residents bank accounts to support their reduction in income whilst having to self -isolate 2. Business Grants paid in to Local Businesses bank accounts to help them cover expenses whilst they had to remain closed during the recent lockdown, followed by restart grants to help them re-open. 	DP

Agenda Item 7

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 05/12/2022

Subject: Home Care and Independent Living – improving the quality of support we offer residents at home

Report of: Councillor Ben Coleman, Deputy Leader

Report author: Laura Palfreeman, Programme lead

Responsible Director: Lisa Redfern, Strategic director of social care

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SUMMARY

To ensure that cost is not a barrier to residents getting the support at home they need, since 2015 Hammersmith & Fulham has provided home care for free at the point of need, the only council in the country to do so. The council is also committed to supporting residents with independent living, enabling them to live their lives with greater choice and control to achieve their maximum potential.

This report seeks agreement for the procurement of a newly named Home Care and Independent Living service. The aim is to provide a range of care at home which supports independent living and improves on the quality of the service residents currently receive.

While much of the care the council provides is excellent, particularly around reablement, we want to improve the overall quality. The administration pledged in its 2022 election manifesto: “We will improve the quality of the home care we provide so that residents have carers who are consistent, well trained, regular, punctual and knowledgeable about individual residents’ needs.”

To ensure more flexible and resident-centred care, instead of having just three service providers for the whole borough as now, we will contract with two providers in each of six geographical locations. This is expected to ease challenges around staff recruitment as well as provide new opportunities for local smaller firms to bid. We will also make it easier for residents to take up Direct Payments and employ carers of their choice.¹ We will have a strong new focus on continuous improvement. We will continuously measure quality through direct feedback from residents and their families, and from carers, and act on what we learn.

As part of our efforts to raise quality and attract an excellent workforce, we will ensure better conditions and prospects for care staff, with good pay, paid travel time, consistent training and career progression.

RECOMMENDATIONS

1. To approve the procurement strategy set out in this report. The contracts to be awarded for five years, with the option to extend for another two years. The financial implications are set out in exempt Appendix A.
2. To note that Appendix A 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).

¹ A Direct Payment is a monetary payment made to residents who request this to meet some or all of their eligible care and support needs. Residents can hire their carer directly and don't have to use one of the council's contracted agencies.

Wards affected: All

How this report aligns to the H&F Values

Our Values	Summary of how this report aligns
Building shared prosperity	<p>Providers will be encouraged to employ local Home Care and Independent Living staff and build connections with local services and the voluntary sector.</p> <p>We will break down the contracts into a greater number of smaller geographical locations across the borough. This will make it easier for smaller firms to bid for the work.</p>
Creating a compassionate council	<p>By improving the overall quality, our aim is for residents to report positively about being treated with compassion and dignity.</p> <p>This specification is rooted in H&F's home care standards (see Appendix 6), which are informed by what residents have told us about the support they want and how they want this to be provided.</p> <p>This supports the council's independent living vision, which is that people of all ages and (dis)ability have the same rights as everyone else to live in the community, with care and support that suit how they want to live and respond to their changing needs.</p>
Doing things with local residents, not to them	<p>Rather than being limited to schedules based on an assessment at one point in time, care staff will be expected to build relationships with residents to create care and independent living plans which are based on getting to know their needs. These plans will build on residents' strengths, work towards residents' goals and be adapted over time together with residents as needs change.</p> <p>Senior "quality lead" staff from the council will work with residents and families to identify problems with the service and get direct feedback to help drive improvements. We will also use resident surveys and discussions with resident groups to evaluate and improve quality and performance.</p>
Being ruthlessly financially efficient	<p>By enabling residents to live independently at home for as long as possible, the Home Care and Independent Living service will help keep residents out of hospital and prevent or delay the need for more expensive care settings such as residential or nursing accommodation.</p> <p>Having a therapeutic and preventative model of Home Care and Independent Living may mean that individual care</p>

	packages can be reduced over time by agreement with the resident where appropriate.
Taking pride in H&F	We know how much H&F residents appreciate not having to pay for care at home, which means they get the support they need and not just what they can afford. We will renew our focus on ensuring a high-quality service which residents are happy to recommend to friends and family.
Rising to the challenge of the climate and ecological emergency	Local care staff recruitment will reduce the need for travel to work, and staff will have a smaller local area to cover which will be easily accessible on foot or by bus. We will train care staff in spotting opportunities for residents to reduce energy use, which will save residents money as well as help the environment.

We are using the term “Home Care and Independent Living” to describe the service, rather than just “Home Care” or “Domiciliary Care”. This underscores our independent living vision of choice, control, participation and flexibility.

The focus will be on ensuring residents can get the most out of a range of support, not just from carers but also – with carers’ help – equipment, technology and the wider local support network. All this will be explored during care and support assessments. Independent living is not about care, commissioning or contracts – it is about residents living their lives with greater choice and control to achieve their maximum potential.

Financial impact

The full financial implications are set out in exempt Appendix A.

Home care is provided free to residents in Hammersmith & Fulham. The final hourly rates for the new contracts are uncertain and will depend on the tender exercise and successful bidders, although they are expected to be in excess of those currently paid.

There has also been an increase in the volume and acuity of resident needs that the council supports. In 2016 financial modelling prepared for the start of the existing contracts was based on residents using a total of 600,000 hours per annum. This year the modelling is based on residents using a total of 800,000 hours per annum. In addition, our residents’ needs have increased as average hours required by a resident on discharge from hospital is higher than at the start of the existing contract.

The increase in cost is also driven by the higher hourly rate. All of this will need to be mitigated through ongoing management action, additional funding and/or the council’s medium-term financial strategy.

In December 2021, the Government published an adult social care reform White Paper called *People at the Heart of Care*.² By September 2022, local authorities are expected to complete a “Fair Cost of Care” exercise by surveying local providers to determine a sustainable fee rate and submitting returns. This exercise may determine an

² [People at the Heart of Care: adult social care reform White Paper](#)

alternative, market-sustaining rate which may attract government funding, although it is not clear at this point that government funding will be sufficient to meet the required increase in costs.

The procurement strategy sets a minimum hourly rate to ensure improvements in the quality of the service. This will ensure that care staff receive a fair wage that is at least equal to the London Living Wage, plus paid travel time, ongoing training, supervision and career progression. As well as a fair wage, we will insist that care staff receive all the training and support needed to raise and maintain the quality of the service.

The procurement strategy covers both block and spot hours as the intention is to offer all residents the opportunity to move to block providers but this will be done on a phased approach. If residents do not want to transfer provider, Direct Payment options will be explored. As the new contract is implemented, the expectation is that this will phase out spot providers. As a result, costs may be lower in the first year of the contract than in future years as more hours in the first year will be on the lower spot rate. It is beneficial to have residents in contracted services rather than spot providers as the contracted providers can be held to account against the contractual terms and service specification agreed. With spot providers we will not have the same contractual levers or key performance indicators.

*Implications completed by David Hore, Finance Manager, Adult Social Care
Verified by Sukvinder Kalsi, Interim Director of Finance, October 2022*

Legal implications

The council has a statutory obligation to provide home care. The Care Act 2014 requires each local authority to establish and maintain a service for providing people in its area with services that prevent their care needs from becoming more serious, or delay the impact of their needs, and provide information and advice relating to care and support for adults and support for carers. The Care Act also requires local authorities to have a range of provision of high quality, appropriate services to choose from.

When buying and arranging services, local authorities must also consider how these might affect an individual's wellbeing and should think about whether their approaches to buying and arranging services support and promote the wellbeing of people receiving those services. This new model aims to provide high quality services that help to improve people's independence and wellbeing, whilst supporting the market to make it sustainable.

The Public Contracts Regulations 2015 (PCRs) will apply to this procurement, as will the council's Contract Standing Orders (CSOs) for High Value Contracts. The procurement will be through the Open Procedure so in compliance with the PCRs and the CSOs. The Cabinet would need to approve this procurement strategy.

Implications completed by Joginder Bola, Senior Solicitor (Contracts & Procurement), 25 June 2022

Background papers used in preparing this report

Homecare Needs Assessment 2020-21

DETAILED ANALYSIS

Background

Current situation

1. Home care has been offered free of charge to H&F residents since 2015, when the administration abolished charges. The new contracts will allow residents to continue to receive care and support at home on the basis of need rather than ability to pay, as with the National Health Service.
2. Demand for home care in LBHF is very high. In January 2022, there were 1,518 eligible residents receiving it. This is almost double the London average, which is 3.9 per 1,000 population, and is the highest in London at 7.5 per 1,000, followed by Tower Hamlets at 5.7 per 1,000. This supports our belief that, when they have to pay, people ask for less care than they actually need.
3. Our current home care model divides the borough into three geographical areas, with one provider each for the North, Central and South. These contracts cover around 47% of the total hours of care delivered, with the remainder going to spot providers. This high demand means the three providers have experienced challenges around care staff recruitment and retention.

What is changing?

4. This procurement strategy is significantly different to the current provision in several areas:
 - Focus on improving quality, on residents having choice and control and on the outcomes of care
 - Increased number of contracted providers over smaller geographical locations
 - Focus on flexible use of commissioned hours
 - Focus on a better deal for care staff, with fair pay, paid travel time, consistent training and career progression.
5. We are now aiming to spread the demand and risk by contracting more service providers who will operate over smaller **geographical locations**. The borough will be divided into six geographical areas based on ward locations and estimated volume of weekly care and support hours. The hours include block and spot provision and are based on a projected 85% of commissioned hours as of April 2022 as previous records show on average 85% of commissioned hours are used annually. At the time we go out to tender we will use the most recent hours available as these fluctuate month to month.
6. The hours are estimates and subject to change as no growth has been accounted for due to population change affecting demand, or any reduced need for care by adopting a strength-based approach and increasing reablement intervention.

Table 2 below shows the breakdown of the six geographical locations where services will be procured.

Table 2 – Geographical locations

Area	Wards	Estimated annual hours	Percentage of total hours
North 1	College Park and Old Oak	156,678	15%
	Wormholt		
	White City		
North 2	Wendell Park	156,678	15%
	Coningham		
	Shepherds Bush Green		
Central 1	Ravenscourt Park	177,568	17%
	Grove		
	Hammersmith Broadway		
Central 2	Addison	240,240	23%
	Avonmore		
	Brook Green		
	Fulham Reach		
	West Kensington		
South 1	Fulham Town	135,788	13%
	Munster		
	Palace & Hurlingham		
South 2	Lillie	177,568	17%
	Walham Green		
	Sands End		
	Parsons Green & Sandford		
Total	All	1,044,520	100%

7. Recruitment and retention are a concern across the whole social care market, including home care. A Skills for Care report in October 2021³ found there were 105,000 jobs advertised on any given day. Following an initial decrease in vacancies during the peak of the Covid 19 pandemic, vacancies in H&F increased in August 2021 with 8.2% of roles being unfilled.

By having **two providers** contracted to provide services in each of the six geographical locations the council will have more choice and capacity when seeking to place packages of care. If a provider in the patch is nearing capacity, or the council has quality concerns, we will have alternative provision without needing to use a spot provider. This will also give us more oversight and powers to enforce the contracted requirements of the service and ensure quality.

³ [The State of the Adult Social Care Sector and Workforce in England](#), Skills for Care, October 2021
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Another benefit is that residents will receive better continuity of support from consistent care staff. Service providers will be required to build resident and staff relationships by assigning as few carers as possible to cover the required number of hours safely. This responds to the feedback we regularly receive from residents that they would like to know and build a relationship with their care workers so that the workers develop a proper understanding of their needs.

Service providers may be allocated a maximum of two patches if they choose to bid on more than one.

8. We are also changing the way care packages are purchased, transitioning the focus to **delivering individual outcomes** in the way that best meets residents' needs. Currently, care and support plans set out fixed times for fixed activities, such as three calls a day at fixed hours for a set period of time, with certain tasks to be completed during those visits and within the time commissioned. This model does not allow any flexibility for residents to decide how their care and support needs are met and does not allow room for innovative ways of working from the service provider or care staff.
9. In future, providers and care staff will be expected to work with residents to consider their overall wellbeing, and to identify – and help residents to access – other services such as equipment, assistive technology and local community and voluntary agencies which may be better able to meet residents' needs and support them to live independently. This should improve the outcomes that residents achieve while reducing the number of commissioned care hours required.

Service providers will need to outline in their tender how they plan to ensure **residents have choice and control** over their care and support, and how they will co-produce plans with residents and their friends and families. This should include how providers will communicate with residents and those they are close to. For example, it is becoming increasingly common for service providers to use technology such as a phone app to gather feedback and keep nominated relatives informed of activity and observations.

10. We have noted above how this procurement will help deliver the council's core values. It is particularly relevant to creating a compassionate council and doing things with local residents, not to them. We are looking for organisations who want to provide a Home Care and Independent Living Service that shapes what it does together with residents, and which residents feel demonstrates kindness and makes them happier living in our borough.
11. Providers will be expected to report back to and work with the council on **improved training opportunities** for care workers at provider forums and individual provider contract monitoring meetings.

We are already working with local NHS providers to create a much stronger career structure for H&F's carers, one which makes them feel valued, has greater parity with NHS unqualified nurses and encourages them to stay in the profession.

There are also ongoing discussions within H&F's Borough-Based Partnership about how we can share existing staff training opportunities across the North-West London Integrated Care Partnership (ICP). We will extend these discussions to include care workers.

The council is already linking up its strategies to ensure the quality of our care workers improve. Discussions about sourcing accredited dementia training for care workers is underway and the training is likely to be in place early in the life of the new Home Care and Independent Living Service. This is significant because we know a large number of residents who get home care are either diagnosed or undiagnosed with dementia, and the number is estimated to increase over time.

The council's Adult Social Care and Economy departments will renew efforts to achieve their common goal of raising care workers' profile.

12. At all times, providers will need to do things with residents, not to them. This will mean providers seeking residents' feedback on their individual care and outcomes, getting their input into care and support planning, and conducting quality assurance calls at regular intervals to ensure the care and support are meeting their needs and are high quality. Providers will identify areas for improvement and act on residents' feedback. They will also need to arrange to provide feedback and updates on the residents' care and support to the nominated next of kin so as to keep carers, family or friends up to date.
13. Continuous improvement of the service will lie at the heart of the new contracts. Gathering residents' views will be of paramount importance here so we will **hear directly from residents and carers** and concentrate even more on identifying and addressing problems with the service.
14. We will get direct feedback from **all** residents and their families about service quality through meetings with them, providers and the council. Issues will be addressed by providers and monitored by all parties. Residents and families will also be invited to attend contract monitoring meetings.

The council will also send surveys to **all** residents about how providers are performing. We will set this against the key performance indicators in the contract, including how providers are performing against the administration's manifesto pledge to raise quality. We will do this whilst bearing in mind the need to protect resident anonymity in order to enable residents who wish to complain to do so without fear of their service or its quality being affected.

We will hold regular forums for care staff to hear their views on how well they are being supported by providers and by the local health and social care system, and we will make improvements as a result of what they tell us.

Our existing three Quality Leads will continue to carry out quality checks in people's homes, observing carers, and will also check providers' managerial arrangements, for example their rota planning and training schedules for their carers. This will help ensure we understand what the obstacles to improving our home care are and enable us to resolve these.

Benefits of the new approach

15. This new procurement model will deliver the administration's manifesto pledge to improve the quality of home care so that carers are consistent, well trained, regular, punctual and knowledgeable about individual residents' needs. For example, having smaller groups of care workers will ensure consistency of worker, continuity of care and greater working together with residents.
16. The increased focus on measurements will mean we are poised to act on what residents have already told us and monitor progress against this going forward.
17. This will make independent living a reality for our residents so that they have choice and control around how their care and support are delivered. It will ensure more individual support shaped by residents themselves. This will require a ruthlessly person-centred approach by our social work teams in developing care and support plans, as well as by service providers in implementing the plans.
18. Providers will be expected to feed back to the council on how the plans are working and help to effect improvements to meet residents' concerns or changing needs. Social workers and providers will need to get used to a new, more effective culture and way of working.
19. The model will support care staff through adherence to UNISON's Ethical Care Charter⁴ by ensuring they receive at least the London Living Wage and are paid for their travel time – both are essential.
20. Smaller firms will have the opportunity to bid for business in the borough, where they may have been unable to bid previously due to the volume of business.
21. Overall, the model will achieve a more sustainable, higher quality home care service with greater choice for residents.

Conclusion and contract specification summary

22. We want to improve the quality of our home care and independent living services, and the outcomes that individual residents achieve. We believe the best way to do this is for residents to have greater flexibility and control over the support they get.
23. To date, our commissioned home care services have focused on completing a set of pre-defined tasks within fixed times. There are lengthy processes for implementing any changes to care and support plans. All this stifles innovation and responsiveness to changing needs.
24. Our new model will expect and enable social services staff and care workers to be more imaginative, flexible and wide-ranging around the activities and support they offer, in accordance with residents' wishes.
25. Both council and care staff will need ongoing training and support with the new approach.

⁴ [UNISON's Ethical Care Charter](#)

26. Service providers will be required to promote independent living through an enabling, strengths-based approach, with flexible care and support that is responsive to the resident's needs. They will support residents to access community resources, local health services and encourage best use of equipment and assistive technology.
27. Service providers will be required to work with residents to develop their care and support plan, agree visiting times which meet the needs of the resident (this is essential), and have regular reviews to assess the impact that the care and support is having on meeting residents' outcomes and for quality assurance purposes.
28. As few care workers as possible should be allocated to each resident to enable consistent workers who provide continuity of care and build relationships with residents so they are familiar with their needs and can implement and shape support plans accordingly.
29. Service providers will be required to accept all referrals made to them within their contracted geographical location within the timescales set in the specification.
30. Service providers will be required to pay their carers at least the London Living Wage and pay for their travel time.
31. Contracts will be awarded for five years, with the option to extend for one plus one year to a maximum of seven years.
32. Service providers must be registered to provide personal care with the regulated body, the Care Quality Commission (CQC) and have a rating of "Good" as a minimum.

Procurement route: analysis of options

33. We will procure using the Open Procedure. This will allow all appropriately registered service providers the opportunity to tender competitively whilst ensuring value for money for the council.
34. There will be a tender exercise offering service providers the opportunity to tender for a maximum of two lots across the six geographical areas. Providers will be able to state their preferred locations but must be willing to accept business in any of the patches. Successful bidders will be allocated the patch based on their score, ability to meet the estimated hours and geographically to keep the providers locations close to each other. no service provider will be awarded a contract covering more than two locations. The service provider will not be guaranteed any specific hours in their locality, placements will be based on capacity and quality.
 - Scenario 1 - If both providers in the locality have capacity and are performing as expected against the KPI's, then packages of care will be allocated on a rotational basis e.g. one to provider A, next to provider B, then back to A etc.

- Scenario 2 - If a provider says they have no capacity then all packages of care will go to the other allocated provider e.g. provider A informs brokerage they currently have no capacity, all referrals will go to provider B until provider A reports they have capacity again.
 - Scenario 3 – if a provider is not meeting the targets set out in the KPI's a performance improvement action plan will be set out. If they do not meet the targets for two consecutive periods then the council may decide to halt new packages of care to the provider until they meet the KPI's or have demonstrated sufficient improvement against the action plan.
35. The tender submissions will be evaluated with a weighting of 60% quality, 40% price to emphasise the priority we are placing on improving the quality of the service at an affordable cost.

Risk assessment and proposed mitigations

36. We want to ensure that this procurement attracts bids from excellent local smaller firms, who are sometimes unable to bid for contracts due to restrictive Standard Selection Questionnaires (SQQ) with minimum turnover requirements, etc. We want a stringent approach that does not exclude smaller firms while ensuring that only viable providers are awarded contracts. The council will thus review the SSQ for this procurement so that it is made easier for smaller firms to bid, including by ensuring criteria such as turnover and workforce size are proportionate to the value of the contract.
37. The SQQ will examine prospective tenderers in areas of organisational structure, financial standing, experience of delivering a quality service, insurance cover, health and safety and quality assurance procedures, contractual matters, and technical and professional ability. a Tender Appraisal Panel (TAP).
38. TUPE is likely to apply and this may have financial implications for service providers which they might not anticipate when making a bid – for example, any TUPE information that may affect terms and conditions. There are other risks with TUPE such as understanding the legal requirements and legal costs which may be especially challenging for smaller firms.
39. We will thus hold pre-bid information meetings with groups of firms interested in tendering to enable them to understand our requirements in more detail and highlight and address any potential challenges that may arise (such as TUPE).
40. Once the contracts are awarded, we will have regular implementation meetings with the service providers and residents, to monitor and review how the providers are meeting, or working towards achieving, the requirements set out in the specification and check how they are performing against what they set out in their bid.
41. To support the new way of working we will look into opportunities for a joined-up training programme through the Borough-Based Partnership with the NHS, to help embed the changes and develop skills for career progression. We will also remain focussed on working with care workers within Hammersmith and Fulham to help develop their skills and career progression that will support recruitment and retention locally.

42. The Council will conduct a Fair Cost of Care exercise, engaging local service providers and collecting data to enable us to arrive at a shared understanding of the local cost of providing care. Additional grant funding will be available from the government's Market Sustainability and Fair Cost of Care Fund in 2023/24 and confirmed for two years but it is unclear at this stage if this additional funding will be enough to fund the required increase in care provider rates. Any remaining shortfall will need to be addressed as part of the Council's medium-term financial strategy.
43. We will maintain a Risks Actions Issues and Decisions (RAID) log throughout the procurement and implementation stages.

Timetable

44. We set out at Table 3 below an estimated timetable of the competition process through to the contract commencing.

Table 3 – Estimated timetable

Action	Date
Key Decision Entry (Strategy)	21 June 2022
Cabinet Member sign off	29 July 2022
ASC DMT	15 September 2022
Contracts Assurance Board (Strategy)	21 September 2022
Business SLT	28 September 2022
Find a Tender Service Notice	06 October 2022
Pre-bid information meetings	2 November 2022
Political Cabinet	07 November 2022
Cabinet	05 December 2022
Tender opens	15 December 2022
Closing date for clarifications	06 January 2023
Closing date for submissions	27 January 2023
Evaluation of Tenders	14 March 2023
Key Decision Entry (Award)	19 April 2023
CAB (Award)	26 April 2023
SLT/Cabinet Member (Award)	03 May 2023
Find a Tender Service Contract Award Notice	18 May 2023
Contract engrossment	19 May 2023
Contract mobilisation and implementation	19 May 2023
Contract commencement date	03 October 2023

Selection and award criteria

45. A key aim of this procurement is to improve the quality of our care services. The evaluation of quality will be based on the written responses of tenderers to a series of detailed questions about the delivery of the service specification. There will be a Tender Appraisal Panel (TAP) made up of council staff and residents with lived experience of care services.

46. The service provider submitting the lowest hourly rate, which will need to include all costs such as care staff hourly pay, travel time, training costs, supervision, contribution to overheads, etc. will be awarded full points from the pricing envelope, with a declining scale of points in order of lowest to highest price.
47. There will be a number of questions in the technical envelope worth a weighted score. The questions will be based on the requirements for the service set out in the Service Specification.

Mobilisation

48. The procurement strategy covers both block and spot hours and takes a phased approach. The first phase on contract commencement will be for all the residents currently using the block provider services to transfer to the new contracted provider covering their area. As part of this phase, residents will be offered the opportunity to take a Direct Payment to manage their care if they do not wish to transfer. We assume the majority of residents will transfer to the new provider.
49. As part of our phased approach, during the first six months of the contract commencement we will contact residents who are using our spot provision and offer them the opportunity to transfer their care to the contracted provider or to take a Direct Payment. The intention is for all residents who wish to transfer to the contracted provider to do so on 1 April 2024.

Contract management

50. The contract will contain Key Performance Indicators (KPIs) based on resident outcomes and detailed and detailed continuous resident feedback about the quality of the service. The outcomes agreed will be individual to each resident, based broadly around the domains below from the national Adult Social Care Outcomes Framework (ASCOF). The provider will also need to deliver against the business critical measures set out below.

Resident outcome domains	Examples of what might help deliver this outcome
Enhancing quality of life for people with care and support needs	<p>Listen to residents and support them in the way they want their identified needs to be met.</p> <p>Dignity – The way residents are supported and treated makes them feel respected and valued.</p> <p>Control – Residents manage their own support as much as they wish, so they are in control of what, how and when support is delivered to match their needs.</p> <p>Personal care – Residents are satisfied with their personal care and feel supported to do as much as they can.</p> <p>Food and nutrition – Residents are satisfied with how their food and nutritional needs are</p>

	<p>met. They have enough of the right sort of food and drink when they want it.</p> <p>Accommodation – Residents are satisfied with the cleanliness of their home and feel comfortable in their home.</p> <p>Safety – Residents feel safe and secure in their own environment.</p> <p>Social participation – Residents are satisfied with their level of social participation and social contact. They feel that their support enables them to continue living as part of a community.</p> <p>Occupation – Residents are satisfied with how they spend their time.</p>
Delaying and reducing the need for care and support	<p>The support offered reduces residents' need for ongoing care, long term, or increased care.</p> <p>By using equipment, technology and community connections and by providing the right support at the right time, the care prevents or delays the need for residents to move from their home.</p> <p>There is a high number of residents still at home more than 91 days following hospital discharge or reablement.</p> <p>There are fewer or no unnecessary hospital admissions.</p>
Ensuring that people have a positive experience of care and support	<p>High satisfaction amongst residents using the services and reporting positive experiences.</p> <p>Family / friends / support network of residents report positive experiences and have high satisfaction.</p> <p>Carers feel respected as equal partners.</p> <p>Residents say they would recommend the service to others.</p>
Ensuring residents' health needs are met	<p>Residents are taking dispensed and prescribed medication in a safe way.</p> <p>There is good work with health partners to support and promote residents' wellbeing.</p>
Safeguarding adults	<p>Residents are protected from avoidable harm, and they report that the service makes them feel safe and secure.</p> <p>Residents keep safe indoors and outdoors. The can use stairs and/or go for short walks safely.</p>

	Residents are able to summon help in an emergency (e.g. via telecare or other assisted technology).
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Business critical measures		
Measure	Target and method	Impact / default
1. The service provider will maintain a minimum CQC rating of 'good'	Good rating. CQC report.	<p>Failure to meet this minimum standard will result in the council introducing an action plan for performance improvement.</p> <ul style="list-style-type: none"> • The council may not give any further business to the service provider until they are satisfied the provider is meeting the requirements of the action plan • Without improvement from the action plan, the council may issue a default to the service provider
2.1 The service provider will inform the brokerage team of their total capacity and available hours	<p>One week's notice of availability for new packages of care.</p> <p>Written confirmation every Tuesday.</p>	<p>Failure to do so will result in the council issuing a warning notice and suspending new packages of care being requested until resolved</p> <p>Failure to improve following the warning letter will result in the council issuing a default.</p>
2.2 The service provider will accept 100% of referrals made to them that fall within the capacity they confirmed in advance	<p>No refusals within stated capacity.</p> <p>Monitoring report.</p>	<p>Failure to meet the target will be reviewed on a case-by-case basis to ensure the service provider is not picking and choosing desirable packages of care only.</p> <p>If the provider is found to be acting unfairly the</p>

		<p>council will issue a warning letter.</p> <p>Failure to improve following the warning letter will result in the council issuing a default</p>
3. Percentage of residents responding that visits are made at times that meet their needs	85% positive response.	<p>Failure to meet the target will result in an action plan / performance improvement plan.</p> <p>Failure to meet the target for two consecutive quarters will result in the council issuing a default.</p>
4. Residents experience continuity of care with as few carers as possible working with them	<p>90% of residents are satisfied with the number of carers that visit them</p> <p>Monitoring report (to include discussions with friends and relatives).</p>	<p>Failure to meet the target will result in an action plan / performance improvement plan.</p> <p>Failure to meet the target for two consecutive quarters will result in the council issuing a default.</p>
5. Percentage of residents having a review within 6 weeks of starting with the service provider	<p>85% of residents have a review within 6 weeks of starting the service</p> <p>95% of residents have a review within 8 weeks of starting the service report.</p> <p>Monitoring report (to include discussions with friends and relatives).</p>	<p>Failure to meet the target will result in an action plan / performance improvement plan.</p> <p>Failure to meet the target for two consecutive quarters will result in the council issuing a default</p>

<p>6. Percentage of residents having a 3-monthly review. The service provider must keep track of resident review dates and when the 3-month review is due. They will need to report the number of reviews due monthly, and how many took place</p>	<p>85% of residents to receive a review every 3 months (95 days)</p> <p>95% of residents to receive a review no later than every four months.</p> <p>Monitoring report (to include discussions with friends and relatives).</p>	<p>Failure to meet the target will result in an action plan / performance improvement plan.</p> <p>Failure to meet the target for two consecutive quarters will result in the council issuing a default</p>
<p>7. Resident survey responses show they are satisfied with the service and have been supported to meet their outcomes against several domains to be developed throughout the contract, but including</p> <p>7.1 Residents satisfied with their care service</p> <p>7.2 Resident are supported by their care provider to live the life they want</p> <p>7.3 Residents are satisfied with their personal care</p> <p>7.4 Residents are supported by their care provider to be able to manage their health needs</p> <p>7.5 Residents feel safe and secure</p>	<p>85% positive responses</p> <p>Surveys at three points each year (one postal, one online and one in-person meeting) of all residents using the service, to include discussions with friends and relatives.</p>	<p>Failure to meet the target will result in an action plan / performance improvement plan.</p> <p>Failure to meet the target for two consecutive quarters will result in the council issuing a default</p>

<p>7.6 Residents are supported by their service provider to be able to eat and drink what they want</p> <p>7.7 Residents are supported by their service provider to make decisions and live the life they want</p> <p>7.8 Residents are satisfied with their level of social participation</p> <p>7.9 Residents are satisfied with the cleanliness of their home and feel comfortable at home</p>		
<p>8. Care workers take part in continual, high quality training and support for which their time is paid</p>	<p>85% staff survey plus focus groups.</p>	<p>Failure to meet the target will result in an action plan / performance improvement plan.</p> <p>Failure to meet the target for two consecutive quarters will result in the council issuing a default.</p>
<p>9. Family / friends / support network of resident with care and support needs report positive experiences and have high satisfaction.</p>	<p>85% positive responses.</p> <p>Resident survey plus individual conversations.</p>	

51. Annual uplifts will be reviewed and agreed by and at the discretion of the local authority.

Equality implications

52. The council's free Home Care and Independent Living service is available to all residents who have assessed need, irrespective of age, gender, religion, ethnicity or any other protected characteristic. As the service is provided free of charge, there is no economic barrier to residents getting the care they need and want. This supports residents to live in their home independently for as long as possible, with access to their community.

53. Older people are the largest group accessing the Home Care and Independent Living service in the borough. The Census 2021⁵ revealed the overall borough population grew by 0.4%, but there was a 15.2% increase in the people aged 65 and over living in Hammersmith and Fulham since the previous Census in 2011. The Hammersmith and Fulham Borough Profile 2018⁶ projected a 24% increase in residents aged 65-74, and 40% increase in residents aged 75+ by 2031. These statistics suggest the need for the service is therefore likely to increase.
54. From the council's Dementia Strategy 2021, dementia diagnoses in the borough are expected to rise by 42% by 2030 to 1,900 people living with dementia in H&F. It is reasonable to expect the demand for Home Care and Independent Living services to rise for this need group.
55. People with learning disabilities and mental health issues make up the larger portion of younger residents who use Home Care and Independent Living services. Further consultation with these groups is needed to understand the issues they face when using the service and what good looks like for them.
56. A completed Equality Impact Assessment is at Appendix 2. It highlights neutral/positive impact on protected characteristics as a result of this proposed procurement strategy

Risk management implications

57. The report recommends an open tender procedure to set up Care from Home contracts across six geographical areas in the borough, with two providers per area. This is in line with the Council's objective of being ruthlessly financially efficient and will support the mitigation of risk of supplier failure, by using a larger pool of providers.
58. The report identifies a number of risks which will need to be closely managed and monitored through the procurement process and in the ongoing management of the contracts. This includes the shortage of available staff in the care sector, inflationary pressures which may translate into higher than expected increases in rates of pay, the Fair Cost of Care exercise which could also increase the hourly rate payable for services, the need to change the culture and approach of social work teams in implementing and embedding the proposed approach for the benefit of residents receiving Care from Home. The service will ensure that these and other risks are recorded, tracked and monitored, with appropriate actions being put in place as required.

Implications completed by David Hughes, Director of Audit, Fraud, Risk and Insurance, 20 May 2022

Climate and ecological emergency implications

59. Home Care and Independent Living services provide care and support to residents in their own home. Staff are usually rostered to a small local area to

⁵ [How the population changed in Hammersmith and Fulham, Census 2021 - ONS](#)

⁶ [Hammersmith & Fulham Borough Profile 2018 \(lbhf.gov.uk\)](#)

cover visits, so there will be no or very limited need for the use of private vehicles to get to visits. Local buses and other available transport options across the borough can be used, such as scooter and bicycle hire stations.

60. A Climate Implications Toolkit is at Appendix 3.

Implications completed by Hinesh Mehta, Strategic Lead – Climate Emergency, 23 May 2022

Market, local economy and social value implications

61. There are 23 CQC registered providers located in the borough and many more with offices in nearby boroughs.
62. The main challenge for the market is the recruitment and retention of staff as Home Care and Independent Living requires a large workforce to meet local demands. Following Brexit and the Covid-19 pandemic, there has been an increasing number of vacancies across the sector, with fewer posts being filled from residents born overseas and shortages of staff in the hospitality industry, leading to increasing wages or incentives in other sectors attracting candidates. The Homecare Association has said that low wages and staff feeling undervalued are key factors leading care staff to quit the sector.
63. Under the council's Social Value Strategy⁷, the service provider will also be required to deliver a social value amounting to 10% of the estimated value of the contract for the geographical area they are awarded, and they will need to state how they will achieve this in their bid. Social value key performance indicators will be part of the contract terms. Responses should demonstrate a measurable impact on social, economic, and environmental outcomes.
64. Home care typically attracts a local workforce and offers flexible working hours. This can help support economic growth for residents who would otherwise find it difficult to find employment with fixed hours. It is also likely to benefit local shops and other local businesses if the carer lives and works locally.
65. It should be possible for providers to demonstrate social value by improving skills and training opportunities for the workforce. They can increase opportunities for career development by offering to support staff through apprenticeships or accredited qualifications such as the Level 2 Diploma in Health and Social Care.
66. With the new Health & Social Care Act 2022 there is a requirement for health and care organisations to work together to deliver integrated care, which will require sustained investment, excellent leadership and a much stronger focus on the health and care workforce. It would be good for providers to show how they can support the council in meeting this through partnership working and upskilling the workforce.
67. Our Social Value Strategy recognises the importance of the local supply chain in delivering local economic value. We will be using this procurement to support the

⁷ [Social Value Strategy.pdf \(lbhf.gov.uk\)](https://www.lbhf.gov.uk/social-value-strategy)

local economy by having more, smaller contracts and making it easier for local smaller firms to bid.

68. Contracts will be broken down into six geographical locations (lots), with two providers awarded a contract to each locality which will encourage participation from local small and medium-sized enterprises (SMEs). We recognise that if smaller companies are awarded contracts, their abilities to deliver additional social value may be limited and they may require extra support from the council with this. We will work with SMEs to support and enable them to deliver social value, including by offering advice from our talent and resourcing team.
69. Our new procurement model expects service providers to work with residents and identify community assets (charities, networks or services) which could support residents to meet their desired outcomes. Service providers can add social value by training care staff to be aware of community assets in H&F which may benefit their residents. Care staff could make referrals to community assets and support residents to engage with these to improve their wellbeing.
70. The council may consider mitigating the risks identified (e.g. shortage of care workers, travel time expenses, lack of training and career development) by using proactive methods to support social value, for example, by using the council's unspent Apprenticeship Levy on its supply chain or by co-ordinating contractors to assign care staff locally to reduce travel costs and associated carbon emissions.
71. It is recommended that the project lead for each contract works closely with H&F's Social Value Officer and the contractor to agree a delivery plan soon after the award.
72. Bidders will be required to register on the Social Value Portal to enter social value quantitative responses. The successful bidder for each contract is responsible for paying the Social Value Portal management fee for the term of the contract.
73. It is advisable that the commissioner works closely with Legal Services to ensure appropriate social value clauses are included in the contract, so that the council can enforce its right to compensation if social value commitments are not delivered.

Implications completed by Paul Clarke, Economic Development Officer, 1 June 2022

Consultation

74. We hosted nine events with residents to hear from them what works well in homecare, what requires improvement and what they want from homecare services. There were some clear themes which emerged as summarised below.

What good looks like

- Having a relationship with the carer
- Continuity of care to get to know each other and build trust
- Bright, cheerful attitude, friendly
- Carers should talk to residents, greet them – “A chat can really lift spirits”

- Staff should wear a clean uniform and be wearing ID
- Staff should have a good command of English
- Care should be around residents' needs, not the carer's timetable
- Personalised care – “She takes me to the shops I want, not just what's most convenient”
- More choice and splitting the care as residents want it.

What does not work so well

- Punctuality
 - Carers being rushed, not staying commissioned time, short visits – “There's a feeling the carer is always on the clock”
 - Quality fluctuates
 - Not asking residents what they want
 - Carers not always respecting residents' home, e.g. sitting around “killing time”, using residents' facilities without asking, taking personal calls during their visit
 - Too much time spent on phones
 - Lack of caring attitude – “Just doing a job”.
75. In addition to the events, Homecare Quality Leads conducted phone reviews and had discussions with residents about the quality of their service.
76. We hosted a virtual meeting for residents and interested groups to discuss the specification and what we should be measuring in regard to quality and performance.
77. There will be further co-production opportunities for residents throughout the development and implementation of the service, including:
- Opportunity for a group of residents to join the Tender Evaluation Panel .
 - Peer review groups to help us monitor the implementation of the specification.
 - Peer review groups to help monitor quality and performance of service providers, including developing a survey and quality assurance processes.

LIST OF APPENDICES

Appendix 1 – Homecare Association Minimum Hourly Rate for Homecare 2022-2023
Appendix 2 – Equality Impact Assessment
Appendix 3 – Climate Implications Toolkit
Appendix 4 – Service specification
Appendix 5 – Manifesto pledge 2022
Appendix 6 – H&F home care standards

Exempt appendix

Exempt appendix A – Financial implications

Appendix 1

The Homecare Association Minimum Price for Homecare 2022-2023

The information below is extracted from the Homecare Association website. The Homecare Association is the UK's membership body for homecare providers
[Homecare Association Minimum Price for Homecare 2022-2023](#)

Minimum Price for Homecare by wage rate 2022-2023



@homecareassn				homecareassociation.org.uk			
Minimum price for homecare at the London Living Wage (2022-2023)					Costs		
Careworker costs	Gross pay	Hourly rate for contact time	Living Wage (2022-2023)	£11.05	£13.30	£19.04	
		Careworkers' travel time	20.37% of contact time	£2.25			
	NI & pension	Employer's National Insurance	8.80% of gross pay	£1.17	£1.57		
		Pension contribution	3.00% of gross pay	£0.40			
	Other wage related on-costs	Holiday pay	12.55% of gross pay, NI & pension	£1.87			
		Training time	1.73% of gross pay, NI & pension	£0.26	£2.66		
		Sickness pay	3.33% of gross pay, NI & pension	£0.49			
		Notice & suspension pay	0.30% of gross pay, NI & pension	£0.04			
	Travel costs	Mileage reimbursement	£0.35 per mile for 4.33 miles per hour of contact time	£1.52	£1.52		
Gross margin	Business costs	Management & supervisors	18.20% of careworker costs	£3.47	£6.84	£7.61	
		Staff recruitment	1.50% of careworker costs	£0.29			
		Training and supervision	2.65% of careworker costs	£0.50			
		Statutory registration fees	1.19% of careworker costs	£0.23			
		Rent, rates and utilities	1.80% of careworker costs	£0.34			
		IT & telephony	2.70% of careworker costs	£0.51			
		PPE and consumables	2.00% of careworker costs	£0.38			
		Stationery and postage	0.90% of careworker costs	£0.17			
		Governance costs	3.50% of careworker costs	£0.67			
		Other business overheads	1.40% of careworker costs	£0.28			
	Profit	Profit / surplus	3.00% of careworker costs & business costs	£0.78	£0.78		
Total price based on the London Living Wage for 2022-2023				£26.66	£26.66	£26.66	

Appendix 2 - Procurement strategy – Support at Home (Homecare) services

H&F Equality Impact Analysis Tool

Conducting an Equality Impact Analysis

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

The tool has been updated to reflect the new public sector equality duty (pseud). 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:

Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited under this act;

Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Whilst working on your equality impact assessment, you must analyse your proposal against the three tenets of the equality duty.

H&F Equality Impact Analysis Tool

Overall information	Details Of Equality Impact Analysis
Financial year and quarter	2022/23, Q1
Name and details of policy, strategy, function, project, activity, or programme	<p>HEMOCARE PROCUREMENT</p> <p>Short Summary</p> <p>Homecare is defined as services provided for individuals in their place of residence (Support at Home), aimed at keeping people independent in their home for as long as possible, reabling and enabling individuals to do things for themselves giving the right amount of support at the right time. Hammersmith & Fulham is proud to provide free homecare to all residents who have an assessed and eligible need for the service. The uptake of services in the borough is the highest of all London local authorities and LBHF also provides the most hours per resident per week on average. The current commissioned services are provided in three patches covering the north, central and south localities of the borough which have been awarded to three providers. In addition, we also procure a number of homecare services through our spot provision which is spread over a number of providers as and when needed. Residents also have the option to take their personal budget as a direct payment so they manage their care independently of commissioned services.</p> <p>Homecare activities include personal care, practical support, assistance with medication, working closely with health staff, emergency support, assistance to be as independent as possible and tasks that contribute to achieving outcomes identified in the individuals care and support plan.</p> <p>The contracted commissioned providers are coming up to the end of their contract and this provides us with an opportunity to review what is working well, areas for improvement, and different ways of working to increase the quality of services residents experience, and improve their individual outcomes. The purpose of the homecare procurement is to procure quality, appropriate capacity, person centered and outcome focused services, develop a new specification and KPI's, and improve resident involvement, choice and control through a new model of homecare services.</p> <p>Homecare is available to all residents who require it, including older people, people with physical disabilities, learning disabilities and mental health support needs. It is regulated by the Care Quality Commission (CQC) to ensure quality and safe services; they also assign ratings to providers based on their inspections and it is our desire to only place residents with providers who have a rating of at least</p>

	Good.
Lead officer	Laura Palfreeman Programme Lead laura.palfreeman@lbhf.gov.uk
Date of completion of final EIA	20/04/2022

Section 02	Scoping of Full EIA		
Plan for completion	Timing: 2022-23		
	Resources: Laura Palfreeman – Programme lead Johan Van Wijgerden – Strategic lead		
Analyse the impact of the policy, strategy, function, project, activity, or programme	Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic. You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.		
	Protected characteristic	Analysis	impact:

	Age	<p>The homecare services to be procured are for all adult residents aged 18 and over. Although it is available for all adults, due to the nature of the service a higher number of older people are affected by any change in services</p> <p>The 2019-20 ADASS Home-based Support Survey 2019-20 indicated across London local authorities, most homecare service users were aged between 75 and 94 years. In H&F, 56% of homecare users are within this age group, and 75.8% are aged over 65 years.</p> <table> <tr> <th>Age group</th> <th>count</th> <th>%</th> </tr> <tr> <td>18-25</td> <td>13</td> <td>0.9%</td> </tr> <tr> <td>26-49</td> <td>104</td> <td>7.5%</td> </tr> <tr> <td>50-64</td> <td>219</td> <td>15.7%</td> </tr> <tr> <td>65-74</td> <td>220</td> <td>15.8%</td> </tr> <tr> <td>75-84</td> <td>391</td> <td>28.1%</td> </tr> <tr> <td>85-94</td> <td>388</td> <td>27.9%</td> </tr> <tr> <td>95+</td> <td>56</td> <td>4.0%</td> </tr> <tr> <td>Total</td> <td>1391</td> <td>100</td> </tr> </table> <p>Demand for homecare services is expected to increase in the future as the proportion of the population in LBHF aged over 65 years, and the old-age dependency ratio, increases. The demographic shift will likely result in more pressure on healthcare and adult social care services as the prevalence of long-term conditions and multimorbidity increases. The average age of starting homecare services was 74 years, and the average age of a homecare service user was 75 years.</p>	Age group	count	%	18-25	13	0.9%	26-49	104	7.5%	50-64	219	15.7%	65-74	220	15.8%	75-84	391	28.1%	85-94	388	27.9%	95+	56	4.0%	Total	1391	100	Positive
	Age group	count	%																											
18-25	13	0.9%																												
26-49	104	7.5%																												
50-64	219	15.7%																												
65-74	220	15.8%																												
75-84	391	28.1%																												
85-94	388	27.9%																												
95+	56	4.0%																												
Total	1391	100																												
	Disability	<p>Individuals receive homecare services in LBHF for one of seven primary support reasons - 76% of service users received homecare primarily for physical support in October 2020. Physical support was</p>	Positive																											

		also the primary reason service users previously receiving reablement were referred to homecare.	
	Gender reassignment	There are no identified impacts for gender reassignment. The service will be expected to support residents and treat everyone equally	Neutral
	Marriage and Civil Partnership	There are no identified impacts for marriage and civil partnerships.	Neutral
	Pregnancy and maternity	There are no identified impacts for marriage and civil partnerships	Neutral
	Race	<p>Individuals identifying as Black, Asian or minority ethnic comprised 34.2% of homecare service users in LBHF and individuals identifying as White accounted for 50.1%. This largely correlates with the borough profile which refers to the 2011 census findings that 68.1% of residents identified as White and 31.9% identified as belonging to Black and minority groups.</p> <p>Individuals identifying as mixed ethnicity were the most underrepresented ethnic group receiving homecare services relative to the population in LBHF. The three largest subgroups of ethnicity for homecare residents were individuals identifying as White British (55.3%); Caribbean (12.4%); and White Irish (7.4%).</p>	Neutral
	Religion/belief (including non-belief)	<p>There are no identified negative impacts for religion/belief.</p> <p>The service will be expected to support residents to practice their religion/beliefs and ensure residents and staff are treated equally and without abuse or prejudice based on religious beliefs or lack of.</p>	Neutral
	Sex	Homecare services are available to all genders, although the majority of residents using the services are female, and the number	Neutral

		of female carers greatly exceed the number of male carers in the industry. Females residents accounted for 60.9% of homecare users, whereas males comprised 38.4%	
	Sexual Orientation	There are no identified negative impacts for sexual orientation. The service will be expected to ensure equality of access and treatment for all residents; provide sensitive services and deal robustly with all incidents of homophobic harassment, violence and/or abuse.	Neutral
	<p>Human Rights or Children's Rights</p> <p>If your decision has the potential to affect Human Rights or Children's Rights, please contact your Equality Lead for advice</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998?</p> <p>No</p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)?</p> <p>No</p>		

Section 03	<p>Analysis of relevant data</p> <p>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.</p>
Documents and data reviewed	<p>Borough profile 2018</p> <p>Homecare needs assessment 2020-2021</p>
New research	

Section 04	Consultation
Consultation	<p>We hosted a number of in person events for residents and their families to be able to take part in coproducing the new services. Quality Leads also contacted residents by random selection who were in receipt of homecare services either through commissioned provision or via direct payment. These quality calls will be continuous throughout the year to get resident feedback on the quality and impact of the homecare services they are receiving.</p> <p>In addition, we are recruiting a group of residents to join an overarching co-production group but so far take up has been very low with only one resident registering an interest. I hosted a resident forum to review the draft specification and get feedback and input into this, though resident attendance was low.</p>
Analysis of consultation outcomes	<p>In person events were attended by a small number of the community, with 24 residents attending across 9 events. 54% of attendees were female, 79% were white compared to approx. 50% of homecare users been from white backgrounds meaning they were over represented in the feedback. All attendees were older people, which is the largest user group of homecare services, but means the views of younger people with physical or learning disabilities were not captured.</p> <p>There were mixed responses about the quality of the service people were receiving, but overwhelmingly they supported closer relationships with the people caring for them or their friends / family to help build connections to enable their needs to be better responded to.</p> <p>Residents wanted to be treated with respect in their home and for cultural differences not to impact on the care they receive. E.g. we heard examples of carers been unwilling to prepare or purchase items the resident wanted, such as pork products, due to religious beliefs.</p>
Section 05	Analysis of impact and outcomes
Analysis	<p>Homecare services are available for all residents who have assessed need, and it is accessible via direct referral or referral via a third party. Anyone can ask for a needs assessment, regardless of age, gender, ethnicity or any other protected group. As homecare services are provided free of charge to residents there is no economical barrier for residents accepting care if they are in need. This also supports residents to stay in their homes living independently for as long as possible with access to</p>

	<p>their community.</p> <p>Older people already account for the largest use of homecare services in the borough and the proportion of the population of LBHF aged 65 years and older is projected to increase to 14.7% by 2031. The need for homecare services is therefore likely to increase with this demographic continuing to be the predominant users of the service</p> <p>There may be a gap in provision for those with specialist needs which the mainstream providers may not have sufficient skill to provide care for, such as dementia, mental health and learning disabilities. From the dementia strategy 2021, dementia diagnoses are expected to rise by 42% to 1,900 people living with dementia in 2030 so it is reasonable to expect the demand for homecare services to rise for this need group.</p> <p>Learning disabilities and mental health make up the larger portion of younger people who use homecare services. Some further consultation with these groups would be beneficial to understand the issues they face when using the service and what good looks like for them.</p>
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Section 06	Reducing any adverse impacts and recommendations
Outcome of analysis	No adverse impacts are anticipated but further consultation with residents under 65 using the service would be beneficial.

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

						plan
	Voices of younger people using homecare services not been heard	Use the Quality lead calls to target residents in this age group	Ongoing	Laura Palfreeman	More feedback and engagement from representative groups	

Section 08	Agreement, publication and monitoring
Chief officers' sign-off	<p>Name: Senel Arkut </p> <p>Position: Borough Lead for ASC & PH Commissioning and Partnerships Hammersmith & Fulham Council</p> <p>Email: senel.arkut@lbhf.gov.uk</p> <p>Telephone No 07957262818</p>
Key decision report (if relevant)	<p>Date Of Report To Cabinet/Cabinet Member: September 2022</p> <p>Key Equalities Issues Have Been Included: Yes</p>
Equalities lead (where involved)	<p>Name:</p> <p>Position:</p> <p>Date Advice / Guidance Given:</p> <p>Email:</p> <p>Telephone No:</p>

Climate implications toolkit

This toolkit is a self-assessment to help officers think about how their projects, procurements, commissioning, and services can align with H&F's net zero carbon target and sixth council value: "Rising to the challenge of the climate and ecological emergency". It also supports report authors to draft the climate implications section on decision reports, now required on decisions over £300,000 and procurement strategy reports.



How to use the tool

The self-assessment is intended to help officers reflect critically on their project or service's climate impact. We recommend you answer all the questions, even if the answer is 'not applicable'. It is a reflective tool, not a framework for approving or rejecting a decision, so it will work best if each question is considered honestly and carefully.



The next tab presents a set of questions about the initiative or decision against H&F's five 'climate challenges', and a drop-down range of answers. Each answer is colour-coded to indicate its climate impact and recommended way forward as follows:

Colour code	Recommendation
Dark green	Strong positive impacts for the climate emergency. Recommendation to proceed as is with this aspect.
Light green	Some positive impact for the climate emergency. Recommendation to further enhance this aspect where possible and proceed.
Yellow	Some negative impacts for the climate emergency. Recommendation to review these aspects and find mitigations where possible.
Red	Considerable inconsistency with the council's net zero objective. Strong recommendation to review these aspects and find mitigations.
Grey	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

These questions should be considered for services, goods and projects we procure as well as those we deliver directly. Delivery models, specifications and tender evaluation should be shaped to ensure our contractors are aligned with our net zero commitment.

When answering these questions you should consider **direct** and **indirect** impacts. For example, a highways project to install traffic reduction measures might not use electric vehicles or plant in its delivery, but still lead to reduced vehicle use once in place.

Against each climate challenge, the toolkit presents possible actions to improve the climate impact of the decision.

Please email your completed copy of the form to Jim.Cunningham@lbhf.gov.uk and Hinesh.Mehta@lbhf.gov.uk, along with your draft climate implications for verification (if completing a report).

Version	Date
1.0	09/03/21
1.1	17/05/21

Colour code	Recommendation
Dark green	Strong positive impacts for the climate emergency. Recommendation to proceed as is with this aspect.
Light green	Some positive impact for the climate emergency. Recommendation to further enhance this aspect where possible and proceed.
Yellow	Some possible negative impacts for the climate emergency. Recommendation to review these aspects and find mitigations where possible.
Red	Considerable inconsistency with the council's net zero objective. Strong recommendation to review these aspects and find mitigations.
Grey	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

Guidance for use

Please answer all questions from the drop-down options in the 'Impact' column (C), including 'not applicable' as needed.

Please email your completed copy of the form to Jim.Cunningham@tbbf.gov.uk and Hinesh.Mehta@tbbf.gov.uk, along with your draft climate implications for verification (if completing a report).

Key to the colour coding of answers is given at the top of the page.

Name of project/service:	Support at Home procurement
Brief description (1-2 sentences):	Support at Home services provide care and support to residents in their own home, promoting independent living.

Homes, buildings, infrastructure and energy			
Question	Impact (select from list)	Reasons / possible mitigations	Ways to align with net zero:
1 What effect will this project have on overall energy use (electricity or other fuels) e.g. in buildings, appliances or machinery?	Neutral	Care and support takes place in residents own home where resident would be using normal energy use through occupation. Carers given a small local area to cover visits, so no need for the use of vehicles to get to resident visits.	<ul style="list-style-type: none"> - Insulate buildings to a high standard. - Include energy efficiency measures when carrying out refurbishment. - Replace gas boilers with renewable heating, such as heat pumps. - Construct new buildings to a net zero standard (see the LETI design guide: https://www.leti.london/cedg/) - Design and deliver buildings and infrastructure with lower-carbon materials, such as recycled material and timber frames. - Use construction methods that reduce overall energy use, such as modular, factory-built components, or use of electrical plant on-site. - Install solar panels or other renewable energy generation, and consider including battery storage. - Switch to a renewable energy provider. - Use energy-efficient appliances. - Install low-energy LED lighting. - Install measures to help manage building energy demand, such as smart meters, timers on lighting, or building management systems.
2 What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Neutral	n/a	
3 Does this project further maximise the use of existing building space? E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours	Yes	Using residents own home	
4 Will any new building constructed or refurbishment be net zero carbon-ready in use? (high levels of insulation, low energy demand per sq. m., and no servicing with fossil fuels such as gas heating).	N/A	n/a	
5 Does this use more sustainable materials in building or infrastructure? E.g. re-used or recycled construction materials; timber in place of concrete	N/A	n/a	
6 Does this use more sustainable processes in any building or infrastructural work? E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel	N/A		
7 Will this increase the supply of renewable energy? e.g. installing solar panels; switching to a renewable energy tariff	N/A	Residents own equipment will be used e.g. microwave / cooker for preparing meals. Assistive technology equipment tend to be battery operated	
8 Do any appliances or electrical equipment to be used have high energy efficiency ratings?	To some extent		
Travel			
Question	Impact	Reasons / possible mitigations	Ways to align with net zero:
9 Reducing travel: what effect will this project have on overall vehicle use?	Neutral	giving carers a local patch which is easily accessible via foot or local buses	<ul style="list-style-type: none"> - Reduce the need to travel e.g. through remote meetings, or rationalising routes and rounds. - Share vehicles or substitute different modes of travel, rather than procuring new fleet. - Specify electric vehicles for new fleet or for services involving transport. - Support users and staff to walk, cycle, or use public transport e.g. with cycle parking, training, incentives. - Use zero-emission deliveries e.g. H&F's e-cargo bike service. - Model and mitigate the project's effect on traffic and congestion e.g. retiming the service or deliveries
10 Will this project use petrol or diesel vehicles?	N/A	n/a	
11 Will this support people to use active or low-carbon transport? E.g. cycling, walking, switching to electric transport	Yes	Walking / cycling / bus use between visits	
12 Will it be easily accessible for all by foot, bike, or public transport, including for disabled people?	N/A	Residents receive care and support in their own home	
13 Has the project taken steps to reduce traffic? Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times	N/A	n/a	
Consumption			
Question	Impact	Reasons / possible mitigations	Ways to align with net zero:
14 Has this project considered ways to reuse existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?	N/A	n/a	<ul style="list-style-type: none"> - Procure goods through sharing, leasing, or product-as-a-service models rather than ownership. - Use pre-owned and reconditioned goods, and reduce reliance on procuring new goods. - Use recycled materials, and procure items that can be reconditioned or recycled at end-of-life. - Use lifecycle costing in business cases to capture the full cost of operation, repair and disposal of an item. - Reduce meat and dairy in food provision. - Design waste, including food waste, out of business models e.g. separating (and composting) food waste; replacing single-use items with reusable items. - Use contact points with residents and businesses to engage and enable them to adopt low-waste, low-carbon behaviours.
15 Does it reduce reliance on buying newly manufactured goods? E.g. repair and re-use; sharing and lending goods between services or people; leasing or product-as-a-service rather than ownership	N/A		
16 Does it use products and resources that are re-used, recycled, or renewable	N/A	Carers can support residents to recycle, help share messages with residents and have discussions	
17 Does it enable others to make sustainable choices within their lifestyles, or engage people about this?	Yes	Mist waste involves contaminated goods such as used incontinency pads. Limited use of paper / printing as largely use electronic appliances to monitor and report activity	
18 Is there a plan to reduce waste?	No	Any food prepared / purchased by carer will be resident led	
19 Has it taken steps to ensure any food it offers is more sustainable? E.g. minimal meat and dairy; minimises food waste; seasonal produce; locally sourced.	N/A		
Ecology			
Question	Impact	Reasons / possible mitigations	Ways to align with net zero:
20 What effect does this project have on total area of green space?	Neutral	no impact	<ul style="list-style-type: none"> - Avoid converting green space to hard surfacing. - Use underutilised space for planting, such as green roofs and walls. - Plant native plants and perennials, rather than non-native ornamental species, to encourage biodiversity. - Reduce trimming of grass and hedges, and avoid use of pesticides. - Provide space for animals e.g. long grass areas, bird boxes, bat boxes, 'insect hotels' - Consider the ecological impacts from manufacture and use of procured goods, e.g. water pollution, waste
21 Does the project create more habitat for nature? E.g. native plants, trees, and flowers	No	activity largely takes place in residents homes	
22 Does it make changes to green space that can have a negative impact on nature? E.g. use of pesticides, reduced extent and variety of plants, planting non-native species	No		
23 Does it help people understand the value of biodiversity, and encourage them to support it in their private and community spaces?	No	carer time is limited per visit to key activities	
Adaptation			
Question	Impact	Reasons / possible mitigations	Ways to align with net zero:
24 Does any planned construction or building use include measures to conserve water?	N/A		<ul style="list-style-type: none"> - Install water-saving devices in taps, showers and toilets - Re-use grey water in new developments - Ensure all new building or refurbishment (especially of homes) models and mitigates future overheating risk, with adequate ventilation and shading - Avoid increasing areas of hard surfacing. - Convert hard surfacing to green and permeable surfacing where possible, and install Sustainable Drainage systems (SuDS). - Plant drought-tolerant plants
25 Does any planned infrastructure or building use consider how to sustainably protect people from extreme heat?	N/A		
26 Has any planned building work or infrastructure considered how to mitigate flood risk? E.g. Sustainable Drainage Systems (SuDS); de-paving areas; green roofs	N/A		
27 Does any planned infrastructure or building work increase the overall footprint of hard surfacing? (as opposed to green or permeable surfacing)	N/A		
28 Has the project considered its own resilience to future extreme heat, flood risk, or water shortage?	N/A	Providers will have their own risk assessments and planning	
Engagement and influence			
Question	Impact	Reasons / possible mitigations	Ways to align with net zero:
29 Does this project raise awareness and understanding of the climate and ecological emergency, and the steps that people can take?	No	Carer visit time is limited	<ul style="list-style-type: none"> - 'Make every contact count', by using contact points with residents and businesses to promote understanding of the climate emergency.

Appendix 4

Service Specification for London Borough of Hammersmith and Fulham Home Care and Independent Living

September 2022

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Foreword

Hammersmith & Fulham want to create a compassionate council, strengthening the spirit and cohesion in our communities and making it a borough for everybody. We strongly believe that we will succeed if we bring people together and work with them to ensure we have the right services working with residents in the most effective way. Therefore our vision of doing things with residents, not to them, needs to permeate through all services too. Co-production is the way we work together with residents to improve things and make change happen. Together we can be more innovative and imaginative about the delivery of Home Care and Independent Living that can best respond to the changes within our communities in Hammersmith & Fulham. As part of this commitment we have established a number of resident-led commissions¹, including the Disabled People's Commission, Older People's Commission and the Climate and Ecological Emergency Commission. These commissions have developed a number of recommendations to help us achieve better services and this is only possible by involving residents in decision making.

As part of being a compassionate council, and ensuring no one is left behind, the council do not charge residents for Home Care and Independent Living services. The council meets the costs of care in the home for either through a commissioned service or Direct Payment. This ensures financial factors do not limit people's access to care and support. Our vision for independent living is for Disabled people of all ages to have the same rights as everyone else to live in the community how they choose. Independent Living comes from Disabled people's ideas and thinking. It is about having full access to all the things we need to live a good life such as jobs, family and friends, housing, leisure, access to transport and enough money. It is also about having the right health services and personal support. That's why we use The Social Model of Disability which is about removing the barriers and discrimination that Disabled people face so we can all be included.

Hammersmith & Fulham Council are dedicated to tackling the climate crisis and has set a target to be net carbon zero by 2030². Climate change is a global issue that has local impact, including the risk of flooding, extreme heat and drought which can have a big impact on all residents, but especially those most vulnerable in the borough. As part of the commitment to be net carbon zero we will pursue low carbon outcomes from the commissioning, planning & design of services, procurement, contract management, and delivery of all our services, including Home Care and Independent Living.

Our value of 'building shared prosperity', seeks to drive economic growth in the borough, underpinned by a robust Industrial Strategy³. The strategy reflects the Council's ambition to make our borough the best place to do business and to create an inclusive economy where everyone can benefit. This requires successful delivery of Social Value outcomes. Through this, the council will be able to support local businesses, enhance skills in the borough and increase the number of good quality employment and apprenticeship opportunities available to local people. We will also use Social Value to support our commitment to 'create a compassionate Council' recognising that suppliers will have existing corporate social responsibility, which can be aligned to support local needs. Our Social Value priorities are aligned to the six H&F values.

¹ [Resident-led commissions | LBHF](#)

² [H&F Climate and Ecology Strategy \(lbhf.gov.uk\)](#)

³ [Industrial Strategy | LBHF](#)

1. Our vision and principles of good Home Care and Independent Living

Our vision for Hammersmith & Fulham council has six values:

- Creating a compassionate council
- Building shared prosperity
- Doing things with residents, not to them
- Taking pride in H&F
- Being ruthlessly financially efficient
- Rising to the challenge of the climate and ecological emergency

Home Care and Independent Living refers to a range of support including carers, equipment and technology alongside a resident's wider support network which will be discussed during care and support assessments. Home Care and Independent Living is not about care, commissioning or contracts – it is about residents living their lives with choice, control and self-determination about the support they have in place to maintain and enhance their independence.

A quality Home Care and Independent Living service will help us deliver our core values, Manifesto commitments and Independent Living vision. We want a Home Care and Independent Living service which provides person-centred care, supporting individuals to achieve their maximum potential. The Service will deliver all aspects of person-centred care focussing on residents independent living.

Home Care and Independent Living should enable people to achieve independent living at home and provide a service that residents would be happy to recommend to a friend or family member. Residents have told us what good looks like, this is set out below and is central to the Service requirements.

We want a good quality service that delivers value for money supporting residents;

- Enhancing their independence
- To be in control of the support they receive and making choices for themselves
- Promoting their dignity, confidentiality, and respect
- To achieve their outcomes
- To build on their strengths and reduce or delay the risk of needing more intensive care and support
- Are safeguarded in their homes and in the community, working in partnership with families, health partners and other key stakeholders

Individuals should have a service that is of high quality, reliable, consistent and responds to their individual needs and preferences. The service delivered, will ensure the best value by delivering preventive and enabling support that reduces or delays demand and reliance on formal services.

The H&F Labour Manifesto 2022 made a pledge to improve the quality of H&F's home care, pledging:

"We will improve the quality of the home care we provide, so that residents have carers who are:

- Consistent
- Well trained
- Regular
- Punctual
- Knowledgeable about individual residents' needs."

We will be monitoring providers against these measures.

The graphic below was created with residents using their feedback about what good homecare looks like, highlighting the key principles required from the local authority and provider services.



Key aims of Home Care and Independent Living

These are the key aims of the service and set out examples of how the service may provide support to achieve these. They focus on outcomes, which will be what we measure, and the Service Provider will be required to meet a number of Key Performance Indicators (KPI's). KPIs will be one measure of outcomes. We will continuously collect soft data from operational leads, providers, informal carers and families to measure the impact of the service on our residents' lives. These have been developed based on what residents identify as being important, as well as health and social care priorities,

Promote independent living through an enabling approach

- Support residents to gain/regain skills and confidence to achieve greater independent living
- Support residents to live well in the community and prevent, reduce or delay the need for more intensive care and support
- Support programmes of rehabilitation, reablement, recovery, education, training and employment
- Motivate and facilitate residents to develop or maintain skills that are important to them, for example getting dressed, preparing and eating meals, shopping

- Support residents to access community resources and encourage best use of assistive technology, such as community equipment and telecare to support activities of daily living
- Support flexible and innovative solutions for residents so that risks are minimised
- Support residents to develop problem solving skills and coping strategies that will enable them to make informed choices within the plan that has been agreed for their support

Support residents to achieve the outcomes in their Care and Support Plan and to maximise independence

- Regularly review and record the achievement of progress towards outcomes to ensure support is focused on the outcomes that have been agreed and are important to the resident.
- Deliver support in the way agreed with the resident
- Feedback on outcomes to the council, informing the council of any changes implemented or required to care packages
- Work with families and other services so that they understand the approach to maximising independence
- Support residents to carry out caring responsibilities they have for a child that requires parental support

Support residents to engage with family/friends, their interests and community services

- Support residents to sustain significant relationships, including with family carers
- Encourage and support residents to participate in their community and to use community resources and facilities
- Support residents to develop confidence in their own ability to engage with hobbies/interests and to access and contribute to their wider community, for example, employment and volunteering
- Support residents to communicate and engage positively with others in a way which is appropriate to their personal preferences, lifestyle and needs
- Support residents to identify and report discrimination and hate crime and to develop approaches to minimise the impact.

Support residents to improve their health and wellbeing

- Promote healthy eating and hydration
- Enable access to dentists, opticians, chiropodists, and other healthcare services
- Enable compliance with medication regimes, including supporting self-administration
- Encouragement to use self-care programmes for long term health conditions
- Support residents to make informed decisions about the management of their care and treatment and providing appropriate information, including risks and benefits to help them make informed decisions
- Support the early diagnosis and treatment of mental health needs, such as dementia by sharing appropriate information and changes in presentation to Adult Social Care
- Help to alleviate loneliness and isolation by engaging meaningfully with the resident whilst carrying out practical tasks.
- Ensure that people with learning disabilities/autism who develop signs of mental health needs are referred to Adult Social Care.

- Work with residents and Adult Social Care to share pertinent information relating to relapses.
- Make reasonable adjustments to ensure that delivery of requirements in Health action plans is addressed speedily but effectively.
- Ensure Home Care and Independent Living Workers recognise the importance of risk assessments and the concepts of hazards, risks, and control measures.
- Make sure that Home Care and Independent Living Workers (Carers) know where and how to report their concerns.
- Where a change in circumstances necessitates a risk assessment/review, this should be reported to the Field Care Supervisor and the Care Coordinator to inform Adult Social Care the prescribed communication systems and processes.
- Providers must hold their staff directly accountable and support their staff using induction, mandatory training, supervision, appraisal and coaching and mentoring mechanisms.
- Work in partnership with health providers and community services

Resident coproduction is integrated into all activity

- The voice of residents should be sought at all key stages of care.
- Providers will need to seek resident feedback on their individual care, input into care and support planning, and at regular intervals to ensure care and support is meeting their needs and at a high quality, identifying areas for improvement quickly and acting on the resident's feedback
- Set up and help facilitate peer support groups which will help inform decision making and hold providers to account.
- Work with residents to help create and maintain a high quality service.

2. What is Home Care and Independent Living?

- 2.1 Home Care and Independent Living, previously referred to as Homecare or domiciliary care is a service that provides care and support delivered by a professional caregiver. The care is delivered to individuals living in the community. They are normally assessed by Adult Social Care (ASC) to determine the level of care they need, to live in the community safely and as independently as possible and in line with their choices.
- 2.2 The primary aim of adult social care is to put the resident at the heart of our services, offering person-centred, high quality, integrated care provided in peoples' homes and communities. We strive for satisfying care experiences and positive personal and individual outcomes.
- 2.3 We aim to achieve this through a continued focus on targeted prevention and support for residents to ensure they remain independent and healthy for as long as possible, thereby delaying progression onto more intensive forms of care.
- 2.4 The service specification has been developed in consultation with a range of stakeholders. It addresses what is important to people and ensures that concerns raised by residents, their families (partners) and key stakeholders are taken into account.
- 2.5 Other information seriously considered is the National and local strategies informing the legislative framework which is used to hold providers accountable.

3. Service scope

3.1 Home Care and Independent Living can be provided in different ways:

- Commissioned provision: This is provision that is directly commissioned by the council to an approved Service Provider.
- Direct Payment provision: This is provision where the resident has the choice to purchase their own care using their allocated personal budget. This may be from a care agency used by the council or by a Care Quality Commission registered provider agency or by employing their own personal assistant/s.

Eligibility

3.2 This contract will be used where people wish the council to arrange a Home Care and Independent Living service on their behalf (commissioned provision) following an assessment of their need.

3.3 In addition, the council may signpost people who want to use their direct payments with trusted service providers already working with the council through the Home Care and Independent Living contract. This can increase the potential number of packages of care available for successful Service Providers and increase confidence in residents choosing a suitable provider.

3.4 This Home Care and Independent Living service will be provided to adult residents who

- meet the national eligibility threshold for care and support as set out in the Care and Support (Eligibility Criteria) Regulations 2014 for the Care Act 2014.
- have unmet eligible needs and outcomes that could be met through the provision of Home Care and Independent Living; and deemed to be ordinarily resident within the administrative area of London Borough of Hammersmith and Fulham.
- and in circumstances where the Council exercises its powers, under Section 19(3) of the Care Act 2014, to meet a residents urgent care and support needs without having first conducted a needs assessment or eligibility determination.

3.5 Resident needs which may require Home Care and Independent Living

- Older people
- People with dementia
- People with a physical disability
- People with a learning disability
- People with mental health needs
- People with sensory needs
- People with challenging and complex behaviour
- People with a cognitive impairment and acquired brain injury or stroke
- People who misuse substances
- People eligible for continuing health care
- People with long term conditions including neurological conditions
- People receiving palliative care

- People receiving End of Life care
- People aged 18 and over determined to be eligible. In situations where such individuals have children under 18 years of age, consideration is given to identify unmet needs for those children due to the disabilities of those individuals.

Regulatory and legal

- 3.6 The Service Provider must be registered to provide personal care with the Care Quality Commission (CQC)⁴ will maintain registration throughout the duration of the Service Contract. Therefore, the regulations required for registration (and their associated standards), and the monitoring of the achievement of those regulations and standards are not duplicated in this specification. The Service Provider must comply with all relevant legislation that relates to the operation of their business.
- 3.7 The Service provided under this Service Contract must be provided in accordance with (but not limited to) the requirements of:
- The Care Act 2014
 - Care Standards Act 2000 (including any amendments, modifications, or re-enactments)
 - The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
 - Care Quality Commission
 - The National Minimum Standards for Domiciliary Care
 - The Domiciliary Care Agencies Regulations 2002
 - Mental Capacity Act 2005 (Deprivation of Liberty Safeguards)
 - Equality Act 2010
 - Human Rights Act 1998
 - Autism Act 2009
 - Deprivation of Liberty Safeguards
 - Counter Terrorism and Security Act 2015
 - Residents' individual assessed needs and outcomes and any subsequent assessment, Care and Support Plan or review documentation
 - Any future legislative changes or changes to National Minimum Standards that determine the standard of care to be delivered.
- 3.8 The Service model must be consistent with the five key principles of the Mental Capacity Act 2005 and the associated code of practice, which are:
- Principle 1: A presumption of capacity
 - Principle 2: Individuals being supported to make their own decisions
 - Principle 3: A resident is not to be treated as unable to make a decision merely because they make an unwise decision
 - Principle 4: Best interests
 - Principle 5: Least restrictive option

Activities

⁴ [What is registration? | Care Quality Commission \(cqc.org.uk\)](https://www.cqc.org.uk)

3.9 The Service required will be set out in the residents person-centred Care and Support Plan. Therefore, the following list of types of care and support tasks required is not intended to be exhaustive or needed in all cases, and should not preclude creative solutions which may better suit an individual where it is part of their agreed Care and Support Plan. More detail of activity and how it relates to the KPI's is available in Appendix A. Such requirements that the Service Provider must provide may include

- Personal care (for example help with washing, using the toilet, getting out of and into bed), transfers, ensuring food and drink consumption, to maintain wellbeing, working with healthcare professionals such as dieticians, occupational therapists, continence specialists etc. as required
- Practical care (for example assistance with shopping, light meal preparation, bill paying, housework, domiciliary tasks)
- Assistance with medication and low level healthcare needs, including administering and prompting
- Proactively raising issues as they arise and liaising with local health and social care staff such as GPs, pharmacists, district nurses and care managers, noting and flagging any health concerns promptly with the appropriate teams to ensure these are acted on
- Working closely with health staff as part of a Multidisciplinary Team (MDT)
- Monitoring and implementing a joint health and local authority support/care plan as may be agreed
- Responding to emergency situations in which additional time / hours may be needed for example, support when family carers may be unavailable or ambulances have to be called.
- Assistance to be as independent as possible at home including recognition of when assistive technologies would support the resident to achieve better self-care that may reduce the need for Home Care and Independent Living
- Social tasks such as helping to reduce isolation, motivating, liaising with other involved people including family carers and local organisations
- Tasks that contribute to achieving the outcomes that have been identified in the residents support plan.
- Regularly reviewing residents support plans to ensure they are on target and affecting the desired outcomes whilst providing the right amount of support required to promote independent living and not over supporting people which can result in people losing skills and confidence.

Service Delivery

3.10 The Home Care and Independent Living Service Provider will provide skilled help and support for people who have complex support needs, for example people with dementia, people with severe or moderate learning disabilities, and severe and enduring mental health conditions. Service providers must ensure sufficient training and support is available for Home Care and Independent Living Workers to be able to meet the needs of the residents they are working with, but always with the focus on Independent living and supporting individual outcomes.

3.11 The service provider will provide skilled support to those who may be reluctant to accept services and will work in a positive way to engage residents in their service provision. Doorstop cancellations and refusals should be reported to the office and to the council using the form in Appendix B, which includes details of what efforts have been taken to encourage support and reasons given for refusal.

Where the provider has not been successful, especially after considering religious, social and cultural needs, liaising with known involved family members and attempting a level of mediation, alternative provision may be sought such as Direct Payment.

- 3.12 The service provider should take a holistic approach to every engagement with residents, actively seeking to address any changes in health and care needs, identifying opportunities to promote positive health and wellbeing wherever possible. The Home Care and Independent Living Workers attending should be alert to changes in residents behaviour or health which may require further support from health or social care teams.
- 3.13 The service provider will be expected to be able to work in partnership with primary care, health rehabilitation services and reablement staff in order to provide a streamlined service to the resident and support to the family.

Assessing Risks

- 3.14 Service Providers must have a Risk Management Policy, and must operate systems to ensure it can complete an assessment of risk based on individual circumstance, and provide a risk management plan where necessary on all aspects of tasks carried out by its staff. A copy of the policy must be available to the Council on request.
- 3.15 Risks are not static and should be reviewed and updated regularly. Home Care and Independent Living Workers should be alert to any changing or developing risks which need to be reported to managers and the council. For example, Home Care and Independent Living Workers should be alert to fire risks and any changes which may increase the risk of fire or the residents ability to escape if a fire occurred in their home, such as the use of oxygen tanks, smoking, increase in forgetfulness (e.g. leaving the oven / hobs / gas on), hoarding blocking escape routes or decrease in mobility affecting their ability to get out of their home.
- 3.16 The Service Provider must maintain clear policies, procedures and guidance for all staff on safety precautions that must be taken relating to risk, including lone working, and will ensure that staff are familiar with the guidelines and their application in the work situation. The policy must be comprehensive and include care tasks, community-based activities, moving and handling, use of equipment and environmental hazards. The Service Provider must have clear monitoring procedures to ensure its staff work to these standards.

Health and Safety

- 3.17 The provider has responsibility to ensure that all staff are competent in dealing with accidents, injuries, and emergencies.
The Provider is required to ensure that:
- There is a comprehensive health and safety policy with clear written procedures for the management of health and safety, which comply with all current and relevant Health and Safety legislation, and define individual and organisational responsibilities
 - There is a detailed policy covering the risks and support for lone workers
 - Infection control procedures are in place when a Home Care and Independent Living Worker or resident has a known transmittable disease or infection

- The provision and wearing of protective clothing where appropriate
- Procedures for managing violence and aggression to staff are in place
- One or more competent persons, depending on the Service provided, are nominated to assist in complying with health and safety duties and responsibilities, including:
 - Identifying hazards and assessing risks
 - Preparing health and safety policy statements
 - Introducing risk control measures
 - Providing adequate training and refresher training
- Ensuring all records relating to health and safety are accurate and kept up to date
- Any accidents or injuries to a resident must be reported to the Service Provider, the family and Adult Social Care. Where required, Safeguarding policies and procedures must be consulted.
- Where a care worker is injured in a resident's property or through the use of faulty equipment, there are specific Health & Safety at Work records that must be completed and submitted as this may form part of a legal challenge.
- Adult Social Care must be given timely and accurate information on such instances and where required; statements must be provided.
- Where staff and / or resident is injured in the community, a detailed report with statements must be provided.
- All incidents should routinely be reported to the Care Quality Commission.
- All staff know the Service Provider's procedures for dealing with emergencies
- All staff have first aid training and manual handling training where appropriate
- They have a policy and procedure to protect staff travelling to and from the home of the resident
- Identity cards are worn by all staff undertaking home visits

3.18 The Service Provider must promote an understanding of the risk of fire and other hazards among their staff and the residents they support. This will particularly apply to those whose behaviour or environment may pose particular fire risks e.g. smoking or open fires. This will include taking account of advice from, and agreements reached with, the LBHF Fire and Rescue Service to ensure risk assessments are completed and advice is followed.

Geographical patches

3.19 The borough has been divided into six geographical patches and there will be at least two service providers accepted to each patch to be allocated packages of care that fall within the assigned geographical area. The service provider will not be guaranteed a set amount of hours, and must accept all packages of care referred to them unless capacity issues would impact on their ability to deliver a safe and quality service. Service providers must inform the brokerage team of their available hours for new packages of care at least one week in advance.

3.20 It will be the responsibility of the service provider to make sure they have sufficient workforce capacity to be able to accept referrals, including at short notice (same day) on occasions, and maintain a quality service with Home Care and Independent Living Worker consistency for residents. Specifically, this means accepting all requests for service in timescales assessed by the referrer (see Section 7 for more details). The Service Provider may choose to meet this

requirement through sub-contracting with other Providers, micro-providers, or community providers, but will be responsible for assuring their quality.

- 3.21 The majority of requests for urgent care or new packages of care from hospital discharge will go to the council's in-house reablement service, but there will be occasions where capacity does not allow this or it will be more appropriate for home care Service Providers to take such a care package - for example to support a hospital discharge of resident the provider already works with or where reablement isn't an option.
- 3.22 As the quality of the service provided is of paramount concern in this contract, Service Providers must ensure that they have their own workforce or excellent partnering agreements to be able to meet demands that will arise. Business critical measures will measure the performance of the whole workforce, including any partner organisations, and the lead Service Provider will be responsible for performance against these indicators.

Hours of delivery

- 3.23 The Service Provider must be available to meet the full requirements of the specification, 7 days a week, 365 days a year and will not operate on reduced hours over periods of public holidays or festivities. Residents must be given the choice as to whether they wish to receive the Service during periods of public holidays, for example Christmas Day.
- 3.24 The vast majority of home care will be provided between the hours of 7am and 10pm, however on rare occasions the Service will need to be provided outside of these hours, as determined by the residents need. The Service Provider must use all reasonable endeavours to ensure there are sufficient Home Care and Independent Living workers to cover the geographical patches in which they are appointed to operate.
- 3.25 The Service must be provided in a flexible manner, in agreement with the resident, to ensure the resident's identified needs and outcomes are met. The level and frequency of Service provided to an individual will be set out by the London Borough of Hammersmith and Fulham. The resident can choose to vary the times and durations of visits in partnership with the Service Provider
- 3.26 The Service Provider will be required to supply a fully operational service seven days a week, including weekends. This will include the ability to assess new requests for care and start care at short notice including weekends. This will support Out of Hospital strategies and the seven-day working practice that currently exists across adult social care and health to support these strategies.
- 3.27 There must be no visits of 15 minutes or less, except in circumstances where it is a resident's personal choice, or there is a need to check if a resident is safe or that they have taken their medication.
- 3.28 Service Providers must have staff available at weekends between 10am-4pm who can accept referrals, risk assess new packages of care and provide care at short notice if required to prevent hospital admission or support timely discharge or meet other identified need. This may also include the requirement for care

workers to be co-located with other social care or health care staff in agreed venues such as hospitals, to support this strategy.

- 3.29 While it is likely that some urgent care packages may be picked up by the reablement or in-reach service, this will still be a need that Service Providers must be able to cover and meet to support people at home.
- 3.30 The Service Provider may be requested to provide some care hours outside of these core hours of service. This is not a requirement of this contract and will be at the discretion of the care worker and Service Provider to negotiate separately if required.

Service requirements

The Service Provider must:

- 3.31 As far as is reasonable and safe, be proactive in accepting all referrals in the patches to which they are appointed through effective management of referrals, workforce capacity and staff rostering/coordination, ensuring that where required, their business continuity plan is activated.
- 3.32 Report to the Brokerage Team on a weekly basis to confirm the availability and capacity of the Service.
- 3.33 Provide a response to Home Care Package request to the Brokerage Team within the prescribed timescales.
- 3.34 Ensure that there is the necessary workforce capacity to accept and commence Home Care Packages out of hours.
- 3.35 The Service Provider will in the main, receive and respond to referrals from and to the Brokerage Team of the London Borough of Hammersmith and Fulham. The Service Provider must keep a record of any occasional referrals received outside of this process i.e., direct from the Council's Emergency Duty Team.
- 3.36 The Brokerage Team will set the response time on an individual basis depending on the circumstances of the Home Care and Independent Living Package required, and the date and time of commencement. The start date and times of provisions will be flexibly negotiated between Brokerage and the providers. The Service Provider is required to inform the Brokerage Team as to whether or not it can accept a Home Care Package within the following timescales:
- A response time of within 2 hours for Home Care and Independent Living packages starting within 24 hours.
 - A response time within 24 hours for Home Care and Independent Living packages starting within the next 3 days
 - A response time within 48 hours for Home Care and Independent Living packages starting within the next 4 – 7 days
 - A response time within 72 hours for Home Care and Independent Living packages starting within 8 days or more
- 3.37 Where safe to do so, the provider may recommend a service reduction in provisions if the individual becomes more independent as a result of healthcare

intervention that maximises independence and reduces risk. Any recommendation must be accompanied by a robust risk assessment from the provider. The provider will be required to continue with the commissioned hours whilst the reduction request is under review by the social care team.

- 3.38 Allocate the minimum number of Home Care and Independent Living Workers delivering care and support to the residents to promote consistency and continuity of service and enabling residents and Home Care and Independent Living Workers to build effective and caring relationships.
- 3.39 Ensure that there is a match between resident's care and support needs and the skill sets, knowledge and competency of Home Care and Independent Living workers
- 3.40 Following receipt of the residents Care and support plan and risk assessment, the provider will use these details to undertake their own risk assessment in delivering the service.
- 3.41 Engage in meaningful coproduction with the resident in designing and planning delivery of their care and support, using the care and support plan and resident outcomes. We expect the support plan to include resident's goals and aspirations in order to live as independently as possible.
- 3.42 Ensuring that London Borough of Hammersmith and Fulham's procedures on 'No Reply' (Appendix G) and 'Failed Visits' are strictly adhered in all circumstances.
- 3.43 Ensuring that London Brough of Hammersmith and Fulham's procedures on 'Missed Visits' are strictly adhered in all circumstances.
- 3.44 The Service Provider will be flexible and responsive in;
 - Its approach to Service provision.
 - The timings of visits by considering staffing structure, capacity, travel logistics and availability
 - Identifying and dealing with a resident's fluctuating needs, particularly where there are new and presenting risks not previously commissioned to meet.
 - Responding to changing needs and close communication with known involved relatives and the Homecare team (Brokerage).
 - Managing risks. The provider must inform the resident, known involved family, and the Homecare Team (Brokerage) where a Missed Visit is apparent, a change in presentation, increasing self-neglect, and change to known risks.

Resident engagement and control

- 3.45 The Service Provider must supply residents with reliable and timely information via an information pack when their Service commences and update it as required to ensure they are kept informed and involved. The information pack should be in plain English, be available in language and formats that suit residents with different communication or capacity needs, and include the following:
 - Statement of purpose

- Contact details for the Service including out of hours and emergency contacts
- Service provision details
- The contingency arrangements in the event of Service interruption, including if missed or late visits occur
- Safeguarding information
- How to access the Service Provider's most recent Care Quality Commission inspection reports
- Complaints procedure
- Information on how to feedback on their care and support

- 3.46 The Service Provider must involve residents in their care and support planning and scheduling of care, using their care and support plan as a guide. This is an ongoing process requiring regular conversations and reviews with the resident to ensure their needs are met in the way they want. There should be a feedback tool where the resident and / or their carer can easily liaise with the Service Provider.
- 3.47 The Service Provider must keep residents informed in advance, and have residents involved in decisions about any long- or short-term changes to their care and support. Changes affecting different workers in attendance must be minimised to ensure that relationship building with regular and preferred Home Care and Independent Living Workers is sustained and enhanced. Where a change in Home Care and Independent Living Worker is needed the resident should be informed and the substitute or new Home Care and Independent Living Worker should be fully aware of the resident's needs, risks, and their care and support plan
- 3.48 Where residents are known to have behaviours described as challenging, an introduction of carefully selected care worker/s with enhanced skills must be carried out.
- 3.49 Providers will need to engage with residents throughout all aspects of service delivery, including regular quality assurance checks, responding to requests and queries, establishing, and supporting peer groups.

4. Service standards

- 4.1 As well as meeting the local LBHF Homecare standards listed below, the service provided must be in line with current national policy and guidelines and comply with best practise in health and social care, throughout the life of the contract.
- 4.2 The Service Provider will always make sure that it maintains registration under the Health and Social Care Act 2012 (Regulated Activities) Regulations 2010 and the Care Quality Commission (Registration) Regulations 2009 and any subsequent regulations; and that it complies with any requirement or recommendation of CQC (or any succeeding registration authority) and will keep their registration of good standard.
- 4.3 Service Providers must be compliant with and meet all Care Quality Commission Key Lines of Enquiry (KLoE) standards as well as requirements for any specific regulated activities that the Service Provider might need to undertake. The Council requires the provider to maintain robust reports to the Care Quality Commission or its successor

- 4.4 The Care Quality Commission has introduced inspection methods which will specify quality ratings for Service Providers. Providers must maintain at least a 'good' rating under the current system, or equivalent under any change to this regime, throughout the life of the Contract. If providers fall below a good rating the council will implement a service improvement plan with the provider and reserves the right to cease any new referrals until requirements of the performance improvement plan have been met. This is a critical business measure and will be subject to contract monitoring.
- 4.5 Any change to the standard levels in 4.3 or 4.4 must be notified to the council's authorised officer immediately. Service Providers will be required, in conjunction with the Authority, to prioritise and address any CQC concerns within an agreed timescale, and which may result in a Default Notice being served in accordance with the Contract.
- 4.6 Service Providers must comply with CQC essential guidance for compliance for the management of medicines which are set out in Outcomes 9 (Management of Medicines) of the Essential Standards of Quality and Safety⁵ Please also see the North West London Adult Social Care Medicines Policy which providers will need to adhere to (Appendix C).
- 4.7 Service Providers will ensure their organisation and their workforces are adhering to the latest recommended guidelines and will provide evidence to the Authorised Officer that this is being updated as required.

Best practice

- 4.8 Service Providers must develop their services over the lifetime of the Contract in line with ADASS Homecare Quality Standards (Appendix D) and locally co-produced standards and outcome measures (see 4.12).
- 4.9 Service Providers will be required to review best practice and relevant guidance and reports at least annually, assess their practice against these reports and recommendations, confirm any proposed changes to practice as a result of this and update the Authorities regarding any changes made. This will be raised at contract monitoring meetings.
- 4.10 The Care Act 2014 imposes the duty on local authorities to improve people's wellbeing and it is expected that Service Providers will work with the Contracting Authority and other organisations to develop this holistic requirement in their contact with residents. The ability to have an awareness of the totality of a residents needs, and support/signpost/refer on where needed is a key objective of this contract and why consistency of Home Care and Independent Living Worker needs to be at the heart of service delivery
- 4.11 Improving wellbeing requires our staff and relevant Service Provider organisations to view their contact with residents as a potential opportunity to promote health and wellbeing, supporting the Public Health initiative Making Every Contact Count (MECC) - i.e. every contact provides an opportunity for health improvement, as well as improving overall wellbeing. By Home Care and

⁵ [Issue 9: Medicines management | Care Quality Commission \(cqc.org.uk\)](https://www.cqc.org.uk/publications/issue-9-medicines-management).

Independent Living workers getting to know the resident through consistency of care they will better be able to support this with understanding of how a residents needs and wellbeing are changing.

LBHF Homecare Standards

4.12 Hammersmith and Fulham have a set of homecare standards (Appendix E, developed with residents and other stakeholders in October 2020 with some later additions following further feedback, setting out the standards expected of Home Care and Independent Living Workers. These standards, and any future amendments, should be adopted by all Home Care and Independent Living Workers delivering care and support in the borough.

- Say hello and announce yourself when you enter a resident's home. Please be cheerful, smile & be friendly as you may be the only person they see that day.
- Make sure your name badge is visible.
- Be polite and punctual and let the resident, or, your home care office, know if you are going to be late.
- Let the resident know what you are there to do and that they are in agreement.
- Check that they have a copy of their care and support plan that it is visible to them. If not visible, explain the contents to them.
- You need to check that they have telephone contact details for the office.
- Ask someone if they would prefer to be called, Dr. Mrs, Ms, or Mr. etc. or, by their first name.
- Please be professional. Please do not make personal phone calls on your mobile phone when in someone's home. Please adopt a professional dress code. For example, no low-cut clothing, or shorts etc.
- Do not share any resident's personal sensitive information without their consent
- Offer help but do not take over - help the resident you are caring for maintain their independence.
- You are a visitor in their home, and you must respect their wishes– they choose who to let into their home and if they ask you to leave you must do so.
- Do not assume you can use their things without their permission e.g. answering their phone, making a call, or using their bathroom – always ask.
- Be culturally sensitive – are there things they cannot eat, or things they need to do at certain times?
- When you leave, think about the state you are leaving everything in – you may have left the kettle half-full which is too heavy for them to lift, they may want you to put any rubbish in the dustbin rather than kitchen bin. Have you left them comfortable – are they a good temperature with a drink nearby and everything they need?
- When you leave say goodbye, close the door quietly behind you and lock it, as required.
- If you have noticed a significant change in a residents physical, or mental wellbeing, or notice their fridge is empty and they have lost weight; are confused etc. Please ensure that you raise your concerns, without delay, with line manager, their social worker, or doctor, as appropriate

Equalities and Human Rights

- 4.13 Service Providers must be familiar with the Equalities and Human Rights Commission's published documents relating to human rights in Home Care and Independent Living (homecare). They must be aware of the issues that it raises and must provide services which meet people's basic human rights. The council may ask for evidence that this is the case.
- 4.14 In addition, Adult Social Care (ASC) commissioners expect dignity, compassion, and respect to be core values of this tender and service. Service Providers will keep up to date on practise relating to this, in particular, the Social Care Institute for Excellence (SCIE) work on Dignity, including updates.
- 4.15 Service Providers will ensure these principles are embedded in their workforce development plans and are addressed regularly in recruitment, training, and staff supervision, so that all staff deliver care with dignity and compassion. This will be raised at contract monitoring meetings and will be the subject of satisfaction questionnaires, resident reviews and care worker feedback.
- 4.16 Local organisations such as Healthwatch (or subsequent health and social care scrutiny organisations) may also monitor this element of service provision as part of their role. Service Providers will be expected to work with them to evidence that this is embedded in service provision and people's human rights are being met.
- 4.17 Service Providers will make sure that residents know what standards they can expect from their Home Care and Independent Living and what they can do if these standards are not reached. This may include information about advocacy services or other voluntary organisations that can support people in following up their concerns, and what their rights are under the UN Convention on Rights of Disabled People⁶ and the Equalities Act 2010⁷.

5. Service Delivery

- 5.1 The council expects this service to offer an integrated approach to Home Care and Independent Living - working with health colleagues, voluntary and community organisations and other bodies to offer a holistic approach to care that supports people and enables them to stay as well as possible at home.
- 5.2 The Service is expected to be responsive and flexible to individual's needs to support them to meet their outcomes in a way that works for them. This means being able to offer a wider range of services and a more holistic approach than 'traditional' homecare, (i.e. the care commissioned by social care staff based largely on 'time and task' focus) to enable people to meet their needs and achieve their outcomes. This will mean working closely with the residents and their care and support networks to understand what their current care and support needs are and how they want the needs to be met. Residents will have more choice and control on how their care and support is delivered, based on the strength based care and support assessment.

⁶ [UN Convention on the Rights of Persons with Disabilities: initial report on how the UK is implementing it - GOV.UK \(www.gov.uk\)](http://GOV.UK)

⁷ [Equality Act 2010 \(legislation.gov.uk\)](http://legislation.gov.uk)

- 5.3 Service Providers will look at opportunities to promote general health and wellbeing among the range of people that they work with and will signpost and liaise with Multi-Disciplinary Teams (MDT's) and other relevant organisations as needed.

Assessment and referral

- 5.4 When determining eligibility, local authorities must consider the three conditions set out in the Care Act 2014:
- The adult's needs for care and support arise from or are related to a physical or mental impairment or illness and are not caused by other circumstantial factors
 - As a result of the adult's needs, the adult is unable to achieve two or more of the outcomes specified in the regulations and outlined in the section 'Eligibility outcomes for adults with care and support needs.'
 - As a consequence of being unable to achieve these outcomes, there is, or there is likely to be, a significant impact on the adult's wellbeing.
- 5.5 Residents can contact the council and ask for an assessment, or someone may do this on their behalf. Residents who are assessed as eligible for a service will then agree a strength based support plan with their assessor which will include a number of outcomes describing what the care should achieve, based on both assessed needs and any ongoing healthcare needs identified in the joint care plan. The resident will also be allocated a personal budget based on the commissioned number of hours required to meet the resident's needs and it is based on the commissioned hours that providers and residents should plan their activity.
- 5.6 The care and support plan will be personal to the resident and set out areas of support and recommended number of daily visits to meet the needs of the resident. The care and support plan will be provided with every package of care request and will detail how the outcomes specified in the support plan may be achieved, but through carer continuity, consistency of Home Care and Independent Living Worker, and regular provider reviews the detail of how the outcomes may be achieved are likely to change throughout the service provision in response to resident needs.
- 5.7 If a resident chooses to take their personal budget as a Direct Payment, they may purchase their Home Care and Independent Living from any organisation or employ personal assistants. The council have arrangements in place to support this method of care provision and advice and information will be available to residents throughout their care should they wish to find out more information.
- 5.8 If the resident decides to use the commissioned Home Care and Independent Living service to achieve some or all of their outcomes, the relevant information from the care and support plan, including outcomes, start date and commissioned hours, will be sent to the Service Provider of the relevant patch via a secure method. The purchase order will set out a maximum number of hours of care per week that the individual has available from the Service Provider. How these are used can be agreed between the resident and provider. The provider will be paid for hours used during the invoicing period.

- 5.9 The outcomes and detail in the care and support plan will outline the scope of the service to be provided, however it will not give a definitive list of tasks that the care worker must carry out as this will be decided and agreed between the resident or their representative, and service provider. The exception to this approach will be when timings of certain care is deemed critical to the wellbeing of the resident, and these will be clearly set out in the care and support plan.
- 5.10 It is expected that unless otherwise stated, the majority of referrals will have received reablement support from the council's reablement service first and there will therefore be a longer lead-in time to the package of care request. However, there will continue to be some situations where care packages need to be started or restarted at very short notice, for example where people are discharged from hospital and service providers must have the ability to respond if needed.
- 5.11 Package of care requests (POC) will specify the level of urgency by the person/agency making the request for service and will be based on the circumstances of the resident (see 3.36).
- 5.12 Service Providers must inform the brokerage team of their available hours at least 1 week in advance and have capacity to accept all packages of care referred to them within their specified availability. When a POC request is received by the provider, they must be able to respond within two hours that they have received the request and if they can meet the POC within the required timeframes. This is a critical business measure and will be subject to contract monitoring.

Accepting the referral

- 5.13 Service Providers must not refuse a referral for a resident in their patch if they have available hours and the necessary staff skills to meet the requirements of the POC.
- 5.14 The provider is required to contact the resident and their known involved family carer as soon as possible on receipt of accepting the referral. The expectation is that weekends will be included for and providers should;
- Contact the resident and/or their carer introducing the Service
 - Go through the resident's information pack
 - Confirm access arrangements with the Brokerage team and / or EDT (out of hours commissions).
 - Be fully aware of any language, communication, or cultural needs that is specific to the resident.
 - Familiarise themselves with the contents of the Care and Support Plan and the Council's Risk Assessment initiating the package of care
 - Get further details from the resident that will be pertinent to them receiving person-centred care, including how and when they want care and support
 - Arrange to meet the resident needing the service, (with their representative present if this is required)
 - Carry out their initial risk assessment in accordance with health and safety legislation
 - Start the support as agreed on an individual care basis.

Planning the care

- 5.15 Within a week of the referral, the Service Provider will work with the resident and/or their representative to develop and agree a plan of how the care will be delivered to meet the specified outcomes, within the commissioned hours, including any health needs identified in the joint care plan. This will include introducing the agency and the Home Care and Independent Living Worker who will be working with them. Where health needs have been identified to be met by a Health representative, the provider must liaise with that representative to ensure that they have a communication plan
- 5.16 Service Providers will work directly with residents and / or their representatives when planning and scheduling care within the commissioned care and support plan. This should be based on the individual risks and any time essential activities which are needed. Providers will need to schedule care based on priority needs and proximity. This is a critical business measure and will be subject to contract monitoring
- 5.17 The Service Provider must ensure that this information is given to the resident and / or their known involved family carer by the most practical and accessible method available and must include any preferred communication. Any changes to the care plan should be detailed on all copies and revisions agreed with residents and updates sent to the council
- 5.18 The Service Provider will ensure the resident has key information on their service including contact names and details, out of hours contact details; what to expect from their service; standards of care and how to complain, as well as any additional information they may decide.
- 5.19 The Service Provider will plan visit times in advance, and upload these onto the Service Provider manager platform. This will be visible to the council staff via an interface with an electronic monitoring system. The planned visit times may be within an agreed expected time frame and may change depending on the resident's needs, but advanced agreement is required by both parties as it is unrealistic to arrange planned care with regular short notice changes. Service Providers will need to have policies and clear procedures in place for agreeing visit times and changes with the resident. Agreed changes must be noted and uploaded to the Service Provider manager platform so that social care staff can be aware as needed. Visits do not need to always be in a resident's home and electronic monitoring should not limit appropriate support in the community.
- 5.20 The Service Provider must make sure that the times agreed for a visit meets the requirements and needs of the resident and may be monitored in quality calls to residents, resident surveys, and questionnaires by the council. This is a critical business measure and will be subject to contract monitoring
- 5.21 In a minimum of cases where the visiting time is critical (for example but not limited to: where time specific medication giving/prompting is required; time specific nutrition is needed to maintain good health e.g., diabetic care; visits where two care workers are required together) the council will still commission some care at set hours as required to meet that particular need. If this has been

requested then the Service Provider must deliver care at the times specified, and this will be monitored through the electronic homecare management system. These 'time critical' visits cannot be changed without agreement from the Authority.

- 5.22 If a resident who is referred for a Service does not have mental capacity to agree to the Service, the Service Provider must liaise with any involved advocates/family members/representatives and social care staff who are acting on behalf of the resident to ensure that their best interests and wishes are incorporated. The same service requirements for planning the care will be expected.

Delivering the care

- 5.23 Home Care and Independent Living Workers must log in to an electronic monitoring system when they visit the resident at home, and preferably using a handheld device if providing support in the community. The purpose of this is to clearly demonstrate contact time Home Care and Independent Living Workers spend with the resident to ensure it is within the commissioned hours, quality contact time is used, and for safeguarding and contract oversight. Reports from the electronic monitoring system must be made available to the contract monitoring officer and any representative from the council as requested to monitor quality, safeguarding incidents, or complaints.
- 5.24 Home Care and Independent Living Workers must have a method of keeping a log of activity and the time and date of every visit. This would preferably be done electronically but may (in exceptional circumstances) include using a paper record in the resident's home. This will enable all staff working with the resident to be aware of what has been done and any new or emerging needs. Service Providers should make this information visible and available for family / friends, preferably with a feedback mechanism.
- 5.25 The total actual hours used will be sent via electronic monitoring system to the contracting agency's finance department on a 4-weekly basis for payment. The times the hours delivered may vary from week to week in order to meet any assessed outcomes. This is acceptable as long as it is agreed by the resident and agency and that the total commissioned hours are not exceeded. Service Providers and residents are equally responsible for ensuring the hours are not exceeded. Some hours may not be direct contact hours, for example time spent referring residents to community services to meet their overall wellbeing needs and outcomes, but these should be kept to a minimum and clearly recorded and preferably done with the resident.
- 5.26 Service Providers must achieve a high standard of Customer Service including prompt notification of any potential lateness or change to an agreed arrangement for care. Communication is a vital element for resident satisfaction and should be seen as a high priority. Residents should know what to expect from their Home Care and Independent Living Worker and be kept up to date if there are any changes to the agreed care in advance.
- 5.27 The Service Provider must provide consistency of Home Care and Independent Living Workers to residents, meaning as few Workers as possible on each package of care to let the residents and Home Care and Independent Living

Workers get to know each other and build professional relationships that will help deliver higher quality care and support, and better outcomes. Depending on the number of hours of care a resident need, there are key targets for Home Care and Independent Living Worker consistency that providers must deliver as part of the contract. This came out as a key feature and clear theme during resident engagement events and has been shown to deliver better outcomes for residents as staff can work more closely with them, finding innovative solutions to meet their care and support needs through the community and other local health and support services. As part of the Service Providers resident engagement, standards could be developed and co-produced over the life of the contract This is a critical business measure and will be subject to contract monitoring.

To help measure this, Service Providers will detail in the contract monitoring return the number of carers attending each package, and should fall within the values set out in the table below:

Hrs	Requirement	Target	Requirement	Target
<3hrs	1 worker	95%	No more than 3	100%
3-10hrs	No more than 3	95%	No more than 5	100%
10-25hrs	No more than 5	95%	No more than 8	100%
25-36hrs	No more than 8	95%	No more than 12	100%
36+hrs	No more than 12	95%	No more than 16	100%

- 5.28 To achieve consistency, Home Care and Independent Living Workers will need to work in small teams with residents to plan their care and support. Over time, and with future development with the local authority and health partners, we could develop this way of working further, giving more autonomy to Home Care and Independent Living Workers on how they plan their rotas, developing new skills in leadership and management.

Delivering and monitoring individual outcomes

- 5.29 Providers will need to adopt an outcomes approach to make sure that people who receive care and support and their family or unpaid carers are supported to live independently, building on their own strengths and capabilities. An outcomes approach requires provider to focus their resources on the impact they have, rather than just the activities they carry out.
- 5.30 Measuring outcomes are hard to standardise as they are individual to each resident in receipt of Home Care and Independent Living and can differ greatly. In order to monitor outcomes, we will require providers to do the following:
- People using Home Care and Independent Living services should have a review within 6 weeks of the care package starting to identify any changes or improvements that are needed. This will help ensure initial problems or challenges are identified and addressed quickly The provider will be required to report on the percentage of residents who have a review of the outcomes of their care and support plan within 6 weeks of the service starting This is a critical business measure and will be subject to contract monitoring

- Review every three months to assess the impact of the current care and support, and if there have been any changes or improvements. The provider will be required to report on the percentage of residents who have a review of the outcomes of their care and support plan every three months. This is a measure and will be subject to contract monitoring
- Have regular engagement and feedback with residents using their service to get their input on what is going well with their care and support plan and what could be done differently. Resident satisfaction with their Home Care and Independent Living service should be collated and reported in contract monitoring and an annual resident satisfaction and quality survey conducted with results shared the relevant local authority staff. This is a critical business measure and will be subject to contract monitoring

5.31 The outcomes agreed will be based broadly around the following domains based on the Adult Social Care Outcomes Framework (ASCOF)⁸. The assessor will work with the individual to write a support plan detailing the specific outcomes that are to be met within these. The Service Provider will then work with the individual to plan how and when the care will be delivered to meet those outcomes and report any changes or developments to the set outcomes through their regular reviews. To assist with this, Service Providers should establish a peer support group / network to ensure residents are involved in reviewing and monitoring the service. This is a critical business measure and will be subject to contract monitoring

Resident outcome domains	Some examples of things which might help deliver this outcome
Enhancing quality of life for people with care and support needs	<p>Listen to residents and support them in the way they want their identified needs to be met.</p> <p>Control - People manage their own support as much as they wish, so they are in control of what, how and when support is delivered to match their needs</p> <p>Personal care – resident satisfied with their personal care and feel supported to do as much as they can</p> <p>Food and nutrition – resident is satisfied with how their food and nutrition needs are met. They have enough and culturally appropriate food and drink when they want it.</p> <p>Accommodation – satisfaction with the cleanliness of their home and feel comfortable in their home</p>

⁸ [Final ASCOF handbook of definitions 2018-19 2.pdf \(publishing.service.gov.uk\)](#)

	<p>Safety – residents feel safe and secure in their own environment</p> <p>Social participation – residents are satisfied with their level of social participation and social contact and the support enables them to continue living as part of a community</p> <p>Occupation – resident is satisfied with how they spend their time</p> <p>Dignity – the way they are supported and treated makes them feel respected and valued</p>
Delaying and reducing the need for care and support	<p>Reduce their need for ongoing care, long term or increased care</p> <p>Prevent or delay the need to move from their home through community connections, and having the right support at the right time</p> <p>The number of residents still at home more than 91 days following hospital discharge or reablement</p> <p>Fewer / no unnecessary hospital admissions</p>
Ensuring that people have a positive experience of care and support	<p>High satisfaction amongst residents using the services, and reporting positive experiences</p> <p>Family / friends / support network of resident with care and support needs report positive experiences and have high satisfaction. Carers feel respected as equal partners</p> <p>That residents report that they would recommend the services to others</p>
Ensuring residents health needs are met	<p>Residents taking dispensed and prescribed medication in a safe way</p> <p>Working with health partners to support and promote residents wellbeing</p>
Safeguarding adults	<p>Ensuring residents feel safe and support to keep them protected from avoidable harm, and residents report that the service makes them feel safe and secure</p>

	<p>Keeping safe indoors/outdoors. Use stairs / Go for short walks safely</p> <p>Able to summon help in an emergency (e.g. telecare, other assisted technology)</p>
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- 5.32 These are examples of activities only and should not be taken as an exhaustive list. Service Providers/care workers will work with residents to agree individually what activities need to take place for outcomes to be achieved.
- 5.34 Residents care and support outcomes will be reviewed by the council as part of the contract monitoring process to ensure that outcomes are being met, and the council will conduct regular, random, quality assurance calls to the resident to ensure they are satisfied with their care. The council may also ask for feedback from the relevant key care worker on how successful the care and support is and Service Providers will be required to allow adult social care staff access to workers if requested. In addition, care workers are expected to proactively escalate any issues that may indicate the need for a review of care provision.
- 5.35 Service Providers must ensure that all care workers working with a resident understand what the agreed outcomes are and how to work with the resident to meet them. By keeping care teams small, and residents having as few Home Care and Independent Living Workers attending their visits as possible, this will help ensure they can all keep up to date with the current desired outcomes and necessary activity
- 5.36 Service Providers must make sure that Home Care and Independent Living Workers are trained and able to continually work with people using their Service in an enabling and reabling way. This may mean the Home Care and Independent Living Workers requires bespoke training or advice to support the resident in the most appropriate way.
- 5.37 The Service Provider should continue to involve the resident through regular review and get their feedback on how they have met their outcomes and if the right care and support is in place to be able to reach the desired outcomes.
- 5.38 Providers should have regular contact and review with their residents and work together with them and their care and support networks to establish the best way they can care for and support them. If it is agreed that the Service Provider has not delivered care to an appropriate standard, the individual will be supported to move their care package to an alternative Service Provider, or via Direct Payments if they wish to do so. Any such issues regarding care provision will be followed up by contract management, complaints, or other necessary person.

Provider offices

- 5.39 It is preferred that service providers have their office based within the borough, or plan to move within the borough as soon as possible, as this helps support local recruitment and will help the council support local providers and provision in regard to any additional funds that may be received e.g. workforce retention fund, infection control fund.

- 5.40 The premises must be of sufficient size and appropriate design to enable the Service Provider to securely store any equipment and materials relating to the provision of the Services and must also be capable of providing an administrative base. Managers and care coordinators should be based at this office. Service Providers must make sure that the office space enables them to have a well-supported staff team with local access to appropriate venues for supervision, training, worker support, meetings with other stakeholders including NHS staff and so on.
- 5.41 The Service Provider is expected to ensure that they have a strong local presence in the patch that they cover, whether this is directly by having an office there, or by using other local facilities to support staff, promote local recruitment and build up good local community links and knowledge.

Geographical patch

- 5.42 The Service Provider accepted to the framework will be required to accept referrals in the whole allocated geographical area of the patch and ensure they have sufficient staff and resource to do this. The provider will need to manage their staff teams and rotas to be able to provide a consistent Home Care and Independent Living Worker to residents and minimise the travel requirements between visits. This will mean organising their care workers into smaller geographical team areas within their given patch. These care workers will get to know the people using home care Services in that locality and better support the resident with an outcome focus. It will also mean that when a residents regular care worker is unavailable a care worker from the local team, who is known to the resident will replace them, reducing cancellations and last-minute refusals.
- 5.43 Service Providers are expected to have good knowledge of the local area, available facilities, services, and opportunities available to residents within their patch. Service Providers are expected to use this knowledge to add value to the care they provide by supporting residents to access their local community.
- 5.44 The Service Provider will need to make links with other local services and organisations that can assist people to achieve the best care and interventions, e.g., district nursing, housing, voluntary organisations, and Adult Social Care.
- 5.45 Providers are expected to work closely with other Service Providers and organisations in the resident's network, and build a sustained relationship through a local presence, regular networking and good communication.
- 5.46 Assisting to connect people with their local communities is a major aspiration of this contract, if this is desired by residents using the service to help reduce their loneliness or to engage in activities or hobbies they enjoy. Service Providers will use their local knowledge to refer people into these Services and encourage individuals to access them if it will help them achieve their desired outcomes identified through the care and support plan or subsequent reviews.

Principles of delivering good care

Consistency of care worker

- 5.47 This is a core requirement to this Service provision that will be evaluated through contract monitoring and resident quality calls. People receiving a Service should be allocated a key worker within 2 weeks of the Service starting, who will be the identified main care worker and delivers the most of the care to a resident.
- 5.48 The care package must be always delivered by the minimum number of people possible, and the care workers must be consistent on an ongoing basis. Consistency and the continuity of the service is immensely important to the council, providers must commit to always deliver these expectations. Any replacement workers needed should be known to the resident where possible. A local network of care workers who know the local area and residents is a key expectation of this contract. This is a critical business measure and will be subject to contract monitoring
- 5.49 Service Providers will put systems in place to ensure consistency of worker and continuity of care and provide evidence to the Authority that these systems are working to the benefit of people using Services and the care staff. This will include systems that allow the option of a familiar replacement worker if the key worker is on leave.

Person-centred care

- 5.50 Service Providers must ensure the Home Care and Independent Living Workers are familiar with the resident's care and support plan, and understand the intended outcomes. Home Care and Independent Living Workers should use this as the basis for the care they support, but will need to speak with resident to agree what care is required to best meet their needs at the time of their visit.
- 5.51 Person centred care means:
- Listening to and understanding what the resident needs support with, and how they want to be supported e.g. asking what they want to eat, asking how they are feeling and what they want from the visit.
 - Agreeing visit times in advance and keeping them informed if there are any unexpected changes
 - Ensuring that the support is given in an enabling manner
 - Understanding what is important to that resident and delivering support that reflects that. This may be understanding and finding ways to meet any specific requirements that the resident has including any ethnic, cultural, religious or other needs relating to diversity
 - Liaising with the resident's informal carer or their representative and planning how decisions about the care should be made
 - Excellent communication with the resident and their support networks
 - Liaising with other health and support agencies working with the resident to support their overall health and wellbeing
 - Being respectful and treating their home with respect, and treating them as an individual which improves and enhances their experience of care
 - Having dignity and compassion as core values and working with residents in a way that always upholds and supports their human rights.
- 5.52 The Service Provider will ensure personalisation is recorded in the care plan such as how the resident likes to be known, their interests, specific medical

requirements and what is important to them. Care workers must be familiar with the care and support plan before visiting to ensure consistency. Service Providers must allow new care workers time to do this and must make sure care workers understand the importance of working in this way and adhere to this.

- 5.53 A cover sheet with these key details should be present in the residents home and updated as necessary.

Flexibility

- 5.54 During the resident's strength based assessment they will be allocated a personal budget, specifying the number of commissioned hours available. This will be based on their assessed need and the types of activity they may need support with, but residents needs change and they may not need the same type of activity at the same time every day. The allocated hours can be used flexibly, in agreement with the resident, to meet their needs as they are presenting at the time. This flexibility is over a four-week period unless specific times are stipulated by the Council. The Service Provider should not rearrange, "save" or "catch up" with unused hours for their own convenience.
- 5.55 The Service Provider will plan with the individual/their representative how and when the care will be delivered to achieve the outcomes. They will need to review their care plans every three months and feedback to the council if there are any changes needed to their personal budget e.g., change in hours
- 5.56 The Service Provider must keep notes of the activities carried out and how they are contributing to meeting their outcomes. Service Providers must have policies and procedures in place to track and plan hours delivered.
- 5.57 Though the care provided needs to be flexible, the Service Provider and resident are required to ensure that
- the care being delivered is meeting the resident's outcomes
 - personal care and key care tasks (e.g., medication, diabetic care) are prioritised the commissioned hours are not exceeded.
 - the level and regularity of care meets the needs of the resident to maintain standards of overall hygiene and prevent deterioration of need or hospital admission.
 - any concerns regarding being able to meet a sufficient standard of care are promptly notified to the care manager

Independent Living

- 5.58 In Hammersmith & Fulham we want everyone to have the best possible life and want everyone to be included, no one should be left behind. As part of our commitment, we have developed an independent living vision statement⁹

Our vision for independent living is:

for Disabled people of all ages to have the same rights as everyone else to live in the community how they choose. Everyone should be able to be part of and contribute to their communities. We all gain when this happens. We are committed to doing things with residents not to residents. This way we

⁹ [Independent Living Vision Statement | LBHF Living Independently](#)

find the best solutions together. Disabled people should be involved in all the decisions that affect their lives. We are committed to making this happen so there is Nothing About Disabled People Without Disabled People.

- 5.59 Our disabled residents in the borough have identified 12 Pillars of Independent Living, which we believe everyone needs to live independently. These are:
1. Appropriate and Accessible Information
 2. An adequate income
 3. Appropriate and accessible health and social care provisions
 4. A fully accessible transport system
 5. Full access to the environment
 6. Adequate provision of technical aids and equipment
 7. Availability of accessible and adapted housing
 8. Adequate provision of personal assistance
 9. Availability of inclusive education and training
 10. Equal opportunities for employment
 11. Availability of independent advocacy and self- advocacy
 12. Availability of peer counselling

To be fully independent, an individual needs to have all of these enablers in place in a way which works for them. As part of the flexible approach to providing care and support, service providers and Home Care and Independent Living workers must be aware of these and support residents to achieve and maintain these commitments.

Technology

- 5.60 Access to digital and assistive technology is a key requirement for independence in the modern world. Service providers should be aware of technological aids which can support residents with living independently and provide training and awareness to Home Care and Independent Living Workers so they can identify potential technological support the resident might need, and support them to access any aids.

Social Model of Disability

- 5.61 Independent Living comes from disabled residents' ideas and thinking. It is about having full access to all the things that we need to live a good quality life such as jobs, family and friends, housing, leisure, access to transport and enough money. It is also about having the right health services and personal support.
- 5.62 That is why we use The Social Model of Disability which was developed by disabled people and is about removing the barriers and discrimination that disabled people face so we can all be included. Service providers will be required to adopt this view with residents, recognising that people are disabled by barriers in society, not by their impairment or difference.

Supporting the wider health and care system, and partnership working

- 5.63 The Service Provider must contribute to prevention strategies which are aimed at:
- Reducing the number of unplanned admissions to hospital
 - Supporting the safe and timely discharge of patients from hospital

- Keeping people in community settings rather than institutional care and support
- Developing integrated care pathways
- Identifying and meeting the needs of vulnerable residents at the earliest possible stage

5.64 The service provider will work closely with local organisations, across the health and social care system to continually improve the Service to residents, in accordance with identified needs and taking into account changes in national and local guidance and policy. This may involve working with a range of statutory, voluntary and community sector organisations to deliver the required outcomes and developing information sharing protocols to enhance partnership working where needed.

5.65 The service provider will be required to assist when care and support is coordinated by a health professional. As such, the service provider will liaise with adult social care services, community nursing and therapy teams, voluntary agencies, acute trusts and other professionals and agencies to ensure seamless clinical and personal care provision to residents.

5.66 Partnership working is at the heart of successful delivery of Home Care and Independent Living. This applies to the relationship between the LBHF and the Service Provider, but also with other significant agencies supporting Residents. The Service Provider must cooperate and work in partnership with other organisations or individuals to:

- promote the wellbeing of residents
- signpost the resident to other relevant services
- contribute to the prevention, reduction, or delay of the development of resident's needs
- and improve the quality of person-centred and joined-up care and support, including the outcomes residents achieve.

6 Workforce

6.1 Service Providers must comply with current and future employment regulations and legislation in all recruitment and employment.

6.2 The Service Provider shall register with the Skills for Care Adult Social Care Workforce Data Set (ASC-WDS)¹⁰ and complete the following:

- The ASC-WDS organisational record and update this data at least once per financial year
- Fully complete the ASC-WDS individual staff records for a minimum of 90% of the staff, including updating these records at least once per financial year
- Apply for funds to support workforce development from Skills for Care.

The Service Provider shall retain records that ensure they can demonstrate their performance under this Service Contract. Records will show resource inputs, organisational processes and outcomes related to the Service and residents.

¹⁰ [Adult Social Care Workforce Data \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)

- 6.3 The Service Provider must participate in any survey of Adult Social Care employees organised by the Authority or Skills for Care and actively encourage its staff based in LBHF to respond
- 6.4 All staff must in all ways comply with current and any future employment legislation and policies relevant to this work, including but not limited to having completed all necessary checks including a Disclosure and Barring Service (DBS) enhanced criminal record check, protection of vulnerable adults, employment history, suitable references, and health checks and if appropriate, possession of a valid work permit.
- 6.5 Service Providers will act on behalf of the Authority in meeting its equality duties by promoting and welcoming diversity amongst both people using Services and its own workforce.
- 6.6 Home Care and Independent Living Workers will be aware of potential issues and barriers experienced by those with protected characteristics under the Equality Act 2010 who may have to receive Home Care and Independent Living and will positively embrace opportunities to promote equality, and be aware of personal preferences and observances, so offering a positive and sensitive experience with Home Care and Independent Living Workers who have the skills and training to work in ways that support Independent Living for all those using Home Care and Independent Living services,

Workforce skills and qualifications

- 6.7 To deliver 'good' and 'outstanding' care, and meet Care Quality Commission (CQC) standards, service providers need to have safe and competent staff, including leaders and managers. The main role of a Home Care and Independent Living Worker is to provide support to a resident in need of care, improving their lives by attending to their specific needs, and assisting them with their daily tasks. Service Providers must recruit staff who have the right skills, are personable, have a passion and patience for helping people, and the right attitudes to be able to gain the skills to support independent living
- 6.8 Home Care and Independent Living Workers need to have exceptional communication skills and the ability to build relationships with residents and their families and put them at ease. All Home Care and Independent Living Workers employed by the Service Provider must have excellent communication skills and a good standard of written and spoken English, or reasonable adjustments to support necessary and appropriate recording and reading, with the ability to communicate with different people. This will necessitate a range of communication skills amongst care staff and workers including an ability to communicate clearly with people whose first language is not English, who use other forms of communication due to illness or disability and with other professional organisations.
- 6.9 The Service Providers' workforce will be expected to deliver a wide range of domiciliary, domestic, personal care, administrative and social tasks. In order to provide a Service that is flexible in the way it meets outcomes, it is essential that all care workers have the practical skills to provide all basic tasks, including food hygiene and preparation.

- 6.10 As part of the Home Care and Independent Living Workers induction and training package, staff will be required to attend LBHF induction training which aims to give the Service Provider employees the knowledge of what is expected from them when working with residents in the borough. It will cover the main principles of independent living, LBHF care standards and feedback from our residents on what good care looks like.
- 6.11 The workforce will be expected to have an understanding of a range of Assistive Technology and other equipment that supports people living independently, so they can identify any potential need that could be supported with assistive technology, support the resident to use it as needed, and alert to any problems with it.
- 6.12 High quality care and support requires high quality leadership and management, and CQC expects all regulated services to demonstrate that they're well-led. It's important that service providers have confident and capable managers who ensure that it meets the required standards, and set the right culture and approach, and should lead by example
- 6.13 Service Providers must have a registered manager who is responsible for ensuring the service meets CQC standards. We recommend that all new and aspiring registered managers work towards the 'Level 5 Diploma in Leadership and Management for Adult Care'. Managers should also be trained in the Skills for Care Manager Induction Standards¹¹
- 6.14 Service Providers will ensure that all care workers are trained in the Care Certificate Standards. The Care Certificate is an agreed set of standards that applies across all health and social care, that define the knowledge, skills and behaviours expected of specific job roles in the health and social care sectors.
- 6.15 The Service Provider is encouraged to support all care workers to gain the Qualifications and Credit Framework (QCF) Level 2 Diploma in Health and Social Care within a year of working for the Service Provider. Staff should be supported to gain the right qualifications if they do not already have them and promote career progression which is reflected in the pay scale.
- 6.16 Service Providers must be registered with the Adult Social Care Workforce Data Set¹² to take advantage of funding opportunities for training associated with this.
- 6.17 The Service Provider should have capacity within the workforce to meet complex needs of specific groups including people with dementia, mental health needs and learning disabilities. The Service Provider will need to ensure that a sufficient number of staff gain QCF Level 3 Diplomas in the relevant pathways or units, and also gain the experience required to care for people with complex needs in these resident groups.
- 6.18 The service provider must ensure staff receive the required mandatory training as part of their induction, including but not limited to:

¹¹ [Manager Induction Standards \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

¹² [Adult Social Care Workforce Data Set \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

- Care Certificate
- Dementia Awareness
- Equality and Diversity
- Infection Control
- Medication Awareness
- Fire Safety Awareness
- Food Safety
- Health and Safety Awareness
- Safeguarding Adults
- Moving and Handling of people
- LBHF Induction training (Independent Living)

6.19 Service Provider's workforce must be highly skilled in delivering care in line with the principles and standards outlined in section 4.8 and 4.12 (Adass quality standards and LBHF quality standards). In addition, staff should receive specific training to enable them to deliver a Service that meets the principles of good care which will include

- Delivering person-centred care (e.g. Nice guideline NG21 - Home care: delivering personal care and practical support to older people living in their own homes, person-centred care awareness training)
- Promoting independence
- Care planning
- Communication and record keeping
- Fall prevention
- Delivering care with dignity and compassion (e.g. Skills for Care core principles for dignity)

6.20 Service Providers must act on any changes in, or additions to, current training and good practice guidelines over the life of the contract to ensure their workforce remains competent to undertake its work.

6.21 Service Providers must keep records of staff training attended and when they need updating to ensure training is kept up to date and relevant, and providing personal development for staff.

People with complex support needs

6.22 Service Providers working in all areas will be required to work with people with complex support needs as part of their core Service provision.

6.23 Service Providers will recruit and train specialised care workers who understand the needs of these specific groups and are able to provide expert support and particular skills that will improve people's situations. For example (but not exclusively)

Dementia

- Our aim is to help create a community where people living with dementia feel confident, understood and supported to live well.

- Supporting people with dementia to live independently at home, go out into the community, engage in activities and interests including volunteering their skills, for as long as they wish, Following agreed plans and approaches to minimise distress and behaviours that may be challenging or risky to the resident or others
- It is estimated that the number of people likely to have dementia in Hammersmith & Fulham is expected to rise by 42% by 2030. It is imperative that staff are trained and skilled in working with people with this increasing need. The council have coproduced a Hammersmith & Fulham Dementia Strategy 2021-2024 (Appendix F) with our dementia community that has identified eleven local priorities which has led to nine recommendations, including developing a dementia workforce development strategy. Service providers will be expected to work by the established core competencies that come from this strategy.

Mental health

- Supporting and working with people with mental health support needs to stay as well as possible; recognise and work with fluctuating conditions to prevent deterioration and enable and encourage people with mental health support needs to engage in activities that are important to them and helps them achieve their individual outcomes, such as employment, volunteering, engage in community activities to decrease social isolation and improve community awareness of conditions.
- Staff should be familiar with the resident through the continuity of care and consistency of Home Care and Independent Living Worker requirements of this contract, and with sufficient skill and training which will help them to recognise any significant changes in the resident's health and wellbeing which may mean they require additional support or involvement from relevant health and social care colleagues

Learning Disabilities

- Supporting people with Learning Disabilities to maximise their potential, encourage and support independent living, and improve people's experiences of community living.
- Providing necessary outreach support that will enable residents with learning disabilities to live the best possible life.

Self-neglect

- Work with people who may hoard possessions in an effective and non-judgemental manner to achieve an improvement in their home situation and alert other agencies to any particular areas of concern at an early stage.
- Support and encourage those who may be reluctant to accept care and support in a friendly, sensitive, and enabling way to encourage engagement and improve outcomes

6.24 Service Providers across all frameworks will also be expected to work with those with ongoing higher level health needs, including those who have continuing healthcare needs, end of life care needs and palliative care needs, which will all require skill, training, and partnership working.

Recruitment

- 6.25 The council and CQC expects regulated services to have enough staff, with the right values and skills, to deliver high quality care and support. Without this, services will struggle to provide people with the safe and effective care that they need and deserve. Service Providers therefore need to recruit for excellence in the workforce and must have a robust recruitment strategy that raises awareness of opportunities in social care and recruits from a wide range of places within the community. This is a critical business measure and will be subject to contract monitoring
- 6.26 Service Providers are required to recruit for values and behaviours in their assessment process and should have the facility to train up those with limited past experience but score highly on values and behaviours.
- 6.27 Service Providers must learn from national best practice in recruiting and retaining staff and there is a lot of guidance, support and resources available online to assist with this (for example see Skills for Care)¹³
- 6.28 In addition Service Providers will recruit
- Locally as much as they are able, prioritising local recruitment drives and job adverts to attract local residents.
 - A workforce that is able to meet and is representative of the diverse ethnic and cultural needs of people using Services.
 - A workforce that can meet the diverse cultural and ethnic needs of the area it covers and that has a good knowledge of the local area and its resources,
 - A workforce that includes sufficient mix of skill levels and qualifications to provide a service to specific resident groups with complex need
 - Care workers who understand and welcome diversity and support the needs of people from a range of minority groups.

Staff retention

- 6.29 Service Providers will have a pay and remuneration policy that supports the delivery of the quality Services as outlined in this Specification. This must include evidence that as a minimum they meet all legal requirements, pay the London Living Wage, pay Home Care and Independent Living Workers for their time working for the provider but not delivering care e.g., travel time, supervision, and training, and evidence of an hourly rate that is competitive so that it attracts and retains staff and supports delivery of consistent and high quality Services.
- 6.30 The Service Provider must ensure that all staff have regular, planned and documented practice-based supervision sessions at a minimum every 3 months and identify any development needs to be addressed.
- 6.31 The Service Provider must ensure that all staff have a documented annual appraisal and a plan for learning and development and should include, where possible, feedback from residents and their carers or support network.

¹³ [Recommendations for CQC providers \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

Ethical Care Charter

- 6.31 Hammersmith & Fulham have signed up to UNISON's Ethical Care Charter¹⁴. The objective of the charter is to establish a minimum baseline for the safety, quality, and dignity of care by ensuring employment conditions which
- a) do not routinely short-change residents and
 - b) ensure the recruitment and retention of a more stable workforce through more sustainable pay, conditions, and training levels

The council expect Home Care and Independent Living services to be of a high quality and recognise the valuable contribution to this objective made by stable, motivated, well remunerated and highly trained workforces.

- 6.32 In commitment to this charter, the council will regularly survey Home Care and Independent Living Workers into this process to gain their views and consider establishing a Home Care and Independent Living Workers panel from across local providers who can provide feedback and ideas on care delivery. The feedback from Home Care and Independent Living Workers will form part of contract monitoring and to deliver service improvements. This is a critical business measure and will be subject to contract monitoring
- 6.33 The UNISON report highlights how poor terms and conditions for workers contribute towards lower standards of care for people in receipt of Home Care and Independent Living. The council is committed to supporting the health and social care workforce, and through contract monitoring will look for evidence of the following:
- Ongoing learning and personal development opportunities for staff, and the service to have a system in place to capture evidence of how this supports staff to meet the requirements of this specification.
 - The organisation maintains an ethos and culture of valuing their workforce as their major assets with proper channels of support, regular supervision, career progression opportunities and an environment that encourages dignity and compassion as core values in the way it operates its business.
 - Staff team meetings take place, and Home Care and Independent Living Workers have opportunities to feedback to their managers and colleagues sharing good practice, lessons learnt and sharing details of good outcomes and successes of what has worked well
- 6.34 This specification supports the recommendations of the charter by implementing the following:
- Commissioning of visits will be made on resident needs, and not limited to a set number of minutes to complete set tasks. This will give Home Care and Independent Living Workers the time to provide appropriate care, working with the resident at the centre of care and support planning.
 - The time allocated and represented in the care and support plan will be sufficient to meet the required care and support needs of the resident e.g., no 15-minute slots.
 - Home Care and Independent Living Workers will be paid for their travel time between visits (not to and from their first and last visits e.g., commuting to work time)

¹⁴ [Ethical Care Charter \(unison.org.uk\)](https://unison.org.uk)

- Those Home Care and Independent Living Workers who are eligible must be paid statutory sick pay
- Consistent Home Care and Independent Living Worker as key outcome of the contracts so residents are allocated the same people wherever possible and necessary replacements are familiar with the resident's needs.
- Supporting providers with a move towards offering minimum fixed hours to Home Care and Independent Living Workers if they want this.

Leadership and management

- 6.35 The Service Provider must be able to evidence that it is developing effective leadership at all levels of the organisation by encouraging and supporting staff to develop leadership skills and competencies through training, supervision and reflective learning.
- 6.36 The Service Provider must be able to evidence that its managers, including registered managers, hold or are working towards the appropriate management level qualification, as recommended by Skills for Care, and continue to refresh their learning regularly

7. Service development

- 7.1 The council will work with Service Providers during the Contract Period to develop good practice and shared learning to ensure a good quality Service is provided to residents. The Service Provider will engage with any recommended training that the council develops or identifies that will support service improvement and development.
- 7.2 The council may wish to establish pilots in the life of the contract to trial different models of service delivery which help promote independent living, providing better consistency in the scheduling of Home Support Workers, improving the experience for residents in receipt of Home Care and Independent Living, innovation that increases choice and control, and better job satisfaction for Home Care and Independent Living Workers. If the council want to pilot a new model the terms and conditions of the contract and specification will remain and we will expect service providers to work collaboratively and innovatively with us to deliver any pilots.
- 7.3 The council will work together with Service Providers to develop and improve Home Care and Independent Living services commissioned through this contract. This will include the requirement for providers to participate fully in contract monitoring meetings, service provider forums, multidisciplinary team meetings, performance improvement plans, or any other arranged meetings, and have your own co-production structures to ensure residents are involved with decision making.

8. Contract Monitoring

- 8.1 Adult Social Care commissioning officers will set the frequency of contract monitoring activities, to include contract monitoring meetings which will be every six weeks, the timing of monitoring report submissions and the type and scope of

activity to be monitored. The monitoring framework may change over the life of the contract and Service Providers will be expected adhere to any changes.

- 8.2 Contract monitoring meetings will include reviewing the contracting monitoring template on key performance indicators of the contract, including meeting quality standards, best practice, staff levels, retention and recruitment, staff training opportunities, resident outcomes, resident quality assurance feedback and coproduction, number of care plan reviews completed (by provider), number of hours delivered compared to planned hours, no reply's and cancellation data, Safeguarding issues, and consistency of Home Care and Independent Living Worker. Service Providers will need to submit the contract monitoring template data returns on a monthly basis to ensure that the Service specification is being met. A monitoring template will be provided for these key requirements by the authorised officer and will include data on referrals, Service delivery, staffing, training, and quality assurance. A named Authorised Officer from the council will be the contact person for contractual issues and performance. There will also be peer quality checks will inform contract monitoring.
- 8.3 If any quality, performance concerns or contractual defaults are identified through contract monitoring or other communication, the Service Provider is required to work with the council to an agreed action plan to improve performance. Persistent failure to improve or meet the requirements of the action plan may result in a default been issued and financial penalties.
- 8.4 There will also be a requirement to include resident views in performance management, with quarterly meetings including residents, their carers, council staff and the Service Provider. These reviews may be based on themes that have been raised in complaints, compliments, safeguardings or quality assurance checks. The table below demonstrates the different methods that will feed into contract monitoring.

Method of contract monitoring

Method	Requirement	Frequency	Resources
Contract monitoring meetings	Submission of monitoring report Review of Outcomes Review complaints, compliments, safeguardings,	Every six weeks	Contract performance officer Programme Lead / Strategic Lead Quality Leads Brokerage and social care rep Service Provider
Resident reviews	Meeting with residents, providers and council to review performance / improvements, resident involvement	Every 3 months	Commissioning, residents, Service Provider
Home Care and Independent Living email inbox	Dedicated inbox for resident / carer feedback Feedback from social worker reviews	Review at least weekly	Contract performance officer
Resident surveys	Regular surveys to	Every 3 months	Contract

	gather feedback on the Business-Critical Measures. Results discussed in contract monitoring meetings. Areas of concern addressed by QL's		performance officer / Programme lead QL's
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- 8.5 Service Providers will be required to work together with officers to tackle joint issues such as workforce development, meeting demand and other such relevant issues.

Managing packages of care that challenge

- 8.6 There may be situations in which Service Providers are hindered in their work to implement the care and support as set out in this specification for reasons including behaviour that challenges from family or friends of those receiving care. The council will work with Service Providers to help manage packages of care that challenge and dealing with incidents raised. Through joint working and communication, we aim to prevent breakdown of care packages which can disrupt resident care and continuity.

Business Critical Measures

- 8.7 Hammersmith & Fulham Council are signed up to Unison's Ethical Care Charter and are committed to the commissioning of visits based on resident need and not minutes or tasks. Homecare Support Workers will need to be aware of the residents care and support plan, and work with residents to provide appropriate care and support based on their presenting needs. Resident feedback through regular surveys, quality assurance calls, three monthly reviews, complaints and compliments will be crucial to monitoring how the Service Provider is delivering this element.
- 8.8 Part of the commitment to the Ethical Care Charter is recognising the workforce as the main asset and ensuring fair pay and remuneration for Home Care and Independent Living Workers. This is reflected in the business-critical measures and will require Home Care and Independent Living Workers to participate in regular surveys conducted by the council to get their views and ensure their voices are heard.
- 8.9 The council will use the following set of business-critical measures to monitor performance of Service Providers based on these areas:

Business Critical Measures		
Measure	Target and method	Impact / default
1. The service provider will maintain a minimum CQC rating	Good rating. CQC report	Failure to meet this minimum standard will result in the council introducing an action

of 'good'		<p>plan for performance improvement.</p> <ul style="list-style-type: none"> The council may not give any further business to the service provider until they are satisfied they are meeting the requirements of the action plan Without improvement from the action plan, the council may issue a default to the service provider
2.1 The service provider will inform the brokerage team of their total capacity and available hours	<p>1 week notice of availability.</p> <p>Written confirmation every Tuesday.</p>	<p>Failure to do so will result in the council issuing a warning notice and no new packages of care been sent to the service provider.</p> <p>Failure to improve following the warning letter will result in the council issuing a default.</p>
2.2 The service provider will accept 100% of referrals made to them that fall within the capacity they confirmed in advance	<p>0 Refusals within capacity.</p> <p>Monitoring report.</p>	<p>Failure to meet the target will be reviewed on a case by case basis to ensure the service provider is not 'picking and choosing' desirable packages of care only.</p> <p>If the provider is found to be acting unfairly the council will issue a warning letter.</p> <p>Failure to improve following the warning letter will result in the council issuing a default</p>
3. Percentage of residents responding that visits are made at times that meet their needs	<p>85% positive response.</p> <p>Resident survey.</p>	<p>Failure to meet the target will result in an action plan / performance improvement plan.</p> <p>Failure to meet the target for two consecutive quarters will result in the council issuing a default.</p>
4. Resident's experience consistency in their Home Care and Independent Living Worker with as few	<p>90% of residents are satisfied with the number of Home Care</p>	<p>Failure to meet the target will result in an action plan / performance improvement plan.</p>

people as possible working with them	and Independent Living Workers that visit them Monitoring report.	Failure to meet the target for two consecutive quarters will result in the council issuing a default.
5. Percentage of residents having a review within 6 weeks of starting with the service provider	85% of residents have a review within 6 weeks of starting the service 95% of residents have a review within 8 weeks of starting the service Monitoring report (to include discussions with friends and relatives).	Failure to meet the target will result in an action plan / performance improvement plan. Failure to meet the target for two consecutive quarters will result in the council issuing a default
6. Percentage of residents having a 3 monthly review. The service provider must keep track of resident review dates and when the 3-month review is due. They will need to report the number of reviews due monthly, and how many took place	85% of residents to receive a review every 3 months (95 days) 95% of residents to receive a review no later than 4 monthly Monitoring report.	Failure to meet the target will result in an action plan / performance improvement plan. Failure to meet the target for two consecutive quarters will result in the council issuing a default
7. To monitor how well the provider is meeting the H&F Labour Manifesto Pledge we will use the results from the resident survey and feedback	85% positive responses Resident survey Surveys at three points	Failure to meet the target will result in an action plan / performance improvement plan. Failure to meet the target for two consecutive quarters will

<p>Resident survey responses show they are satisfied with the service and are being supported to meet their outcomes against several domains to be developed throughout the contract, but including</p> <p>7.1 Residents satisfied with their Home Care and Independent Living service</p> <p>7.2 Resident are supported by their Service Provider to live the life they want</p> <p>7.3 Residents are satisfied with their personal care</p> <p>7.4 Residents are supported by their Service Provider to be able to manage their health needs</p> <p>7.5 Residents feel safe and secure</p> <p>7.6 Residents are supported by their Service Provider to be able to eat and drink what they want</p> <p>7.7 Resident is supported by their Service Provider to make decisions and live the life they want</p> <p>7.8 Resident is satisfied with their level of social participation</p> <p>7.9 Resident is satisfied with the cleanliness of their home and feel comfortable at home</p>	<p>each year (one postal, one online and one in-person meeting) of all residents using the service, to include discussions with friends and relatives.</p>	<p>result in the council issuing a default</p>
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8. Home Care and Independent Living Workers have access to training and support required	85% Staff survey plus focus groups.	Failure to meet the target will result in an action plan / performance improvement plan. Failure to meet the target for two consecutive quarters will result in the council issuing a default
9. Family / friends / support network of resident with care and support needs report positive experiences and have high satisfaction.	85% positive responses Resident survey plus individual conversations.	
10. Carer consistency falls within the measures set out in 5.27 of this specification	See table in 5.27. Provider to report in contract monitoring	Failure to meet the target will result in an action plan / performance improvement plan. Failure to meet the target for two consecutive quarters will result in the council issuing a default

- 8.10 Service Providers will be required to complete outcome monitoring returns in the format requested by the council
- 8.11 Service Providers are expected to acknowledge every request for a Service within 2 hours.
- 8.12 Requests for the implementation of a package of care will be graded by the person or agency making the request using the following scale
- 3 hour – urgent. Required due to the likely nature of such urgent or emergency requests we require 100% performance. We expect such requests to be very rare and only in circumstances where a high risk is identified
 - 24 hour – medium. It should be noted that all requests for Service which relate to hospital discharge cases will require a minimum of a 24-hour response.
 - 48-hour response- standard. Most requests will be for implementation within 48 hours.
- 8.13 Care and support should be flexible and agreed with the resident where possible, however some tasks may be identified as time critical to individual's health and wellbeing. Where time critical care is identified in a resident's care and support plan, all will be required to be delivered within a defined time window as specified, with a tolerance of plus or minus 15 minutes.

Other key measures

- 8.14 Other key measures which will routinely be used to evaluate Service Provider performance are:
- responsiveness to complaints
 - responsiveness to safeguarding issues
 - total number of hours commissioned against hours delivered
 - number of missed visits reported by residents or through electronic care monitoring
 - double up care is happening with Home Care and Independent Living Workers arriving together or within 15 minutes of each other
 - double up care packages reduced to single handed care
 - Quality and impact of resident coproduction
 - Resident / peer reviews
 - Workforce retention/turnover
 - The number of locally employed care workers
 - Timely set up of care packages- agency response time
 - Impact of dignity and compassion
 - Reduction in care package hours achieved
 - Evidence of links with local voluntary organisations
 - E-monitoring compliance
- 8.15 If a Service Provider's performance is assessed as failing to meet appropriate standards, they will be required to submit a performance improvement action plan to inform how they will remedy the situation. This will be monitored and addressed with officers with any subsequent action necessary being enforced.
- 8.16 This will include the option to issue a Default Notice under the Contract as stated in the business-critical measures or as a result of lack of improvement with the agreed action plan and will also include an option to terminate the contract in the event of continued poor performance.
- 8.17 Social Work teams will also feed into the contract monitoring process, informing officers of complaints, safeguarding issues, concerns and compliments and will be an active part of monitoring meetings where possible.
- 8.18 The council may make requests of the Service Provider to supply some additional monitoring information to enable a better understanding of how the service is being delivered and what outcomes are being achieved. Such requests will always be discussed with the Service Provider in advance and a reasonable response time agreed.
- 8.19 Failure to comply with the monitoring requirements of the Service may be grounds for the issue of a Default Notice as set out under the Contract.
- 8.20 In the event of early termination for whatever reason, which cannot be rectified in discussion and negotiation with the council, the council will work with the remaining Service Providers and other local agencies to ensure continuity of Service. This may involve requesting other home care Service Providers in the framework to assist in the provision of care, at least as an interim. Service Providers must have a robust exit strategy, with a clear communication plan that allows for minimum disruption for people using Services.

9. Social value and low carbon procurement

- 9.1 The Service Provider must ensure that travel is kept to a minimum within the Patches in which they operate thus providing value for money and reducing the carbon footprint. Any travel means between visits should be environmentally friendly such as using public transport, cycling, walking, electric scooters available in the borough for rent
- 9.2 The Service Provider must be aware of the employment needs within their local community when recruiting and selecting staff and as such must consider how their recruitment processes support the local economy.
- 9.3 In accordance with the LBHF's social value statement¹⁵, the Service Provider must work with the Council to enhance the social value associated with Home Care and Independent Living service delivery. Providers will be required to state what social value they will bring to the borough and will be evaluated in their tender response on this, and through contract monitoring.

10. Home Care Management System (HCMS)

- 10.1 Service Providers will fully implement and adhere to the electronic Home Care Management System (HCMS) agreed by the council. Service Providers must have an e-monitoring/call logging system that is compatible with the HCMS used by the Home Care Management Team.
- 10.2 The Service Provider shall be responsible for ensuring:
 - that all relevant care staff are trained in the use of the system and are consistently using it. Where individual Home Care and Independent Living Workers performance falls below 85% the service provider must engage them in performance management to improve
 - that all data, including details of rotas and care workers' national insurance numbers, are uploaded into the e-monitoring system accurately and securely
 - compliance at all times with the Data Protection Act and all such other regulatory requirements which may apply
 - maintenance of the e-monitoring equipment, including all associated equipment.
- 10.3 The contract specifies that visits should be planned and agreed with the resident in advance to meet their needs and may change weekly in response to resident need. The home care management system will require Service Providers to submit planned visits on a weekly basis and care workers to log in and out of visits electronically.
- 10.4 This system will provide confirmation that visits have been undertaken within the agreed planned times with residents; the number of different care workers visiting an individual over a period of time and as the mechanism for payments to be made for Service Providers.
- 10.5 Service Providers must aim for a compliance rate for care workers logging in by electronic monitoring in the resident's home of 90% and over. This monitoring will

¹⁵ [Social Value Statement | LBHF](#)

be used as a back up to enable efficient payment, information for charging purposes and evidence of hours as a safeguard for vulnerable people. Electronic home care management also allows consistency of care worker, a business-critical measure, to be monitored.

- 10.6 Service Providers must be able to provide auditable information that shows whether a visit is automatically or manually entered.
- 10.7 Service Providers will send their plans for care provision, including the name of the Home Care and Independent Living Worker, for each resident electronically following their 6-week review and after every 3-month review, to CIWT@lbhf.gov.uk
- 10.8 Non-compliance with e-monitoring will impact on payments for care provided. Manual entries must be added within 24 hours of the visit / contract in question otherwise the visit will not be paid for. The Authority has the right to reject a request for payment if there is non-compliance with electronic -call monitoring.
- 10.9 Time critical visits will have a tolerance of 15 minutes either side of the planned visit- i.e., 15 minutes early or late. Other planned visits with residents should be within an agreed timeframe with the resident.

11 Payments

- 11.1 Payment to agencies will be by four weekly invoices generated through the council's mosaic purchase order hours
- 11.2 While weekly hours delivered may vary on occasions according to how outcomes are to be achieved, hours will be reconciled over the four-week period and will not exceed the allocated maximum.
- 11.3 Service Providers will not be paid for hours exceeding the purchase order, except where additional hours have been agreed with the council (for example where emergency cover is required). Additional hours due to unforeseen circumstances must be agreed with the local authority at the time of delivery or if not possible, within 24 hours.

12 Policies and Procedures

- 12.1 Assistance with medication and health tasks to be conducted by Home Care and Independent Living Workers

Medication

- 12.2 The council will require that in some circumstances care workers will assist in prompting or giving pre prescribed medication to people using Services as part of their ongoing social care role. Service Providers must take all steps to comply with recommended guidance, understand their legal responsibilities regarding what may be required and follow CQC guidelines to ensure this.

- 12.3 Service Providers must comply with CQC essential guidance for compliance for the management of medicines which are set out in Outcomes 9 (Management of Medicines) of the Essential Standards of Quality and Safety
- 12.4 CQC regulations require Service Providers to have policies, systems and processes in place to ensure that their staff:
- Are trained to assist with medication administration or medication related tasks, including recording this training
 - Are trained in completing documentation
 - Handle medicines safely, securely, and appropriately
 - Understand how to administer prescribed and dispensed medication appropriately
 - Understand their role and responsibility in prompting or supporting self-administration
 - Know about recording of medication given, not given or refused
 - Know what action to take when medication is refused – including informing appropriate professionals such as the residents GP or an involved community nurse
 - Maintain confidentiality
 - Understand the requirements for safe transport, storage and disposal of medicines
 - Are well informed on procedures for reporting serious incidents (such as incorrect medication administration) to the relevant health body, as defined in whole systems models of care

The above is not an exhaustive list and represents a minimum compliance

- 12.5 The Service Provider will carry out an individual risk assessment on all requests for assistance with medication and will document the findings. This may include risks relating to medication giving and how these risks will be minimised.
- 12.6 Service Providers and care workers will at all times work within the agreed Clinical Governance frameworks and the Northwest London Adult Social Care Medicines Policy adhere to practices stipulated by the clinical lead. Any queries or concerns should be raised with the clinical lead through processes determined in the whole systems model of care.

Health Tasks to be conducted by Home Care and Independent Living Workers

- 12.7 To encourage joint working between health and social care professionals, and to improve the consistency of care worker in the resident's home and supporting residents with their overall health and wellbeing, there will be an element of 'hybrid working', in which social care Service Providers undertake certain low-level healthcare tasks.
- 12.8 Training for any additional health tasks that the Home Care and Independent Living Worker is expected to undertake, along with more general training focussed on health and wellbeing outcomes will be made available by a community health Service Provider under the whole systems model of care.

12.9 Specific responsibilities around medication prompting are outlined in section 10 and the Northwest London Adult Social Care Medicines Policy. In addition to these, the following healthcare interventions may be required of a Home Care and Independent Living Worker:

Intervention	Details
Immunisation reminders and support to book these if necessary	Supporting Public Health messages around recommended vaccinations and supporting residents to engage with these.
Assistance with eye drops / ear drops	Supporting self-administration and some assistance with administration
Temperature and blood pressure taking support	Support for residents if needed and appropriate equipment is available.
Medication assistance	As per section 10
Topical application of medication	Supporting self-administration and some assistance with administration
Pressure ulcer care (grade 1) and pressure area monitoring	Monitor skin integrity and escalate to relevant professionals as required
Simple stoma care	Only with support from District Nursing
Simple wound care	Only with support from District Nursing
Eating and drinking therapy	As part of self-care programmes
Blood glucose monitoring	Only with support from District Nursing
Domiciliary foot care	As instructed by clinical teams

12.10 This is not an exhaustive list, and the tasks to be completed by a Home Care and Independent Living Worker may increase over the course of the contract. Extensive training will be made available by community health Service Providers prior to the implementation of any health task to ensure Home Care and Independent Living Workers are skilled and confident to undertake the above. Training will be made available as required over the course of the contract to meet any additional tasks that are brought into the remit of Service Providers.

12.11 Through continuity of care and consistency of Worker, the Home Care and Independent Living Worker will be familiar with the needs of the resident, and with appropriate training Home Care and Independent Living Workers are expected to be able to observe for any potential change or deterioration. For example,

- to be aware of basic needs of nutrition and hydration and ensure people meet these where this is noted as an outcome, as well as noting warning signs if not being met and taking appropriate action to safeguard the resident's well-being
- able to note changes in a resident's usual condition that may indicate an underlying episode of ill health- for example an infection, or potential for a skin breakdown and contacting appropriate people to address this
- knowledge of keep warm in winter/keep cool in summer programmes and similar such issues. They must report any such concerns which will assist in preventing further deterioration in residents' health and wellbeing to the relevant health body, as identified in the whole systems model of care.

12.12 To aide Home Care and Independent Living Workers with these tasks and build their confidence, it is recommended that every Home Care and Independent Living Worker downloads E Care for their phones. E Care¹⁶ is an educational app developed by Barking and Dagenham College & Care City specifically for care workers to enhance their skills and confidence in digital health tools, body systems (for example, how the lungs and heart work), and professional conversations with medical professionals e.g. explaining a residents condition to a manager, a GP and 111. The aim of the app is to ensure care workers are able to better detect when a resident is becoming unwell and understand how to use a number of digital tools to gather important information to help a health professional to make a diagnosis, or initiate prompt treatment. The app will contribute to a Home Care and Independent Living Workers personal development as it will help them learn:

- About the main systems of the body and how they work
- To spot the signs of deteriorating health
- To use digital tools to take observations
- To share information appropriately with healthcare professionals

12.13 Service Providers will be encouraged to report 'softer' indicators of deterioration, such as changes to usual behavioural patterns, to relevant care managers in order to flag potential crises and provide a holistic view of the resident for all bodies providing care.

13. Safeguarding

13.1 Safeguarding means 'protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action'¹⁷.

The Care Act 2014 sets out a clear legal framework for how local authorities and other parts of the system should protect adults at risk of abuse or neglect. The Service Provider will ensure that all staff representing the organisation act in a way that empowers people using Services and maintains their dignity, thereby reducing the likelihood of abuse occurring.

13.2 The Service Provider will have policies and procedures in place to ensure that people receiving Services are, as far as is possible, safeguarded from physical, financial or material, psychological or sexual abuse, neglect, discriminatory abuse or self-harm, inhuman or degrading treatment, through deliberate intent, negligence, ignorance, or act of omission.

13.3 The Service Provider has a duty to act on actual or suspected cases of abuse with prompt, timely and appropriate action in line with the Care Act 2014. The provider must report all concerns to safeguardingadults@lbhf.gov.uk

¹⁶ <https://play.google.com/store/apps/details?id=uk.ac.bdc.apps.android602c0546ab48b>

¹⁷ [Care Act 2014 \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/364811/care-act-2014.pdf)

- 13.4 The Service Provider shall have its own adult safeguarding procedures for responding to suspicion, disclosure, or evidence of abuse or neglect, including a 'whistle-blowing' policy, to ensure the safety and protection of people who use Services. The Service Provider's adult safeguarding policy will be compliant with the Care Act 2014.
- 13.5 The Service Provider will act on actual or suspected cases of abuse with prompt, timely and appropriate action in line with the policies outlined above. Where there are concerns that a member of staff (paid or unpaid) working with an adult at risk is behaving in a way which might harm them, or which suggests that they are unsuitable to carry out this role, the matter shall be referred immediately to the Hammersmith & Fulham safeguarding team listed above.
- 13.6 On request, the Service Provider will conduct robust quality investigations into any allegation of abuse involving a member of its own staff. The Service Provider shall dovetail its internal investigation procedures in line with safeguarding lead and engage with any multi-agency policy and procedures to safeguard adults from abuse.
- 13.7 The Service Provider will attend any strategy or case conference meetings arranged under Safeguarding processes where their organisation is implicated or affected.
- 13.8 The Service Provider will use the investigation report template provided by the council and be competent in carrying out any investigative actions as agreed in the strategy meeting.
- 13.9 The Service Provider will also ensure that the appropriate regulatory body is informed of all incidents reported as alerts or referrals under safeguarding adults' procedures.
- 13.10 The Service Provider will ensure that their Disciplinary Code covers misconduct towards adults at risk of harm.
- 13.11 The Service Provider will refer information to the Disclosure and Barring Service in respect of any member of staff (paid or unpaid) who has been dismissed because they have harmed a vulnerable adult, or would have been dismissed if they had not left the organisation.
- 13.12 The Service Provider will notify the council of any referrals made to the Disclosure and Barring Service.
- 13.13 The Service Provider will ensure that all those working with adults at risk (as defined by the Care Act 2014) have been issued with a satisfactory Enhanced Criminal Records Bureau Certificate by the Disclosure and Barring Service and that these checks and Certificates are updated and renewed from time to time in line with Home Office Guidance.
- 13.14 The Service Provider will have in place policies and procedures that promote safe working practices and protect the resident and staff working in their homes

from abuse or allegations of abuse e.g. staff use of identity cards; staff conduct in a residents home; guidance for staff on residents money and property etc.

- 13.15 The Service Provider will ensure that all staff working with adults at risk has received appropriate Safeguarding Adults training
- 13.16 Service Providers will work to ensure that all future legislation or amendments to the current legislation over the life of the contract is adhered to.
- 13.17 Service Providers will have policies and procedures in place to support their staff to observe and report any potential environmental or fire hazards and concerns e.g. damp, trip hazards, poor heating, electrics etc, that may impact on peoples general safety so that they can be addressed.
- 13.18 Residents should be made aware of the standards they should expect, and how they themselves can raise any concerns, including through the Complaints procedure.

14 No replies, key holding and emergency procedures

- 14.1 The Service Provider must adhere to the council's no reply procedure and any subsequent amendments to this (Appendix G).
- 14.2 The Service Provider must evidence that staff are trained in this procedure and that there is routine testing that procedures are understood and working as planned.
- 14.3 Service Providers will be expected to undertake initial checks themselves following a 'no reply' alert, including, but not exclusively, care workers allowing sufficient time for users to get to the door, checking round the property, calling land and mobile numbers, checking with neighbours where appropriate, checking with next of kin and local NHS resources for any information.
- 14.4 Out of normal office hours and when care management are not available the Service Provider's manager will contact the out of hours Service and explain what checks have been carried out and that with their written notification they are now handing over responsibility for the "no reply" to them for further action.
- 14.5 The preferred method of contact and contact details for the Authorised Officer and/or their elected delegate (for example the care management, or home care management team responsible) and out of hours Emergency Duty Team will be given to the Service Provider at the start of the contract. It will be the responsibility of both the council and the Service Provider to ensure that the information held is up to date.
- 14.6 The outcome of the 'no reply' follow up by the council will be passed to the Service Provider as soon as possible once established, to enable the Service to continue to be provided, or suspended, as appropriate.
- 14.7 The Service Provider will notify the council as soon as it becomes aware that a resident has gone into hospital and any information, they have in relation to this. The service provider will continue to attend planned visits for the next 48 hours

following a hospital admission to ensure the care is available at short notice should the resident return home. If the resident is in hospital for more than 48 hours, the package of care will be suspended.

- 14.8 The Service Provider may be liable for any costs incurred in the event of a forced entry to a 'no reply' when that Service Provider had been informed in advance that the resident will not be there, or they did not follow the 'no reply' procedure fully.
- 14.9 The Service Provider may be required to hold keys or key safe codes to individual people's homes or to communal entry doors to gain access to provide the Service. In no circumstances will the Service Provider hold keys or key safe codes unless authorised to do so by the care manager/social worker/HCMT or other authorised officer.
- 14.10 The Service Provider will ensure that an agreement is in place and that this is signed by both the resident (and/or their representative) and staff. If the service is terminated all keys must be returned to the resident, and key safe details deleted.
- 14.11 The Service Provider will have a key holding policy and procedure in place for all residents that require keys or key safe codes to be held on their behalf and will ensure that all care workers have a full working knowledge of the key holding procedure. Such a procedure must conform to good practice and shall be subject to the approval of the Authorised Officer. The Service Provider must submit this procedure within two weeks after the contract award. The procedures must outline safe handling and storage of keys outside the home, and confidentiality of entry codes and action to take in case of loss or theft of keys or emergencies.
- 14.12 The Service Provider will be responsible for the safekeeping of any and all keys, passes and any other means of access provided to the Service Provider including key safe codes and shall only permit such keys, passes and other forms of access to be given to those of the Service Provider's staff needed for the means of providing the Service.
- 14.13 If security of the resident's premises is compromised due to the loss of keys or misuse/unsafe use of a key safe and key codes, or otherwise by the Service Provider or their staff, the Service Provider shall be responsible for the cost of re-securing the premises (including the replacement of keys, lock or other measures) as deemed necessary by the Authorised Officer.
- 14.14 If the Service Provider or the Service Provider's staff lose any keys the Authorised Officer shall be informed immediately. In addition, any incidents directly or indirectly related to key holding or key safe codes must be reported to an Authorised Officer of the council (Home Care Management Team) within 24 hours and a written report submitted within 3 days.
- 14.15 Any tagged keys belonging to the resident and held by the Service Provider or the Service Provider's staff, shall not include any reference to that individuals name or their address to ensure their identity and security are protected. Where a residents key safe code details are held in writing or electronically by the Service Provider or the Service Provider's staff, there should be no accompanying indication that the information relates to a Key Safe code or the identity of the resident or their address, apart from a reference number.

15. Quality Assurance, compliments, and complaints to improve Services

- 15.1 The Service Provider must ensure that continuous quality improvement systems are in place to ensure the Service is run in the best interests of residents, demonstrates the quality and consistency of information, measures resident outcomes and ensures that risks to residents are minimised.
- 15.2 The Service Provider must have quality assurance and monitoring systems, which seek the views and experiences of residents, their carers or support network, and health and social care professionals, to enable a realistic assessment of the Service provided.
- 15.3 Resident feedback, compliments and complaints are an essential means to help improve the quality of Services and monitor the performance. We want Service Providers to positively encourage resident feedback and for residents to feel they are able to be open and honest with their Home Care and Independent Living Workers about what they want, what works well, and what works less well for them. Service Providers will be required to empower the residents they are working with, by ensuring they are aware of the standards they can expect, how to raise queries and issues and that these will be welcomed and dealt with sensitively. Residents need to know that it is safe to complain and how to do this, and what happens if they are not satisfied with the response. It would be a useful co-production opportunity for Service Providers to review the existing quality assurance process and shape how this is implemented in the future.
- 15.4 A customer service approach should be taken by Service Providers, where all feedback is positively encouraged and welcomed; even if it involves a more formal complaint. Residents should feel safe to give feedback or make complaints about a care worker, Service or Service Provider, and have the confidence to do this without fear of this impacting negatively on the Service they receive. Service Providers will need to take this approach and promote this positively with Home Care and Independent Living Workers, ensuring that the overall approach to complaints and resident feedback forms part of the induction of new staff and is regularly raised during supervision and through training.
- 15.5 The Service Provider must have a robust complaints procedure in place and mechanisms for dealing with/managing all complaints. To ensure good Customer service the Service Provider will have an effective process in place to ensure that complaints and other feedback from residents is turned into lessons learnt and used to improve the quality of Services provided. The Service Provider will ensure that the complaints procedure is easily accessible to residents and their families and representatives and will seek regular opportunities to engage with residents around complaints. The council expects all complaints relating to council funded residents to be managed through the Council Adult Social Care Complaints Procedure. Any complaints received directly by the provider should therefore be reported to the council.
- 15.6 The Branch Manager will be responsible for all complaint handling, although may supervise another officer, the expectation is that all responses are approved by them. The Branch manager is responsible for ensuring the mechanism for complaint handling are kept under review and that there are a range of staff fully

trained to assist with this work. The expectation is that agreed learning outcome / actions implemented following complaints are fully implemented and evidenced.

Complaints made directly to the Service Provider

- 15.7 Informal complaints or suggestions for improvements must be recorded in the contract monitoring form, as well as a note of the resolution actions taken, and the outcome.
- 15.8 Formal complaints procedure must conform to good practice and shall be subject to the approval of the Authorised Officer. The Service Provider must submit their procedure within two weeks after the contract award. The process should be easy to understand, and Service Providers are expected to encourage residents to complain if they feel Service standards have not been met.
- 15.9 All formal complaints must be reported to the Complaints Business Manager within one working day (24 hours) of receiving the complaint and must provide the complaints business manager a draft response to the complaint within 10 working days.
- 15.10 All response letters from the Service Provider should address what happened, what should have happened, what the finding is, explain any remedy, and advise the resident of their right to escalate the matter to the Local Government Ombudsman.
- 15.11 If the Service Provider has any concern regarding potential Safeguarding of people using the Service, they will contact the Safeguarding Team, and raise a Safeguarding alert and the complaint passed to them immediately to comment and/or investigate.
- 15.12 Records shall be kept by the Service Provider for a minimum of 12 months and be open for inspection by the Authorised Officer.

Complaints made directly to the Authority regarding the Service Provider

- 15.13 Whilst the council anticipates most residents to raise concerns directly with Service Providers, there will be occasions where the Complaints Business Manager, or other council officer, receives a complaint directly from a resident, their support network, or through Social Work/Care Management Service or other professional body. The council will keep a record of these and write to the complainant acknowledging and advising them that the complaint will be passed to the Branch Manager or Complaints Administrator to investigate thoroughly. The Service Provider will then have 10 working days to submit a draft response for review by the complaints business manager which is the process for all complaints.
- 15.14 All Complaints must be investigated thoroughly by the Service Provider and a response should be drafted for all complaints. Service Providers should use the agreed template to respond to complaints.
- 15.15 If there is any concern regarding potential safeguarding, such as abuse or neglect of a vulnerable adult using the Service, then a Safeguarding alert will be raised by the council.

- 15.16 If Service Providers are unsure of what actions to take, or they are unable to meet timescales, they will consult with the complaints business manager, and the Contracts Manager if appropriate.
- 15.17 During contract monitoring the Authorised Officer shall review complaints received together with any outcome and plans to imbed lessons learnt and good practice to ongoing service. The Service Provider shall carry out such remedial action as the Authorised Officer may require.

Quality Assurance Leads

- 15.18 The council have Quality Assurance Leads (QAL's) working with the adult social care team specifically to work with Service Providers and residents to drive improvement and quality across the Services. Providers will be required to work with the QAL's on key lines of enquiry, deep dives into areas to understand the teams culture, Home Care and Independent Living Worker training, double up care, quality concerns or other issues affecting the Service. The QAL's will work with Providers and the council in an enabling and supportive way to deliver necessary changes to improve quality.

16 Implementation and Exit Strategy

- 16.1 The Service Provider will be required to work with the council and follow an implementation plan on commencement of the contracts, demonstrating how they are meeting or working towards the requirements of the specification and what they said they would do in their bid. This will take the form of regular meetings between the Service Provider, council, and residents who are using the Service.
- 16.2 The Service Provider must have an 'Exit Strategy' to cover the circumstances where it is no longer able to provide a Service or meet its contractual obligations to the council. This will be reviewed by the authorised officer and subject to their approval. This strategy must have the welfare of the residents of the Service at its core and as its paramount concern and will be designed to ensure continuity of Service.
- 16.3 The Service Provider will work with the council and any new Service Provider to ensure continuity of Service by sharing all appropriate information on residents who use their Services, (including current names, addresses, current care package offered and any other essential information including means of access and care plans which hold information on individuals needs and requirements that will avoid them having to repeat their story to a new Service Provider), and working in a joined-up, professional and timely way to ensure minimal disruption to users and a smooth transition of care. All parties will cooperate to make sure that the welfare of people using Services is paramount and their needs continue to be met in any transition period.
- 16.4 In the event that there is a change of Service Provider, residents will be notified by a means, time and date always agreed with the Authority and, as soon as is practicable.

- 16.5 The Service Provider will work with the Authority to provide any individual or collective data needed to enable a safe transfer of care, and to provide information to people using Services and their carers on terms agreed with the council.
- 16.6 The Service Provider will keep information on residents up to date including names, addresses, current care package offered and any other essential information including means of access and care plans which hold details on individual's needs. This is to enable urgent core information to be obtained at short notice in the event of Service Provider or Business Continuity failure for whatever temporary or long-term reason.

17 Confidentiality

- 17.1 The Service Provider will recognise the need for confidentiality within the content of a clear operational policy having regard to the Data Protection Act 1998, the Human Rights Act 1998 and the Freedom of Information Act 2000 and any information sharing agreements that the Authorities may expect the Service Provider to enter from time to time.
- 17.2 The Service Provider will have a system in place that allows electronic data transfer to be anonymised automatically if needed for reporting purposes.
- 17.3 The Service Provider will assist the council in fulfilling all the data protection requirements specified further to the Councils completing a privacy impact assessment. These may include reassurances from the Service Provider regarding staff training in data protection, the retention/destruction of personal data and/or the physical location of the servers storing personal data. An operational information sharing agreement will also be agreed with and signed by the approved Service Provider.

18. Service Provider's Policies

- 18.1 The Service Provider shall have clear policies to be approved by the authorised officer on, including but without limitation:
- Recruitment and Selection Procedures
 - A Person-Centred Approach to care provision
 - Health and Safety
 - Business continuity plans
 - Grievance and Disciplinary Procedures
 - Support and Supervision of Staff
 - Workforce Planning and Development
 - Complaints
 - Manual handling
 - Confidentiality
 - Equalities and Diversity
 - The involvement of people who use Services and their carers
 - Mental Capacity
 - Raising Issues of Concern
 - Safeguarding Vulnerable Adults alerts

- Multi-disciplinary working
- Quality assurance especially in relation to Personalisation issues
- Business Continuity
- Infection control, including how to work with residents where this may be an issue
- Safe handling of residents finances
- Data Protection and Information security
- Whistleblowing
- Lone working
- Climate impact assessment and green working policy
- Social value policy / commitment

19 Social Inclusion, the Local Community and Valuing Diversity

- 19.1 The Service Provider will have full knowledge of all applicable equality, dignity and compassion and human rights legislation and policy, and the specific implications for staff and people who use Services and the wider community.
- 19.2 The Service Provider will demonstrate that it has the necessary policy and procedures in place to ensure compliance with the letter and spirit of such legislation and policy and provide regular reports and analysis of its own performance for contract monitoring purposes.
- 19.3 The Service Provider will recognise that some people from minority groups will have concerns about accepting personal care Services from others and the reception they may receive. Officers expect that everyone who is eligible for Services will receive a positive and embracing Service provision regardless of their diversity.
- 19.4 Service Providers will work with local economic development teams and other stakeholders to consider local employment and workforce development opportunities that would enhance their Service provision.
- 19.5 Service providers will consider the environmental impact of their business and ways to lower their carbon footprint.

20. Civil Contingencies/Business Continuity

- 20.1 Under the Civil Contingencies Act 2004, the Authority is obliged to ensure that its Services and therefore its Service Providers who are delivering Services on its behalf, are able to operate effectively at all times in a way that meets the needs of residents and addresses the needs of the workforce in the event of a major civil incident. This will be reviewed by the authorised officer and subject to their approval.
- 20.2 The Service Provider will ensure, and evidence, that plans, and procedures are in place to enable the continued operation of this core Service during any form of

major civil disruption or other major event likely to disrupt the usual delivery of the Service. These plans and procedures will be reviewed by the authorised officer.

- 20.3 The Service Provider will report any changes in their financial health immediately to the authorised officer/contracts manager so that any potential threats to business continuity can be highlighted at the first opportunity. Service Providers will work with the contracting authority to make sure residents are safeguarded and the authority notified in good time of any potential threat to Service delivery. This will enable proper contingency planning if needed.
- 20.4 Service Providers will make sure they have robust contingency cover for any potential failure of technology. There must be continuity of Service in the event of any loss of access to technology systems which support Service delivery.
- 20.5 Local civic or other events, inclement weather, infectious outbreaks, or other unforeseen circumstance may arise from time to time and may necessitate specific arrangements being made to enable the provision and continuation of the Services. The Service Provider shall be required to comply with any reasonable specific arrangements and requests that are made by the Authority to ensure good continuity of Service in any such circumstances. This is a core Service for vulnerable adults and Service Providers must have a robust policy in place to ensure ongoing Service provision.
- 20.6 As with the Exit Strategy, the welfare of the residents and a continuing Service is of paramount concern and the Service must be designed to ensure continuity of Service. Most residents will not be able to live independently without this Service and every effort must be made by Service Providers to deliver a continuous Service.
- 20.7 There is potential for regular disruption to traffic and travel in the borough for different reasons and Service Providers must be prepared for incorporating this in their business and contingency planning.

21 Legal requirements

- 21.1 The Service Provider shall at all times during the Contract Period provide the Services in accordance with legislation relating to the provision of a Home Care and Independent Living Service. The Service Provider will ensure that its staff are aware of and have a good understanding of any relevant legislation they are working in and work within these parameters.
- 21.2 The Service Provider will comply with all legislation relevant to the execution of their duties within this Contract. This relates to all current legislation including the Care Act 2014 and all future legislation that may come into effect during the life of this contract.

22 Risk

- 22.1 The Service Provider will ensure they adhere to all relevant legislation, which take into account their duties with regards to risk assessment. This includes but is not limited to Health and Safety and Manual Handling legislation and policy.

- 22.2 The Service Provider will carry out all appropriate Health and Safety risk assessments of the operations necessary to provide the Service and put in place the controls identified by the assessments. The Service Provider will have in place a mechanism for the planned review of such risk assessments and to take account of any changes to the operation of the Service. These procedures will be reviewed by the authorised officer.
- 22.3 The Service Provider will carry out an individual risk assessment on all new referrals for care and document the findings, leaving a copy in the resident's home. This includes a fire safety risk assessment using the councils agreed risk assessment form, which must be kept up to date with any new risks identified whilst working with the resident. Fire safety risks should be reported to the London Fire Brigade and a nominated officer / team in the council to ensure our records are kept up to date and any necessary mitigation can be put into place.
- 22.4 Any risk element identified must be reported to the referrer to mitigate the risk at the earliest stage. This will include, but is not exclusive to, areas such as manual handling and a safe working environment.
- 22.5 If anything occurs that places the resident at risk during the provision of the Service whether it is accidental or intentional, the Service Provider will report it immediately to the Authorised Officer.
- 22.6 Service Providers will be aware that some people using Services who are able to direct their own support needs may choose to accept an element of risk in their daily lives and as long as this is recorded, agreed, and does not place the care worker in a compromising position, then this may be an individual's chosen course.

23 Glossary

<u>Abbreviation/Term</u>	<u>Title and explanation</u>
ASC	Adult Social Care. The Department of the relevant Local Authority, which is responsible for assessing, commissioning and contract managing the care provision
Authorised Officer	The officer in the Contract monitoring team with lead responsibility for the contract. If in doubt as to who to approach regarding an issue, please contact the Authorised officer who will pass to the correct local authority officer.
CQC	Care Quality Commission. The current governing body for home care and other health and social care Services, who make sure that these care Services in England provide people with safe, effective, caring, responsive, well led and encourage them to make improvements. They are responsible for inspection of health and care Services, taking enforcement action, registering Services, working with other organisations and more. All references to the CQC will apply to any future organisation which may replace the CQC.
CCGs	Clinical commissioning groups are NHS organisations set up by the Health and Social Care Act 2012 to organise the delivery of NHS services in England
CLCH	Central London Community Healthcare- a Community Health Service Provider organisation providing health care to people living in the community- e.g. nursing Services. They work across the three boroughs. Any reference to CLCH will apply to any future Community Health Service Provider organisation which may replace CLCH.
Continuing Care	NHS continuing healthcare is the name given to a package of care that is arranged and funded solely by the NHS for individuals who are not in hospital who have complex ongoing healthcare needs. It is only available for people who need ongoing healthcare and meet the eligibility criteria-including being assessed as having a "primary health need" and have a complex medical condition and substantial and ongoing care needs.
ECM	Electronic Care Monitoring system / Homecare Management System. The electronic care monitoring system that Service Providers must comply with..
End of Life care	End of Life Care is support for people who are approaching death where they are likely to die within the next 12 months. It helps them to live as well as possible until they die, with dignity. It includes support for their family or carers. End of life care also covers legal issues, such as creating a lasting power of attorney , so that people ensure their decisions about choice of care is made when they are no

	longer able to do so.
HCMT	Homecare management Team. The team who will be the main link between care management and social work staff, health professionals and home care Service Providers. They will manage the care provision and queries relating to care packages and will have the overview of the Homecare Management System.
ICSs	Integrated Care Systems are partnerships that bring together providers and commissioners of NHS services across a geographical area with local authorities and other local partners to collectively plan health and care services to meet the needs of their population
MDT	Multidisciplinary Team – a body of professionals from a range of health, social care and Authority Services which considers, and plans for, the needs of a resident holistically
MECC	Making Every Contact Count.
Outcomes	These may be described as an impact on quality of life conditions - how the resident assesses their situation and what they want to achieve with their personal outcomes- what will make a difference to their life to enable them to live independently
Palliative Care	Palliative Care is part of End-of-Life Care and is provided to people at the terminal stages of their condition when death is a few days or weeks away. It involves attempting to relieve pain and other distressing symptoms while providing psychological, social and spiritual support. Carers and family are also offered emotional and spiritual support. This is called a 'holistic' approach to care.
Pressure surge management	From time to time the health and social care economy needs to cooperate and work collaboratively to manage pressure surges such as occurs in Winter Pressures. The home care Service Provider will be expected to support social care responses to increase capacity and/or work differently to meet demand as needed.
Representative	The named representative of a resident who lacks capacity, who is agreed with the local authority or the Office of the Public Guardian as acting in the residents best interests.
Resident	The people who will use these home care services following an assessment of their needs by the council
Home Care and Independent Living	The name of the Service been commissioned, commonly referred to as Homecare or Domiciliary Care.
Home Care and Independent Living Worker	Refers to the Workers employed to deliver the Service, commonly referred to as carers, care workers. This terminology distinguishes from family / friend carers.

24 Appendices

- A. Home care activities
- B. Doorstep refusals and late cancellations form
- C. Northwest London Adult Social Care Medicines Policy
- D. Adass Quality standards
- E. LBHF Homecare Standards
- F. LBHF Dementia Strategy
- G. LBHF 'No reply' procedure
- H. Suspension of care packages

APPENDIX

Appendix A - Activities



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Appendix B Doorstep refusals and late cancellations



Doorstep refusals
and late cancellation f

Appendix C NW London Medicines policy



NW London
Medicines policy

Appendix D ADASS homecare quality standards



ADASS homecare
quality standards

Appendix E LBHF Homecare standards



LBHF Homecare
Standards

Appendix F Dementia strategy for Hammersmith and Fulham



Dementia Strategy

Appendix G LBHF 'no reply' procedure



No reply procedure

Appendix H London Multiagency Adult Safeguarding Policy & Procedures



LONDON
MULTIAGENCY ADUL

IMPROVING THE QUALITY OF H&F's HOME CARE

“We will improve the quality of the home care we provide, so that residents have carers who are:

- Consistent**
- Well trained**
- Regular**
- Punctual**
- Knowledgeable about individual residents' needs.”**

H&F Labour manifesto 2022

Appendix 6 - Hammersmith and Fulham Revised Home Care Standards

1. Say hello and announce yourself when you enter a person's home. Please be cheerful, smile & be friendly as you may be the only person they see that day.
2. Make sure your name badge is visible.
3. Be polite and punctual and let the person, or, your home care office, know if you're going to be late.
4. Let the resident know what you are there to do and that they are in agreement.
5. Check that they have a copy of their care and support plan that it is visible to them. If not visible, explain the contents to them.
6. You need to check that they have telephone contact details for the office.
7. Ask someone if they would prefer to be called, Dr. Mrs, Ms, or Mr. etc. or, by their first name.
8. Please be professional. Do not talk about your own personal issues. Please do not make personal phone calls on your mobile phone when in someone's home. Please adopt a professional dress code. For example, no low-cut clothing, or shorts etc.
9. Offer help but don't take over-help, the person you are caring for must be encouraged to maintain their independence.
10. You are a visitor in their home and you must respect their wishes– they choose who to let into their home and if they ask you to leave you must do so. You must report this to your supervisor immediately.
11. Do not assume you can use their things without their permission e.g. answering their phone, making a call, or using their bathroom – always ask.
12. Be culturally sensitive – are there things they cannot eat, or things they need to do at certain times?
13. When you leave, think about the state you are leaving everything in – you may have left the kettle half-full which is too heavy for them to lift, they may want you to put any rubbish in the external dustbin rather than kitchen bin. Have you left them comfortable with a drink nearby and everything they need?
14. Dispose of any stale food in the fridge with their permission.

15. When you leave say goodbye, close the door quietly behind you and lock it, as required.

16. If you have noticed a significant change in the resident's physical, or mental wellbeing, or notice their fridge is empty and they've lost weight; are confused etc. Please ensure that you raise your concerns, without delay, with your field care supervisor, the residents' involved relative, the HCT and the GP as appropriate.

17. After you have left, as part of your reflection, ask yourself, have I been:

CARING – was emotional support given to the resident if needed?

RESPONSIVE - was all the care I assisted with respond to their needs as outlined in the support plan?

SAFE – How safe did I leave the resident, could I have done something differently?

EFFECTIVE – Did I have the right knowledge, skill and experience to do was expected of me.

Am I able to learn continuously and improve?

What will I do differently on my next visit as a result of my learning?

Would a learning diary help me to deliver a high quality service?

NOTICE OF CONSIDERATION OF A KEY DECISION

In accordance with paragraph 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Authority hereby gives notice of Key Decisions which the Cabinet, Cabinet Members or Chief Officers intend to consider. The list may change from the date of publication as further items may be entered.

NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

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

Reports relating to Cabinet key decisions which may be considered in private are indicated in the list of Cabinet Key Decisions below, with the reasons for the decision being made in private. Any person is able to make representations to the Cabinet if he/she believes the Cabinet decision should instead be made in the public at the Cabinet meeting. If you want to make such representations, please e-mail Katia Neale on katia.neale@lbhf.gov.uk. You will then be sent a response in reply to your representations. Both your representations and the Executive's response will be published on the Council's website at least 5 working days before the Cabinet meeting.

KEY DECISIONS PROPOSED TO BE MADE BY THE AUTHORITY FROM DECEMBER 2022 UNTIL APRIL 2023

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

Access to Key Decision reports and other relevant documents

Key Decision reports and documents relevant to matters to be considered at the Authority by Cabinet only, will be available on the Council's website (www.lbhf.org.uk) a minimum of 5 working days before the Cabinet meeting. Further information, and other relevant documents as they become available, can be obtained from the contact officer shown in column 4 of the list below.

Decisions

All Key Decisions will be subject to a 3-day call-in before they can be implemented, unless called in by Councillors.

Making your Views Heard

You can comment on any of the items in this list by contacting the officer shown in column 4. You can also submit a deputation to the Cabinet related to Cabinet Key Decisions only. Full details of how to do this (and the date by which a deputation must be submitted) will be shown in the Cabinet agenda.

LONDON BOROUGH OF HAMMERSMITH & FULHAM CABINET

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

Key Decisions List No. 121 (published 24 November 2022)

KEY DECISIONS LIST – FROM DECEMBER 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	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
CABINET MEMBER AND OFFICER DECISIONS				
Finance				
Cabinet Member for Climate Change and Ecology, Cabinet Member for Public Realm	December 2022	Proposals for the Noise and Nuisance team’s revised service hours	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	Review of the Hours of operation of the borough's Noise & Nuisance service	Ward(s): All Wards	
			Contact officer: Valerie Simpson Tel: 020 8753 3905 Valerie.Simpson@lbhf.gov.uk	
Cabinet Member for Housing and Homelessness	December 2022	Replacement of Spandrel Panels (Medium and Low Risk Properties)	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	Replacement of Spandrel Panels at the identified properties covering the stripping out of existing panels and renewing panels including carrying out, as required, all associated works.	Ward(s): All Wards	
			Contact officer: Dominic D Souza Dominic.DSouza@lbhf.gov.uk	

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 Social Inclusion and Community Safety	December 2022	Third Sector Investment Fund 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 Contact officer: Katharina Herrmann Katharina.Herrmann@lbhf.gov.uk	
Director Children's Services	December 2022	Climate Education 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	
Strategic Director of Social Care	December 2022	Public Health Budget Approval - Primary Care Activity Budget approval report for public health funded services within primary care from April 2021-March 2024.	Deputy Leader, 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	

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)
Chief Executive	December 2022	Collaborative Delivery Agreement Variation This workstream follows the January 2021 Cabinet report on disaggregation from LSCP and Placements. The January report contained a recommendation to delegate authority to the Chief Executive to make variations/extensions to the Collaborative Delivery Agreement from April 21 onwards - this report presents recommendations for both variation and extension.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Strategic Director of the Economy Department	December 2022	Modification of construction Contract of 10 genuinely affordable new homes in Spring Vale Estate 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): Contact officer: Matthew Rumble matt.rumble@lbhf.gov.uk	
Strategic Director for the Environment	December 2022	Healthy School Streets- a public health approach to infrastructure on highways and air quality monitoring 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	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: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		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.		
Strategic Director for the Environment	December 2022	Hammersmith Park - Improvements This relates to the possible partnership between H&F and a developer to make improvements 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.	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): Shepherds Bush Green	
	Contact officer: Silvera Williams Silvera.Williams@lbhf.gov.uk			
Strategic Director for the Environment	December 2022	Bishops Park - Improvement Programme 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	A detailed report for this item will be available at least 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: Silvera Williams Silvera.Williams@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 Housing and Homelessness	December 2022	Stack Descale Planned Programme 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 Contact officer: Emma Lucas Tel: 07827883247 Emma.Lucas@lbhf.gov.uk	
Cabinet Member for Social Inclusion and Community Safety	December 2022	Decision on whether to introduce a Public Space Protection Order in relation to responsible dog ownership 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 Contact officer: Beth Morgan, Laura Seamons Tel: 020 8753 3102, Tel: 07786965292 beth.morgan@lbhf.gov.uk, laura.seamons@lbhf.gov.uk	
Cabinet Member for Social Inclusion and Community Safety, Cabinet Member for the Economy	December 2022	Construction Code of Practice 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 Contact officer: Hashith Shah Tel: 020 8753 6693 Hashith.Shah@lbhf.gov.uk	

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 (other relevant documents may be submitted)
Cabinet Member for Social Inclusion and Community Safety	December 2022	Decision on whether to introduce a Public Space Protection Order (PSPO) in relation to the use of E-scooters, E-bikes, and Pedal Cycles 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	
			Contact officer: Charis Champness, Beth Morgan, Neil Thurlow Tel: 020 8753 3102, Charis.Champness@lbhf.gov.uk, beth.morgan@lbhf.gov.uk, Neil.Thurlow@lbhf.gov.uk	
Cabinet Member for the Economy	December 2022	Civic Campus, Deed of Variation approval 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 papers to be considered.
	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	
Resources				
Cabinet Member for Housing and Homelessness	December 2022	Procurement Strategy – Dry to Wet Riser Conversion Works in Six (6) Blocks To appoint a Contractor to undertake conversion works of Dry Risers to Wet Risers in Six (6) Blocks to enhance fire safety.	Cabinet Member for Housing 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
	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	

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				and / or background papers to be considered.
Director Children's Services	December 2022	Call-off Contract Extensions for Semi-Independent Living Support Providers Decision report recommending short-term extensions of up to six months from 12 April 2020 to 12 September 2020 to 16 call-off contracts to secure continuation of existing provision of semi-independent living (SIL) accommodation arrangements for Looked After Children and Young People leaving care to enable continuity of these valuable services during the current Covid-19 outbreak.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Director Children's Services	December 2022	Approval to agree contract with Family support Service (FSS) To enable to enter in to a contract with Family Support Service (FSS).	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s):	
			Contact officer: Lesley Bell Lesley.Bell@lbhf.gov.uk	
Cabinet Member for Finance and Reform	December 2022	Procurement Strategy for Land and Property System The IDOX Group currently provides the Council's land and property-based IT case management system (Uniform) for multiple regulatory services across the authority. The software is highly embedded	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
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and		Ward(s): All Wards	
			Contact officer: Josh Hadley, Davina Barton Tel: 020 8753 1980, Josh.Hadley@lbhf.gov.uk,	

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	Capital between £1.5m and £5m	within the organisation and underpins a large number of business processes and casework management. Its contract has expired and needs to be reproced.	Davina.Barton@lbhf.gov.uk	documentation and / or background papers to be considered.
Cabinet Member for Children and Education	December 2022	Contract Extensions on Family Support (FS) Framework To extend a series of contracts on the Family Support Service (FSS) framework and deliver savings required.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Lesley Bell Lesley.Bell@lbhf.gov.uk	
Strategic Director of the Economy Department	December 2022	Contract extension for Floating Support Service Approval of two procurement strategies for the White City Central scheme.	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Ayesha Ovaisi Tel: 020 8753 5584 Ayesha.Ovaisi@lbhf.gov.uk	
Cabinet Member for Finance and Reform	December 2022	MFD Reprocurement The Council has a contract for the provision of multi-functional devices (printers, scanners and copiers) so that its staff can have access to print services in its offices. The contract is due for renewal in 2021.	Cabinet Member for Finance and 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
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): All Wards Contact officer: Josh Hadley Tel: 020 8753 1980 Josh.Hadley@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 the Economy	December 2022	Farm Lane Site - Contract Award for Design Team 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	December 2022	Farm Lane Site - Contract Award for Control Team 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	December 2022	Lillie Road Site - Design Team Award Report 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	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
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	

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	and Capital up to 1.5m	for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).		supporting documentation and / or background papers to be considered.
Cabinet Member for the Economy	December 2022	Lillie Road Site - Control Team Award Report 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	December 2022	Contract extension for Floating Support Service Agree a contract extension as permitted under the original contract award for plus 2 years to Hestia for floating support services	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	December 2022	Day Opportunities Contract awards 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
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk	

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				supporting documentation and / or background papers to be considered.
Deputy Leader	December 2022	Extension of Incumbent Homecare Contracts 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	
Strategic Director of the Economy Department	December 2022	Procurement Strategy - Roof Repair Programme 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	
Cabinet Member for Children and Education	December 2022	Procurement Strategy for Young Persons and Care Leaver's Semi-independent Living 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	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 - Revenue between £500,000		Ward(s): All Wards	
			Contact officer: Will Parsons Tel: 0776 848 6764	

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	and £5m and Capital between £1.5m and £5m	or at risk of entering the care system as a result of becoming homeless.	Will.Parsons@lbhf.gov.uk	supporting documentation and / or background papers to be considered.
Cabinet Member for Children and Education	December 2022	Semi Independent Living Contract (SIL) Providing the provision of SIL across Care Leavers and Young Persons at Risk Pathway	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: Adie Smith Tel: 07554 222 716 adie.smith@lbhf.gov.uk	
Strategic Director for the Environment	December 2022	Refuge Direct Award Direct award refuge provision - 1st April 2021 - 31st March 2022.	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk	
Cabinet Member for Finance and Reform	December 2022	Contract Award - Revenue and Benefits 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
	Reason: Expenditure/Income - Revenue between £500,000		Ward(s): All Wards	
			Contact officer: Graham Pottle Tel: 07733 038 882 graham.pottle@lbhf.gov.uk	

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	and £5m and Capital between £1.5m and £5m			supporting documentation and / or background papers to be considered.
Director Children's Services	December 2022	Child and Adolescent Mental Health Services (CAMHS) for 21/22 Exceptional circumstances related to the Covid vaccine roll-out mean that NHS partners are not sufficiently resourced at this time to enter into intended Section 75 arrangements. Therefore, in order to remain within governance requirements, this report seeks approval to directly award contracts for CAMHS services for 2021/22.	Cabinet Member for Children and Education	A detailed report for this item will be available at least 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: Craig Holden Tel: 07850 541 477 Craig.Holden@lbhf.gov.uk	
Cabinet Member for Children and Education	December 2022	Award to the Travel Care Taxi Services Framework Award of providers to the Travel Care Taxi Framework	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
			Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	
Cabinet Member for the Economy	December 2022	CONTRACT AWARD REPORT: Responsive Capital reserve contract 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	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
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: William Shanks Tel: 020 8753 6007 william.shanks@lbhf.gov.uk	

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		additional years). Approval is now sought to appoint a reserve contractor to deliver the Responsive Capital contract.		supporting documentation and / or background papers to be considered.
Strategic Director of the Economy Department	December 2022	White City Central - Variation to the appointments of Mae, Curtins, 24 Acoustics, Make:Good and Farrer Huxley to include RIBA 3A This report concerns the proposed development of the site known as White City Central area (“site”). The report seeks the approval for the variation of existing contracts for stage RIBA 3A to assist in the procurement of the main contractor.	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Tarie Chakare, Ayesha Ovaisi Tel: 020 8753 5584 tarie.chakare@lbhf.gov.uk, Ayesha.Ovaisi@lbhf.gov.uk	
Cabinet Member for Social Inclusion and Community Safety	December 2022	Award for Violence Against Women and Girls Services 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	
			Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk	
Strategic Director of the Economy Department	December 2022	Relief contractor for Housing Repairs 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
	Reason: Expenditure/Income - Revenue between		Ward(s): All Wards	
			Contact officer: William Shanks	

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	£500,000 and £5m and Capital between £1.5m and £5m		Tel: 020 8753 6007 william.shanks@lbhf.gov.uk	details of any supporting documentation and / or background papers to be considered.
Cabinet Member for Housing and Homelessness	December 2022	Procurement Strategy for H&F Maintenance 'DLO' Roofing Subcontractor This report seeks approval to procure a roofing subcontractor to carry out roofing repairs, on behalf of H&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.	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: Claire Horn Tel: 07860 649 918 Claire.horn@lbhf.gov.uk	
Cabinet Member for Housing and Homelessness	Before 18 Dec 2022	Procurement strategy for DLO vehicle supplier 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	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: Claire Horn Tel: 07860 649 918 Claire.horn@lbhf.gov.uk	

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Cabinet Member for Public Realm	18 Dec 2022	Grounds Maintenance Procurement 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	
			Contact officer: Richard Gill Tel: 07833482119 richard.gill@lbhf.gov.uk	
Cabinet Member for Housing and Homelessness	December 2022	Variations to (Housing) Gas, Electrical and Out of Hours Call Handling contracts 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	
			Contact officer: Richard Buckley richard.buckley@lbhf.gov.uk	
Cabinet Member for the Economy	December 2022	AWARD OF CONTRACT AND PROCUREMENT STRATEGY FOR THE COUNCIL'S LAND AND PROPERTY-BASED IT SYSTEM 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	
			Contact officer: Davina Barton Davina.Barton@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Member for Children and Education	December 2022	Procurement Strategy to Develop Parenting Assessment Framework 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	December 2022	Mund Street - Appointment of Design Team Contract 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 Dec 2022	Digital Services future network and security infrastructure 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	December 2022	Coordination of the Holiday Activision and Food Programme offer across the London Borough of Hammersmith and Fulham Procurement of coordination services for the local delivery of the Holiday Activity and Food Programme in 2022 with possible extensions up to 2024.	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: Marcus Robinson Marcus.RobinsonCHS@lbhf.gov.uk	
Cabinet Member for Social Inclusion and Community Safety	December 2022	Award Report for Refuge services 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.	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	
			Contact officer: Beth Morgan Tel: 020 8753 3102 beth.morgan@lbhf.gov.uk	
Strategic Director of the Economy Department	December 2022	Warm Works contract 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.	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: David McNulty David.McNulty@lbhf.gov.uk	

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Cabinet Member for Children and Education	December 2022	Maintained Nursery Grant Funding 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	December 2022	Procurement Strategy & Award of Air Source Heat Pumps 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	December 2022	Contract Award Report - Consultancy Services Framework 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	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	
			Contact officer: Dominic D Souza Dominic.DSouza@lbhf.gov.uk	

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		(such as Mechanical & Electrical and Civil and Structural); Architectural Services; Clerk of Works Services; and Fire Consultancy Services. The Consultancy Services Framework Agreement comprises eight (8) lots and will run for a period of four (4) years.		
Leader of the Council	December 2022	Open Market Acquisition 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.	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	
			Contact officer: Mo Goudah mo.goudah@lbhf.gov.uk	
Cabinet Member for Climate Change and Ecology	February 2023	Decarbonisation of non-domestic properties - contract award This Key Decision is a notice to award a contract following a mini-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.	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 over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
			Contact officer: Jonathan Skaife Jonathan.Skaife@lbhf.gov.uk	

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Cabinet Member for Housing and Homelessness	December 2022	Variations to Housing Repairs Contract Contract variation to existing housing repairs contract	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:		Ward(s): All Wards	
			Contact officer: Emma Lucas Tel: 07827883247 Emma.Lucas@lbhf.gov.uk	
Director of Finance	December 2022	Land and property-based ICT system contract extension Approval of a 12 month contract extension with existing provider IDOX to enable the data migration and new system configuration to take place		A detailed report for this item will be available at least 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: Davina Barton Davina.Barton@lbhf.gov.uk	
Strategic Director of the Economy Department	18 Dec 2022	Contract Award - Disrepair Surveying Consultancy support Contract award for a consultancy service to provide disrepair surveying support.	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):	
			Contact officer: Emma Lucas Tel: 07827883247 Emma.Lucas@lbhf.gov.uk	

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Cabinet Member for Children and Education	December 2022	Translation & Interpretation Services To procure and and award one corporate contract for the wider council's use of Translation and Interpretation Services.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Adie Smith Tel: 07554 222 716 adie.smith@lbhf.gov.uk	
Strategic Director of Social Care	December 2022	Public Health - GP and Pharmacy Contract 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 Contact officer: Nicola Ashton Tel: 020 8753 5359 Nicola.Ashton@lbhf.gov.uk	
Cabinet Member for Public Realm	December 2022	Parking Bailiff Enforcement Procurement Strategy 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 Contact officer: Gary Hannaway, Bram Kainth Tel: 020 8753, Tel: 07917790900 gary.hannaway@lbhf.gov.uk , bram.kainth@lbhf.gov.uk	

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Cabinet Member for Social Inclusion and Community Safety	March 2023	Home care and independent living 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 Contact officer: Laura Palfreeman Tel: 0208 753 1953 Laura.Palfreeman@lbhf.gov.uk	
Cabinet Member for Children and Education	December 2022	Procurement Strategy for Community Schools Programme Refurbishment Works To refurbish Lena Gardens and Mund St. sites to serve as decant locations for schools in the Community Schools Programme		A detailed report for this item will be available at least 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 Contact officer: Anthony Mugan Anthony.Mugan@lbhf.gov.uk	
Cabinet Member for Public Realm	Before 18 Dec 2022	Caxton Gate Lease Options 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.		A detailed report for this item will be available at least 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: Gary Hannaway Tel: 020 8753 gary.hannaway@lbhf.gov.uk	

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Cabinet Member for Social Inclusion and Community Safety	11 Jan 2023	Specialist Co-Located Independent Domestic Violence Advocacy (IDVA) Service - Contract Award 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.		A detailed report for this item will be available at least 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: Neil Thurlow Neil.Thurlow@lbhf.gov.uk	
Cabinet Member for Public Realm	December 2022	Waste, Recycling & Street Cleansing Contract - Provisional Services 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	
			Contact officer: Pat Cosgrave Tel: 020 8753 2810 Pat.Cosgrave@lbhf.gov.uk	
Deputy Leader	December 2022	Direct award for a five public health contracts covering sexual health, substance misuse and stop smoking contracts 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,	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	

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		substance misuse and stop smoking contracts.		
Cabinet Member for Public Realm	December 2022	Contract award for Residential Charging Network expansion 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 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.	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 - 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	
Cabinet Member for the Economy	December 2022	Control Team Procurement Strategy - Four Development Sites Procurement of a Control Team for the proposed developments of new homes at Barclay Close, Becklow Gardens, The Grange & Jepson House.	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): Coningham; Walham Green; Sands End Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	18 Dec 2022	Design Team Procurement Strategy - Four Development Sites Procurement of a Lead Architect and Design Team for the proposed developments of new homes at Barclay Close, Becklow Gardens, The Grange & Jepson House.	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and		Ward(s): Coningham; Walham Green; Sands End Contact officer: Labab Lubab Tel: 020 8753 4203	

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	Capital between £1.5m and £5m		Labab.Lubab@lbhf.gov.uk	documentation and / or background papers to be considered.
Cabinet Member for Finance and Reform	December 2022	Infrastructure Asset Management Procurement Procurement of an infrastructure asset management system for use in various departments across the council. The incumbent supplier is Confirm on Demand.	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: Sean Dickson Tel: 0208 753 1781 sean.dickson@lbhf.gov.uk	
Cabinet Member for Finance and Reform	January 2023	Modern Desktop Service and Tech-ionic 2 Device refresh partner award Approval for a contract award for a 3rd party supplier to manage elements of the modern desktop service and assist with Tech-Tonic 2 device refresh.	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: Veronica Barella Tel: 020 8753 2927 Veronica.Barella@lbhf.gov.uk	
Cabinet Member for Housing and Homelessness	December 2022	Award of contracts for the major refurbishment of Becklow Gardens and Emlyn Gardens estates This report seeks approval to award two separate contracts, one for the major refurbishment of the Becklow Gardens estate W12 and one for the major refurbishment of	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
	Reason: Expenditure/Income over £5m & policies or new income,		Ward(s): Coningham; Wendell Park Contact officer: Vince Conway	

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	reserves use, overspend over £300K	Emlyn Gardens estate W12.	Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk	supporting documentation and / or background papers to be considered.
Strategic Director of the Economy Department	December 2022	Contract Variation Variation to existing contract for Design Team services (encompassing architectural design services) for the Community Schools Programme.	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): Avonmore; Ravenscourt	
			Contact officer: Patrick Vincent Patrick.Vincent@lbhf.gov.uk	
Strategic Director of the Economy Department	December 2022	Caretaking Contract Extension Delivering an extension to the housing caretaking contract Reasons for Urgency: To fulfil contractual requirements around notification periods. PART OPEN PART EXEMPT The appendix 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). Information relating to the financial or business affairs of any particular person (including the	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Emma Lucas Tel: 07827883247 Emma.Lucas@lbhf.gov.uk	

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		authority holding that information)		
Deputy Leader	20 Dec 2022	Direct Award of Contract for Minterne Gardens Extra Care Service The decision is to agree that the Contract with Housing 21 will start from February 2023 until 31st March 2027. The decision is to agree that the total value of the four-year Housing 21 Minterne Gardens contract is expected to be £3,919,566. The service is based on a core and flexi model which fits around resident's needs. This contract will provide a consistent and sustainable Extra Care Service for resident of the borough, which promotes independent living, enabling them to remain in their own home for as long as possible and reduces the need for more expensive residential care.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): White City; Wormholt Contact officer: Johan van Wijgerden Tel: 07493864829 Johan.vanwijgerden@lbhf.gov.uk	

CABINET - 5 December 2022

Cabinet	5 Dec 2022	Home care and independent living Procurement strategy for Support at Home (homecare) services for residents in Hammersmith & 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	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		Ward(s): All Wards Contact officer: Laura Palfreeman Tel: 0208 753 1953 Laura.Palfreeman@lbhf.gov.uk	

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		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.		
Cabinet	5 Dec 2022	Annual Emergency Planning & Business Continuity Report 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	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Denise Prieto Tel: 0208 753 2286 Denise.Prieto@lbhf.gov.uk	
Cabinet	5 Dec 2022	Planning Obligations Draw Down 2021/22 Report 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) schedules in force in the Borough. It seeks approval to the drawdown of these funds for projects which have been delivered in 2021/22.	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Rebecca Yee Tel: 07786 290034 Rebecca.Yee@lbhf.gov.uk	

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Cabinet	5 Dec 2022	Procurement strategy for major refurbishment projects forming part of the housing capital programme 2022/23-2025/26 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-year housing capital programme 2022/23-2025/26.	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 Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk	

CABINET - 9 January 2023

Cabinet	9 Jan 2023	Cost of living crisis and climate emergency response – changes to parking charges 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	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Bram Kainth Tel: 07917790900 bram.kainth@lbhf.gov.uk	
Cabinet	9 Jan 2023	Housing Caretaking Service Strategy Strategy for ongoing delivery of the housing caretaking service	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
	Reason: Expenditure/Income over £5m & policies or new income, reserves use,		Ward(s): All Wards Contact officer: Fiona Darby Fiona.Darby@lbhf.gov.uk	

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	overspend over £300K			and / or background papers to be considered.
Cabinet	9 Jan 2023	Community Schools Programme decant works and mobilisation 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	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework		Ward(s): All Wards	
			Contact officer: Daryle Mathurin Tel: 07816 661199 Daryle.Mathurin@lbhf.gov.uk	
Cabinet	9 Jan 2023	West London Alliance Fibre Funding Report 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	A detailed report for this item will be available at least 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: Rebecca Yee Tel: 07786 290034 Rebecca.Yee@lbhf.gov.uk	
Cabinet	9 Jan 2023	Procurement strategy - Contract for Unattended CCTV camera system This report sets out the procurement strategy for Unattended CCTV goods and services.	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
	Reason: Expenditure/Income over £5m & policies or new income, reserves use,		Ward(s): All Wards	
			Contact officer: Osa Ezekiel Osa.Ezekiel@lbhf.gov.uk	

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	overspend over £300K			and / or background papers to be considered.
Cabinet	9 Jan 2023	Decision to become a member of the Pan London Vehicle for Children's Services 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	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework		Ward(s): All Wards	
			Contact officer: Sophie Veitch Tel: 07876855124 sophie.veitch@lbhf.gov.uk	
Cabinet	9 Jan 2023	Council Tax Support Scheme 23/24 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	A detailed report for this item will be available at least 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	
			Contact officer: Kirsty Brooksmith Tel: 07785531091 Kirsty.Brooksmith@lbhf.gov.uk	

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Cabinet	9 Jan 2023	Council Tax Base and Collection Rate 2023/24 and Delegation of the Business Rate Estimate This report is a statutory requirement that sets the council tax base for the purposes of the 2023/24 revenue budget. The report also delegates authority to the Director of Finance to determine the business rates tax base for 2023/24.	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	
			Contact officer: Jamie Mullins Tel: 020 8753 1650 Jamie.Mullins@lbhf.gov.uk	
Cabinet	9 Jan 2023	2022/23 Corporate Revenue Monitor - Month 6 (September 2022) In year monitoring report for the General Fund and HRA as at Month 6.	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: Elizabeth Nash Tel: 020 8753 2567 Elizabeth.Nash@lbhf.gov.uk	
Cabinet	9 Jan 2023	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2022/23 (SECOND QUARTER) This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.	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	
			Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
Cabinet	9 Jan 2023	Civic Campus Programme update Update on progress with the Civic Campus and recommendation for financial investment	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): Hammersmith Broadway	
	Contact officer: David McNulty David.McNulty@lbhf.gov.uk			
Cabinet	9 Jan 2023	Housing Management South Business Case Business case for the ongoing delivery of the housing management south service PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Housing 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	
	Contact officer: Fiona Darby Fiona.Darby@lbhf.gov.uk			
CABINET - 6 February 2023				
Cabinet	6 Feb 2023	REVENUE BUDGET AND COUNCIL TAX LEVELS 2023/24 The Council is obliged to set a balanced budget and council tax charge in accordance with the	Cabinet Member for Finance and Reform	A detailed report for this item will be available at least five working days
	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)
		Local Government Finance Act 1992. This report sets out the proposals to balance the Council's budget for 2023/24.	Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@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	6 Feb 2023	FOUR YEAR CAPITAL PROGRAMME 2023/24 AND CAPITAL STRATEGY 2023/24 This report presents the Council's four-year Capital Programme for the period 2023 to 2027.	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	
			Contact officer: Andre Mark Tel: 020 8753 7227 andre.mark@lbhf.gov.uk	
Cabinet	6 Feb 2023	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2022/23 (THIRD QUARTER) This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.	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	
			Contact officer: Andre Mark Tel: 020 8753 7227 andre.mark@lbhf.gov.uk	

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Cabinet	6 Feb 2023	School Budget (Dedicated Schools Grant) 2023/24 To approve the schools budget funding formula for allocating resources to H&F schools for the financial year 2023/24	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	
	Contact officer: Tony Burton tony.burton@lbhf.gov.uk			
Cabinet	6 Feb 2023	Network and telephony provision Procurement of network links and associated services plus telephony (e.g. phone and alarm lines)	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	
	Contact officer: David Wadham Tel: 07776 672 392 david.wadham@lbhf.gov.uk			
CABINET - 6 March 2023				
Cabinet	6 Mar 2023	Procurement Strategy for Mental Health Supported Housing Procurement strategy for our mental health supported housing in borough contracts. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the	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
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
	Contact officer: Joanna McCormick, Michele Roberts, Rebecca Richardson Tel: 0741207694, Tel: 020 8834 4734, Tel: 07827879659 Joanna.Mccormick@lbhf.gov.uk,			

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		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.	Michele.Roberts@lbhf.gov.uk, rebecca.richardson@lbhf.gov.uk	considered.
Cabinet	6 Mar 2023	School Organisation Plan The report summarises projected numbers of pupils on roll and makes recommendations on school organisation	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework		Ward(s): All Wards	
			Contact officer: Anthony Mugan Anthony.Mugan@lbhf.gov.uk	
Cabinet	6 Mar 2023	Schools' Capital Strategy and Budget 2023-26 This report seeks budget approval for the schools' capital programme for 2023-2026.	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	
			Contact officer: Anthony Mugan Anthony.Mugan@lbhf.gov.uk	

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CABINET - 17 April 2023				
Cabinet	17 Apr 2023	2022/23 Corporate Revenue Monitor - Month 9 (December 2022) To give an update on forecast outturn position in line with financial regulations and to request budget virements if required.	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: Elizabeth Nash Tel: 020 8753 2567 Elizabeth.Nash@lbhf.gov.uk	
Cabinet	17 Apr 2023	2022 Corporate Revenue Monitor - Month 9 (December 2022) 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	Fixed Penalty Notices to be issued by LET team 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	