

Cabinet

Agenda

MONDAY
9 SEPTEMBER 2024
7.00 pm

GROUND FLOOR
145 KING STREET
LONDON W6 9XY

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live on YouTube:

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Membership

Councillor Stephen Cowan, Leader
Councillor Alex Sanderson, Deputy Leader (responsible for Children and Education)
Councillor Bora Kwon, Cabinet Member for Adult Social Care and Health
Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology
Councillor Andrew Jones, Cabinet Member for the Economy
Councillor Rowan Ree, Cabinet Member for Finance and Reform
Councillor Frances Umeh, Cabinet Member for Housing and Homelessness
Councillor Sharon Holder, Cabinet Member for Public Realm
Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and Community Safety
Councillor Zarar Qayyum, Cabinet Member for Enterprise and Skills

Date Issued
30 August 2024

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 9 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.

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on item numbers **4-9** 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 4 September 2024.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Tuesday 10 September 2024**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Friday 13 September 2024 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 13 September 2024**.

Cabinet Agenda

9 September 2024

<u>Item</u>	<u>Pages</u>
1. MINUTES OF THE CABINET MEETING HELD ON 15 JULY 2024	5 - 10
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. PROVISIONAL REVENUE OUTTURN REPORT 2023/24	11 - 30
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| 8. | TRAVEL CARE AND SUPPORT TAXI SERVICES PROCUREMENT STRATEGY | 86 - 96 |
| 9. | SEMI-INDEPENDENT LIVING ACCOMMODATION (SIL) FOR CHILDREN LOOKED AFTER, CARE LEAVERS AND YOUNG PEOPLE EXPERIENCING HOMELESSNESS - PROCUREMENT STRATEGY | 97 - 114 |
| 10. | FORWARD PLAN OF KEY DECISIONS | 115 - 171 |
| 11. | DISCUSSION OF EXEMPT ELEMENTS (<u>ONLY IF REQUIRED</u>) | |

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 an item of business, on the grounds that it contains 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 15 July 2024

NOTE: A recording of the meeting can be watched at on YouTube at:
<https://www.youtube.com/watch?v=bAnigKfx6M8>

PRESENT

Councillor Stephen Cowan, Leader of the Council
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 and Lead Member for Inclusive Community Engagement and Co-production
Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and Community Safety
Councillor Bora Kwon, Cabinet Member for Adult Social Care and Health
Councillor Rowan Ree, Cabinet Member for Finance and Reform
Councillor Alex Sanderson, Deputy Leader (with responsibility for Children and Education)
Councillor Frances Umeh, Cabinet Member for Housing and Homelessness
Councillor Zarar Qayyum, Cabinet Member for Enterprise and Skills

ALSO PRESENT

Councillor Jose Afonso
Councillor Paul Alexander

INTRODUCTION

The Leader congratulated Councillor Ben Coleman for being elected as the new MP for Chelsea and Fulham. He also welcomed Councillor Alex Sanderson's new post as Deputy Leader (with responsibility for Children and Education) and Councillor Bora Kwon as the new Cabinet Member for Adult Social Care and Health. In addition, the Leader introduced Councillor Zarar Qayyum as the new Cabinet Member for Enterprise and Skills.

1. MINUTES OF THE CABINET MEETING HELD ON 3 JUNE 2024

RESOLVED:

That the minutes of the meeting of the Cabinet held on 3 June 2024 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

2. APOLOGIES FOR ABSENCE

There were no apologies for absence.

3. DECLARATION OF INTERESTS

The following councillors declared a significant interest on Item 4 - Third Sector Investment Fund Strategy Report. They left the room during the consideration of the item and did not vote.

- Councillor Wesley Harcourt as a Trustee of the Hammersmith & Fulham Citizens Advice Bureau.
- Councillor Sharon Holder as a Trustee of the Action on Disability.
- Councillor Bora Kwon as a Trustee of the Hammersmith Lyric Theatre.

4. THIRD SECTOR INVESTMENT FUND STRATEGY REPORT

The following councillors declared a significant interest on this item. They left the room during the consideration of the item and did not vote.

- Councillor Wesley Harcourt as a Trustee of the Hammersmith & Fulham Citizens Advice Bureau.
- Councillor Sharon Holder as a Trustee of the Action on Disability.
- Councillor Bora Kwon as a Trustee of the Hammersmith Lyric Theatre.

Councillor Rebecca Harvey introduced the strategy paper aiming to support residents and the third sector by renewing the Council's grants funding strategy. As the Council was seeking value for money for residents, it aimed to strengthen the third sector, through the renewed Third Sector Strategy. The Council was investing up to £3.9m intended to deliver a broad range of Council priorities and calling on all the Voluntary & Community Sector to rise to the challenge and urgently tackle the big issues through different routes.

The Leader stated that the Council had invested in the Lyric Theatre to stop it going bankrupt as well as funded the Law Centre to continue its services to residents. But he stressed that organisations would need to strictly meet the ruthlessly financially efficient (RFE) criteria to ensure best outcomes for residents.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

That Cabinet Agrees:

1. To launch a Third Sector Investment Fund Round under the seven priority areas set out in this paper.
2. That the newly allocated funding will run from 1st April 2025 to 31st March 2028, with the option to extend by 1 more year (up to 31st March 2029).

3. To approve the establishment of a framework for the approval of grants falling within the Third Sector Investment fund. Under this framework the Cabinet grants delegated authority for the Award of Grants under the Third Sector Investment fund from 1st April 2025 up to 31st March 2028 with a potential extension of one year up to 31st March 2029 to the Executive Director of Finance and Corporate Services in consultation with the Cabinet Member for Social Inclusion and Community Safety.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

5. QUEENSMILL SCHOOL TRANSITIONAL FUNDING

Councillor Alex Sanderson presented the report seeking approval for a jointly crafted approach with Queensmill School, Ormiston Academy Trust, the Department for Education, and its Education Skills Funding Agency to develop a transitional funding approach in support of a transformation programme for a sustainable delivery model for Queensmill School.

Councillor Jose Afonso asked the reason for the Council not providing an uplift on top of funding for Queensmill since 2021.

Councillor Alex Sanderson replied that this question was not related to this paper, which dealt with transitional defunding. She would be happy to respond to him separately.

Councillor Jose Afonso also asked which criteria had been applied to determine which children would get the interim transitions funding, and if not all children at Hammersmith & Fulham places, then why not.

Councillor Alex Sanderson replied that she would come back to him with a written answer as it involved a lot of sensitive and complex information on different children and different care packages.

The Leader reiterated that this paper related to move Queensmill School to the next stage and stated that the Council had been investing a record amount of funding into children with disabilities.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

1. Approval of £595,044 interim funding per annum (up to a maximum of £935,837) in transitional funding to Ormiston Academy Trust for a 19-

month period from September 2024 to March 2026 to match the resources currently allocated to support a small cohort of Hammersmith & Fulham high needs learners requiring provision above and beyond that would normally be expected from the Queensmill School current model.

2. To note the ongoing discussions and associated risk for additional funding from Hammersmith & Fulham from the outcome of negotiations with the Department for Education and its Education Funding Skills agency for a package of up to £1.361m in transitional funding for a 19-month period September 2024 to March 2026 to support the redesign of the Queensmill delivery model.
3. To delegate authority to the Director of Education and SEND, in consultation with the Executive Director of People and THE Cabinet Member for Children and Education to agree a 19-month transformation programme with Ormiston Academy Trust for Queensmill School.
4. To delegate authority to the Director of Education and SEND, in consultation with the Executive Director of People and the Cabinet Member for Children and Education to agree inflationary uplifts to proposed funding levels following the outcome of 2024/25 teachers and non-teachers national pay awards consistent with transformation programme to be agreed.

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. HAMMERSMITH TOWN CENTRE SUPPLEMENTARY PLANNING DOCUMENT

Councillor Andrew Jones introduced the report seeking approval to adopt the Hammersmith Town Centre Supplementary Planning Document, which along with the review of the Local Plan would provide an important planning framework to deliver the Council's ambitions for regeneration and development in the borough.

Councillor Jose Afonso welcomed the fact from the report that there would be 2,800 new homes including provision of 50% genuinely affordable homes. He asked if the Council planned to buy any of these affordable homes in the future.

Councillor Andrew Jones replied that the short answer was yes, but this question was not relevant to a planning document which set out the level of affordable housing provision needed in the borough.

In relation to the Hammersmith Bridge repairs, Councillor Jose Afonso asked when the tunnel proposal to replace the decaying bridge was predicted to be completed.

The Leader replied that the issue with the Hammersmith Bridge repairs had been highly politicised, which considerably delayed the repairs progress. The complex structure of the decaying bridge and the urgent need for repair to prevent its imminent collapse led to its full closure in 2020. Since then the Council had spent £30 million in stabilisation work that allowed the bridge to reopen to pedestrians and cyclists. However, £250 million was the estimated cost to complete the repair work, which the Council would need to pay a third of this value. Therefore, the Council had proposed a plan to put tolls on the bridge to cover their share of the cost.

The Leader added the alternative proposal of having a “flyunder” the River Thames had the advantage of costing significantly less; and the Council could reclaim all the land left to pay off for the infrastructure cost. But this proposal would take a lot of government intervention and different thinking.

With the Leader’s permission, a local resident asked whether the proposal for the Hammersmith Gyrotory in 2 to 3 years’ time would be to make it two-way to traffic and to create open spaces by St. Paul’s Church.

Bram Kainth, Executive Director of Place, replied that this was one of the many options proposed by the Supplementary Planning Document to better manage the traffic, but currently there was no firm proposal.

The Leader stated that the process carried out by the Council had always been to take genuine consultations, asking people’s opinions on the proposals and then making a decision, which would also be open to public scrutiny.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

That Cabinet approves the SPD for adoption incorporating amendments following the public consultation. The amendments are outlined in a schedule of representations at appendix 3.

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.

Meeting started: 7.00 pm
Meeting ended: 7.31 pm

Chair

London Borough of Hammersmith & Fulham

Report to: Cabinet

Date: 09/09/2024

Subject: Provisional Revenue Outturn Report 2023/24

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

Responsible Director: Sukvinder Kalsi, Executive Director of Finance and Corporate Services

SUMMARY

This report sets out the revenue outturn position for the Council across the General Fund and Housing Revenue Account (HRA) for the 2023/24 financial year.

At a time when most councils are taking money from reserves to balance their books, Hammersmith & Fulham has returned a revenue budget surplus of £0.3m and this has been added to our general balances. This is despite uncertainty over government funding, increased demand for council services due to the failing economy, protecting services that residents value that are unique to Hammersmith and Fulham, and investing in new services to support residents at a difficult time.

The strategic operating environment in 2023/24 was very challenging with demographic, legislative, macro-economic pressures not experienced for a long time. There continues to be cost pressures arising from increasing demand, rising inflation and acuity of need. These pressures have been experienced across statutory services in Adult Social Care, Housing Solutions (temporary accommodation) and Children's Services. This has been worsened by the needs of an ageing population and the ongoing cost of living crisis. This is against a backdrop of uncertainty around levels of government funding and continuing annual grant settlements that restricts financial planning and resilience.

The Council's budget for 2023/24 was set with the following priorities:

- preserve front line services valued by residents/businesses/visitors
- ensure the continued delivery of key council priorities (e.g. free home care, weekly collection of waste)
- increase investment in services including fly tipping, food waste collection, continuation of free school breakfasts, temporary accommodation, care packages for disabled children and family hubs and measures for supporting residents during the cost-of-living crisis and through the Council Tax support scheme
- maintain the financial resilience of the council (and thus the continued provision of services in the future)

In addition, there was investment of £10.7m in services (including homelessness, adult social care, travel care and support, waste collection and continuing free breakfast meals in primary schools and free lunches in secondary schools where we

currently operate the scheme). The budget included efficiencies of £5.4m (and 95% were delivered).

Despite the challenges outlined above, the Council’s provisional 2023/24 General Fund outturn is an underspend of **£0.3m (or less than 0.2% of the total net budget)**. In addition, the Council has been able to maintain our general balances, reduce the level of external borrowing and outstanding debts owed. The overall outturn is an improvement on the projected overspend of £1.5m (or 0.7% of the net budget) that was reported to Cabinet as part of the financial monitoring report at Month 9.

The provisional HRA outturn required a draw down from HRA general balances of £4.6m (planned £3.6m for the exceptional one-off work on repairs, damp/mould and a further £1m). This is lower than the projected drawdown of £5m and thereby resulting in balances of **£5.4m at the year-end on the HRA** (the Council was working to a minimum target of £5m). This level of general balances is considered reasonable by our external auditors given the overall levels of income and expenditure on the HRA. In addition, this strong fiscal discipline has allowed the Council to eliminate the structural deficit on the HRA Budget for 2024/25 and this was balanced without the use of general balances.

Overall, General Fund earmarked reserves have provisionally decreased by £4.8m (4.5%) in 2023/24. Much of this decrease is for previously planned one-off expenditure on specific projects or programmes which have no direct impact on day-to-day expenditure and has already been factored into the Council’s financial strategy.

The outturn position is provisional and is subject to audit. The review continues of the balance sheet and final entries cannot yet be confirmed for business rates.

RECOMMENDATIONS

1. To note the General Fund underspend of **£0.298m** (0.02% of budget).
2. To note that the draw down of balances from the Housing Revenue Account (as set out in paragraph 4 below of this report).
3. To note the significant reduction of the Dedicated Schools Grant High Needs Block deficit and the remaining cumulative deficit of **£2.279m**.

Wards Affected: All

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

	counts.
Creating a compassionate council	As the Council's resources have been reduced, we have protected the services on which the most vulnerable residents rely. This budget continues all our previous policies to support residents and proposes new spending on care packages for disabled children and additional resources to help residents through the cost-of-living crisis. Particularly as the economy struggles, the Council is required to step in to provide additional help to those who find themselves in need of it, and the Council has done that through additional services and individual support.
Building shared prosperity	A significant proportion of services are delivered in partnership with local and national companies, and this will continue to promote all business sectors to the benefit of residents. In addition, there will be increased investment in the Industrial Strategy Delivery and the development and promotion of the STEAM sector strategy.
Doing things with residents, not to them	The use of co-production across the Council is embedded and all service matters are developed with the engagement of residents. The Council is continuing the REAP (Resident Experience and Access Programme) Programme to improve residents' access to the services.
Taking pride in H&F	The budget proposals include significant investment in public realm services especially waste collection, street cleaning and open/park spaces. Our new waste contract includes provisions to tackle fly-tipping and collection of food waste.
Rising to the challenge of the climate and ecological emergency	The Council has established a Climate Change Team, and the Team has developed a Climate and Ecology Strategy (and is making a significant contribution to the international and national policy debates). It is also securing grants from national programmes to help with improvements of the thermal efficiency of Council properties and homes).

Financial Impact

This report is financial in nature and those implications are contained within.

Andre Mark (Head of Strategic Planning and Investment), 24 June 2024 and verified by James Newman, Assistant Director of Finance, 24 June 2024.

Legal Implications

There are no legal implications for this report.

Verified by Jade Monroe, Chief Solicitor, Legal Services, 28 August 2024.

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

GENERAL FUND

1. As set out in Table 1 there was a year-end underspend of **£0.298m** in 2023/24. The main departmental variances are set out in Appendices 1 to 7.

Table 1 – Provisional General Fund outturn 2023/24
(Underspends in brackets)

Department	Revised budget £m	Gross variance £m
Social Care	68.900	1.832
Children's Services	63.680	1.320
The Economy Department	12.099	2.313
The Environment Department	68.352	1.871
Controlled Parking Account	(31.884)	0.642
Finance	0.702	(0.440)
Corporate Services	19.300	(0.616)
Centrally Managed Budgets	(7.058)	(7.220)
Total	194.132	0.298

SAVINGS PROGRAMME

2. The progress of savings delivery against the targets set at the outset of the financial year are set out in Table 2. Details are set out in the appendices to this report.

Table 2 – Savings Performance

Department	Original Target £m	Savings Achieved £m	Variance £m
Children's Services	(0.700)	(0.700)	
The Economy Department	(0.014)	(0.014)	
The Environment Department	(0.283)	(0.283)	
Corporate, Resources and Finance	(0.257)	(0.000)	0.257
Social Care	(1.670)	(1.670)	
Total	(2.924)	(2.667)	0.257
Employee Budget Efficiencies (2%)	(2,500)	(2,375)	0.125

- Savings of £0.257m in Resident Services will be delivered in 2024/25 through automation and services improvement facilitated by the Resident Access and Experience Programme.

HOUSING REVENUE ACCOUNT

- The Housing Revenue Account had a year-end deficit of £4.648m in 2023/24 to be met from balances (this includes a budgeted use of balances of £3.630m and a further £1.018m). The closing balance for 2023/24 is £5.376m and the main variances are detailed in Appendix 8.

Table 3: Provisional Housing Revenue Account outturn

Housing Revenue Account (General Reserve)	£m
Balance as at 31 March 2023	(10.023)
Less: Budgeted use of balances (one-off pressures in 2023/24)	3.630
Less: Additional use of balances	1.018
Balance as at 31st March 2024	(5.376)

DEDICATED SCHOOLS GRANT (DSG)

- Dedicated schools grant (DSG) is paid in support of local authority schools' and is the main source of income for the schools' budget. It is split between central expenditure and the individual schools' budget (ISB) in conjunction with the local schools' forum.
- The cumulative balances for the High Needs Block (HNB), Early Years and Schools Block are set out in Table 4. In accordance with the Council's DSG HNB safety valve recovery plan, agreed with the Department for Education (DfE), the cumulative deficit has reduced in 2023/24. This has freed up council reserves that can be used for other purposes.

Table 4: Dedicated Schools Grant – Cumulative Balance

	2023/24 opening balance £m	In-year movement £m	2023/24 closing balance £m
Early Years (surplus)	(0.575)	0.441	(0.134)
Schools (surplus)	(0.315)	0.315	(0.000)
High Needs (deficit)	4.749	(2.336)	2.413
Total	3.859	(1.580)	2.279

GENERAL FUND RESERVES

7. The latest estimated reserves position is set out in Table 5.

Table 5 – Movement in General Fund reserves (excluding DSG)

	2023/24 opening balance £m	In-year movement £m	2023/24 closing balance £m
General balances	22.8	0.3	23.1
Earmarked reserves	76.3	(3.9)	72.4
Total general balances and earmarked reserves	99.1	(3.6)	95.5
Restricted reserves	7.0	(1.2)	5.8
Total Reserves	106.1	(4.8)	101.3
Revenue developer contributions (section 106 and community infrastructure levy)	56.9	3.7	60.6

8. General balances and earmarked reserves (excluding DSG, CIL and collection fund) have decreased by £4.8m from £106.1m to £101.3m. This includes planned contributions to and from reserves and one off technical adjustments.

9. The figures for reserves and balances continue to be reviewed particularly regarding the finalisation of the business rate entries¹.

EQUALITIES IMPLICATIONS

10. As required by Section 149 of the Equality Act 2010, the Council has considered its obligations regarding the Public-Sector Equality Duty and it is not anticipated that there will be any direct negative impact on groups with protected characteristics, as defined by the Act, from the adjustments to the budgets required because of this report.

RISK MANAGEMENT IMPLICATIONS

11. The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.

¹ In line with the government timetable the business rate entries are not finalised until the end of June.

12. The report recognises the significant pressures which are expected to bear down on the Council's costs during 2023/24, including the ongoing effect of high levels of inflation in the past two years and interest rates which are only just starting to reduce. Detailed risks are set out for departments in the appendices, and include areas overspends are being caused by increased demand for services (particularly social care and temporary accommodation) and the prospect that there is further will be further demand going forward, further increasing pressure on budgets. It is recognised that unallocated contingency has been held and will be applied to reduce the potential overspend for the year, however, this is a short-term mitigation only. Directorates, supported by finance teams will need to continue to closely monitor expenditure to ensure it remains within budget and that planned savings are delivered in full or implement alternative mitigating actions to address forecast overspends or savings targets which cannot be delivered.
13. The report also recognises the significant pressures facing the HRA, with a significant reduction in the HRA General Reserve being noted for the end of the year. Officers must ensure that costs and income are closely monitored and controlled and that corrective actions to protect and maintain the financial stability of the HRA are agreed and embedded.

Implications completed by: David Hughes, Director of Audit, Fraud, Risk and Insurance, 23 August 2024

List of Appendices:

Appendix	Title
Appendix 1	Children's Services
Appendix 2	The Economy Department
Appendix 3	The Environment Department
Appendix 3a	Controlled Parking Account
Appendix 4	Finance
Appendix 5	Resources
Appendix 6	Social Care
Appendix 7	Centrally Managed Budgets
Appendix 8	Housing Revenue Account

APPENDIX 1: CHILDREN'S SERVICES

Departmental Division	Revised Budget	Year End Net Variance	Explanation of Major Variances (over £100k)
	£'000s	£'000s	
Children and Young People's Services	30,204	2,318	Client related non placement care packages, of which relates to low volume very high cost packages, Section 17 and carer travel support and Looked After Children and Care Leaving Young People's placements
Education	12,101	987	Additional Travel Care and Support packages
Children's Commissioning	6,124	(1,251)	Underspend due to budgeted expenditure met by one-off grant funding and in year underspend on contract costs
Children's Performance & Improvement	2,416	(267)	Activity led underspend Family Group Conference and budgeted expenditure met by one-off grant funding
CHS Departmental Budgets	49	(465)	Release of bad debt provision from recovered historic debt and property income overachieved, other minor underspends
School Funding	85	(2)	
Non-controllable budgets	12,701	0	
Total	63,680	1,320	

Savings Programme

	Savings Target	Savings Delivered	Variance
	£000's	£000's	£000s
Children's Services			
Savings Programme	(700)	(700)	0
Employee Programme	(613)	(613)	0
Total	(1,313)	(1,313)	0

APPENDIX 2: THE ECONOMY DEPARTMENT

Departmental Division	Revised Budget	Year End Net Variance	Explanation of Major Variances (over £100k)
	£'000s	£'000s	
Housing Solutions	10,914	2,330	Demand pressures and supply constraints have led to higher than budgeted numbers of households (an average of 225 compared to a budgeted average of 115) placed into temporary bed and breakfast accommodation.
Economic Development, Learning & Skills	737	(7)	
Planning	(25,501)	(355)	Additional income from Planning and Performance Agreements.
Property and Asset Strategy	8,251	219	Relates to lower than budgeted income from corporate buildings and property repairs costs.
Place	53	0	
Regeneration & Development	135	126	Higher than budgeted revenue costs associated with development scheme delivery.
Non Controllable Budgets	17,510	0	
Total	12,099	2,313	

Savings Performance

	Savings Target	Savings Delivered	Variance
	£000's	£000's	£000s
The Economy			
Savings Programme	(14)	(14)	0
Employee Programme	(340)	(340)	0
Total	(354)	(354)	0

APPENDIX 3: THE ENVIRONMENT DEPARTMENT

Departmental Division	Revised Budget	Net Year End Variance	Explanation of Major Variances (over £100k)
	£'000s	£'000s	
Climate Change and Transport	1,165	(150)	Electric vehicle charge point income better than budget mostly due to backdated prior year income plus other smaller net underspends
Public Protection	7,891	357	CCTV historic budget shortfall on 24/7 staffing rota and other smaller net overspends
Public Realm	33,853	1,664	Higher than anticipated energy costs (street lighting), Waste Contract budget pressure, mostly related to fuel and new waste collection methods not yet funded through waste disposal savings plus other smaller net underspends.
Non Controllable Budgets	25,444	0	
Total	68,352	1,871	

SAVINGS PERFORMANCE	Savings Target	Savings Delivered	Variance
The Environment	£000's	£000's	£000s
Savings Programme	(283)	(283)	0
Employee Programme	(449)	(449)	0
Total	(732)	(732)	0

APPENDIX 3A: CONTROLLED PARKING ACCOUNT

Departmental Division	Revised Budget	Year End Net Variance	Explanation of Major Variances (over £100k)
	£'000s	£'000s	
Income	(53,346)	1,331	The council has waived fines and introduced business visitor permits and visitors to support the local economy. There has also been a better than anticipated change in driver behaviours leading to a reduction in traffic volumes and forecast income.
Expenditure	18,378	(689)	
Non Controllable	3,124	0	
Total	(31,844)	642	

APPENDIX 4: FINANCE

Departmental Division	Revised Budget	Year End Net Variance	Explanation of Major Variances (over £100k)
	£'000s	£'000s	
Assurance, Programmes & Analytics	1,429	0	
Audit, Fraud, Risk, and Insurance	1,139	(134)	Underspend due to staffing vacancies and contracted out internal audit work.
Corporate Services	546	49	
Finance	3,493	(18)	
Managed Services	2,132	110	Pay award increases reflected in IBC shared service costs not fully covered in shared service budget.
Corporate Procurement	653	(130)	Procurement team staffing underspend from in-year vacancies
Commercial Advertising	(2,325)	(316)	Surplus achieved against digital advertising income target.
Sub-Total	7,067	(440)	
Departmental non-controllable budgets	(6,365)	0	
Total	702	(440)	

SAVINGS PERFORMANCE	Savings Target	Savings Delivered	Variance
Finance	£000's	£000's	£000s
Savings Programme	0	0	0
Employee Programme	(153)	(153)	0
Total	(153)	(153)	0

APPENDIX 5: CORPORATE SERVICES

Departmental Division	Revised Budget	Year End Net Variance	Explanation of Major Variances (over £100k)
	£'000s	£'000s	
Communications and Communities	1,001	2	
Democratic Services, Coroners & Mortuaries	2,757	(384)	Overachievement of income from registrars service and Coroners service staffing vacancies
Digital Services	14,299	(1)	
Legal Services	(164)	(65)	
Members Support	359	(12)	
Resident Services	13,321	(368)	Favourable variances on concessionary fares, Business Rates and Council Tax enforcement income partly offset by adverse variances on staff and postage costs.
Corporate Services Directorate	(33)	280	Delay in delivery of savings, mitigated through underspends across services.
People & Talent	2,554	(68)	
Sub-Total	34,094	(616)	
Departmental non-controllable budgets	(14,794)	0	
Total	19,300	(616)	

Savings Performance

SAVINGS PERFORMANCE	Savings Target	Savings Delivered	Variance
	£000's	£000's	£000s
Corporate Services	(257)	(0)	257
Savings Programme	(427)	(302)	125
Employee Programme	(684)	(302)	382
Total	(684)	(302)	382
SAVINGS NARRATIVE:			

£257k savings in Resident Services mitigated in 2023/24 with delivery in 2024/25 targeted through automation and service improvement facilitated by the Resident Access and Experience Programme.

Original Corporate Services employee budget saving of £302k delivered through vacancies across the directorates. Resident Services element of £125k undelivered due to existing vacancy target in this area and need to cover vacant posts with agency staff to maintain service quality.

APPENDIX 6: SOCIAL CARE & PUBLIC HEALTH

Departmental Division	Revised Budget	Net Year End Variance	Explanation of Major Variances (over £100k)
	£'000s	£'000s	
Independent Living, Quality, Performance & Safeguarding	23,708	446	<p>Increasing unit costs of 12% since last year and 15 net additional new placements since April 2023. Shortfall in funded nursing care and nursing care contributions.</p> <p>Home care packages - 5.2% increase in hours delivered since April 2023. Mitigations in the direct payment service due to review and right size of direct payments where residents are regularly returning surplus funds.</p>
Specialist Support and Independent Living	29,585	1,886	<p>There remain budget pressures in Learning Disabilities services due to the very high care needs of residents and to full year cost effect of new or returning people and higher market costs.</p> <p>An increase in rent and service charges for a Health and Wellbeing centre partly related to backdated business rates.</p> <p>Mental Health service - unit cost increases of 7% over the year and new jointly funded nursing and residential placements.</p>

Commissioning	6,958	(434)	Mainly from range of commissioned variable contracts with lower volumes and Commissioning and Brokerage staffing underspends.
Resources	691	(28)	
Social Care Directorate	545	(38)	
Public Health	206	0	The gross 2023/24 Public Health grant was £24.016m.
Non controllable budgets	7,159	0	
Total	68,852	1,832	

Savings Performance

SAVINGS PERFORMANCE	Savings Target	Savings Delivered	Variance
Corporate Services	£000's	£000's	£000s
Savings Programme	(1,670)	(1,670)	0
Employee Programme	(317)	(317)	0
Total	(1,987)	(1,987)	0

APPENDIX 7: CENTRALLY MANAGED BUDGETS

Departmental Division	Revised Budget	Year End Net Variance	Explanation of Major Variances (over £100k)
	£'000s	£'000s	
Corporate and Democratic Core	370	42	
Housing Benefits	(219)	(213)	
Levies	2,078	(49)	
Net Cost of Borrowing	(6,910)	(7,338)	Returns from cash balances based on current cashflows and higher than budgeted rates.
Treasury, Pensions, and Insurance	2,698	1,144	Rise in insurance premiums following procurement and provision for claims due to adverse market conditions and increased risk profile.
Maternity and Redundancy	497	(497)	Lower than budgeted redundancy costs incurred by services
Other Corporate Items	(10,802)	(644)	
Non-controllable budgets	5,229	335	
Total	(7,058)	(7,220)	

APPENDIX 8: HOUSING REVENUE ACCOUNT

Departmental Division	Revised Budget	Year End Net Variance	Explanation of Major Variances (over £100k)
	£'000s	£'000s	
Housing Income	(96)	(1,152)	Additional net income (in part due to reductions required in the provisions for arrears/debts)
Finance & Resources	4,052	(118)	Mainly due to staffing vacancies
Housing Management	7,769	801	A high level of decants has driven an overspend in temporary accommodation and disturbance allowance costs
Resident and Building Safety	10,270	(363)	Higher than anticipated capitalisation of works on asbestos and gas contracts
Void & Repairs	13,861	2,915	High volumes of disrepair compensation claims including the associated legal costs
H&F maintenance (DLO)	3,584	976	Additional service improvement-related costs of repairs including damp and mould works
Safer Neighbourhoods	768	(542)	The underspend follows a review of costs charged between the Housing Revenue Account and General Fund
Housing Hub	6,573	1,056	Repairs compensation payments and additional service improvement-related staffing costs
Place	13,607	(656)	The underspend follows a review of costs charged between the Housing Revenue Account and General Fund
Regeneration & Development	1,191	(392)	Underspend on feasibility costs and delays in recruitment
Capital Charges	29,159	(672)	Lower than budgeted depreciation and interest payable charges and higher interest receivable on balances
Corporate Support Service Recharges	7,220	(837)	The underspend follows a review of costs charged between the Housing Revenue Account and General Fund

Non Controllable Budgets	3,033	0	
Total	4,855	1,018	
Appropriation From HRA General Reserve	0	0	
Total	4,855	1,018	

Report to: Cabinet

Date: 09/09/2024

Subject: Capital Programme Monitor & Budget Variations, 2023/24 (Outturn)

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

Responsible Director: Sukvinder Kalsi, Executive Director of Finance and Corporate Services

SUMMARY

The Council's Corporate Plan for 2023-26 sets out the Council's strategy for delivering on the ambitions and vision to transform its services and spend and invest money to help protect high quality essential services for its residents.

A key value is Building Shared Prosperity, and the Council's overall financial strategy includes significant capital investment in the infrastructure of the Borough and this in turn supports the delivery of the Council's key priorities and strategies. These are:

- build a better future for children and young people
- foster inclusive, sustainable economic growth for everyone
- build more affordable, accessible, safe and sustainable housing
- deliver high quality housing services

All capital programmes are complex and involve considerable local community engagement, procurement, and planning considerations. The total capital outturn for 2023/24 was £184.8m and this included:

- £64m was invested in the existing council homes to ensure compliance and building affordable new homes for residents
- more than £16m in ensuring the safety of Hammersmith Bridge and progressing the stabilisation work
- £25.4m investment in acquiring and building new affordable housing and supported accommodation in the Borough

Work is also continuing to complete the Civic Campus development that will re-open the iconic town hall to the public, which will rejuvenate and regenerate an important part of the Borough, providing a vibrant entertainment, arts, business, education, and social destination featuring world-class architecture.

The additional borrowing that has been undertaken during 2023/24 has been done wholly through internal borrowing, i.e. funded temporarily via our own cash balances, thereby negating the need to borrow externally and the related cost of borrowing.

The details of the capital programme outturn for the financial year 2023/24 (including the financing of the programme for the year) and the future programme are set out in the report.

RECOMMENDATIONS

1. To note the capital outturn for the year of £184.8m.
2. To approve the proposed budget variations to the capital programme (2023/24 to 2026/27) as summarised in Table 1 and detailed in Appendix 1.
3. To approve additional budget of £0.55m for the Council's agreed contribution towards Education City Youth Zone build, funded from General Fund borrowing.
4. To approve an additional £3.277m budget in relation to pre-agreed works within the HRA asset and compliance programme, funded from HRA borrowing.
5. To approve an additional budget of £1,510m on energy efficiency works at Philpot Square across 2024/25 and 2025/26, of which £0.755m will be funded by the Heat Network Efficiency Scheme grant and £0.755m from HRA borrowing.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Being ruthlessly financially efficient	<p>All capital investment decisions are required to be underpinned by a robust business case that sets out the full costs, funding and risks and any expected financial return alongside the broader outcomes including economic and social benefits.</p> <p>This report provides detailed analysis of the Council's capital programme financial position and highlights potential risks and their impact on the Council's resources.</p>
Building shared prosperity	<p>We need to always confirm that spend fits our council's priorities; challenge how much needs to be spent; and achieve results within agreed budgets. Finance is everyone's business and every penny counts. The council will continue to invest in our ambitious housing development programme and work through the planning system to enable 3,000 new energy-efficient 50% genuinely affordable homes to be built.</p>
Creating a compassionate council	<p>As the council's resources have been reduced, we have protected the services on which the most vulnerable residents rely.</p>
Doing things with local residents, not to them	<p>A significant proportion of services are delivered in partnership with local and national companies, and this will continue to promote all business sectors to the benefit of residents. The proposals will implement the Disabled People's Housing Strategy, working in co-production with disabled residents.</p>

Taking pride in H&F	The strategy proposals include significant investment in public realm services, to maintain world-class parks, open spaces, and cemeteries, making sure that parks are a safe space for residents. The proposals also are continuing to invest in CCTV so that residents feel secure in their homes and on the streets.
Rising to the challenge of the climate and ecological emergency	The council has approved a Climate and Ecology Strategy and action plan to deliver its target of net zero greenhouse gas emissions in the borough by 2030. It has been shaped by the work of the resident-led Climate and Ecological Emergency Commission, who worked closely with the Council's Climate Unit and was devised by ten cross-departmental officer working groups.

Financial Impact

This report is wholly of a financial nature.

Andre Mark, Head of Strategic Planning and Investment, 07776 673 099, 23 June 2024

Legal Implications

There are no direct legal implications in relation to this report. Legal advice will be sought for each Procurement within the programme and will comply with the Council's Contract Standing Orders and the Public Contract Regulations.

Jade Monroe, Chief Solicitor, Social Care 0208 753 2695, 21 June 2024

Background Papers Used in Preparing This Report

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report:

- Capital Programme 2023-27 (published February 2023)

ECONOMIC AND STRATEGIC OVERVIEW

The macro-economic turbulence (including high inflation and interest rates) has had a significant impact on the cost of materials, labour, and funding costs. Inflation has been consistently above the Government target of 2% (on average 5.6% during the last financial year and currently 3%) and interest rates have increased significantly (currently 5.25% in June 2024 compared to 0.25% in December 2021).

The interest rate regarding long-term borrowing from the Public Works Loans Board (PWLB) now stands at 5.2% compared to 1.5% in December 2021 (so borrowing is now more than 3 times more expensive than December 2021).

The Council's underlying need to borrow (Capital Financing Requirement - CFR) to support the capital programme is forecast to increase by £306.3m over the next 4 years (£62m regarding the headline General Fund CFR and £257.2m regarding the Housing Revenue Account). CFR in relation to self-financing schemes and finance leases is expected to reduce by £12.9m, mainly due to anticipated loan repayments due to the Council as part of the Civic Campus programme in 2024/25 and 2025/26.

There is a risk that those schemes expected to be self-financing (with closing 2023/24 CFR of £88.2m) are subject to economic and demand pressures, and therefore may not yield the required revenues. These details will be reported as part of the regular capital reports during 2024/25.

For illustrative purposes it is currently estimated that the increase of £62m in the General Fund CFR will result in an estimated additional revenue budget requirement of £5.2m 1per annum by 2027/28.

These potential implications will need to be reflected in the Council's Treasury Management Strategy and the future MTFS.

¹ Current cost of borrowing rate of 8.44% calculated using the latest discounted certainty PWLB interest rate of 5.2% and minimum revenue provision (MRP) of 3.24%. MRP on new developments is charged at 2%.

CAPITAL PROGRAMME 2023-24 –OUTTURN OVERVIEW

- Capital expenditure for 2023/24 totalled £184.8m. The capital programme outturn position is summarised in Table 1. The 2023/24 programme has decreased by £47.3m in comparison to the previous quarter. All the variations are detailed in Appendix 1.

Table 1 – LBHF Capital Programme 2023-24 with the total year-end variances

	Revised Budget 2023/24 (Q3) £'000	Total Variances £'000	2023/24 Outturn £'000	Actual spend to revised budget %
CAPITAL EXPENDITURE				
Children's Services	4,191	(1,907)	2,284	54%
Social Care	3,328	(2,057)	1,271	38%
Environment Department	32,010	(4,006)	28,004	87%
Finance and Resources Department	2,162	(1,384)	778	36%
General Fund Schemes under the Economy Department	80,666	(10,858)	69,808	87%
Sub-total (General Fund)	122,357	(20,212)	102,145	83%
Economy Department-HRA Programme	109,817	(27,131)	82,686	75%
Sub-total Economy Department (HRA)	109,817	(27,131)	82,686	75%
Total Expenditure	232,174	(47,343)	184,831	80%
CAPITAL FINANCING				
Use of specific resources (grant/section106/receipts)	88,011	(23,848)	64,163	73%
Borrowing-General Fund	39,821	(7,760)	32,061	81%
Self-financing borrowing - General Fund	43,622	(1,305)	42,317	97%
Borrowing -HRA	60,720	(14,430)	46,290	76%
Total Capital Financing	232,174	(47,343)	184,831	80%

GENERAL FUND CAPITAL PROGRAMME OVERVIEW

- The General Fund expenditure for 2023/24 totalled £102.1m.
- The main areas of investment were:
 - £35.2m Civic Campus redevelopment (including Hammersmith Town Hall refurbishment)

- £16.5m Hammersmith Bridge stabilisation works
 - £11m affordable housing and regeneration schemes
 - £6.5m highways maintenance and transport schemes
 - £2.3m rollout of electric vehicle charging points
 - £2.3m investment in schools' maintenance and SEND provision
 - £1.6m investment in the Council's planned maintenance of its non-domestic property portfolio.
 - £1.3m investment in adaptation works for disabled residents and other social care projects
 - £1.7m investment in public CCTV
4. The General Fund (GF) mainstream programme cuts across the departments and represents schemes which are funded from Council resources (capital receipts or borrowing). It is the area of the programme where the Council has the greatest discretion. The GF mainstream programme total spend for 2023/24 was £32.3m which represents a decrease of £14.8m in comparison to Q3 forecast, mainly due to the schemes being reprofiled to future years. The mainstream programme and quarter 4 movements are summarised in Appendix 2.
5. The mainstream programme does not include self-financing schemes (where the net General Fund revenue borrowing costs are nil). Whilst these will have an impact on the Council's CFR, it is assumed that all Minimum Revenue Payment (MRP) and interest costs will be fully reimbursed through grant contributions, the charging of a state-aid compliant interest rate, the loan repayment, commercial income, or reduction in revenue costs (e.g. lease rental payments).
6. CFR movements related to these schemes are presented under "Self-Financing Schemes and Loans" heading in the Table 2. CFR for these schemes is £88.2m at the end of 2023/24 and is forecast to be £83m by the end of 2026/27. Appendix 4 details the self-financing schemes and their movements.
7. A key financial focus of the capital monitoring report is the potential impact of capital expenditure on future borrowing and its revenue affordability. The Council's underlying need to borrow for a capital purpose is measured through the Capital Financing Requirement (CFR) and incorporates the forecast borrowing for the mainstream programme and self-financing schemes. The actual 2023/24 General Fund CFR as well as future years' forecast are set out below:

Table 2 - Forecast General Fund CFR 2023/24-2026/27 (Outturn)

GENERAL FUND CFR ANALYSIS	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
HEADLINE CFR EXCLUDING SELF FINANCING SCHEMES AND LOANS	£m	£m	£m	£m	£m	£m
Opening Capital Finance Requirement (CFR)	128.91	134.01	163.09	218.69	224.22	224.85
Revenue Repayment of Debt (MRP)	(1.60)	(1.50)	(2.55)	(4.34)	(4.50)	(4.52)
Appropriation between HRA & GF	(1.96)	(1.48)	-	-	-	-
Mainstream Programme (Surplus)/Shortfall	8.65	32.06	58.15	9.87	5.14	4.78
Closing Capital Finance Requirement (CFR)	134.01	163.09	218.69	224.22	224.85	225.11

SELF FINANCING SCHEMES AND LOANS	£m	£m	£m	£m	£m	£m
Opening Capital Finance Requirement	28.66	55.42	88.23	111.45	84.71	83.02
Revenue Repayment of Debt (MRP)	-	-	(0.44)	(1.74)	(1.69)	(1.66)
Repayment of loans	-	(9.50)	(10.00)	(25.00)	-	-
In Year Borrowing	26.76	42.32	33.66	-	-	-
Closing Capital Finance Requirement	55.42	88.23	111.45	84.71	83.02	81.36
Finance leases/PFI/ Deferred costs of disposal	13.527	14.34	12.84	11.34	9.84	8.34
Total Closing GF CFR	202.95	265.67	342.98	320.27	317.72	314.82

8. The General Fund Headline CFR (excluding the self-financing schemes) is £163m as at the end of 2023/24, an in-year net increase of £29m, and is forecast to increase to £224.9m by the end of 2026/27. The increase in GF Headline CFR puts additional pressures on revenue budgets.
9. Minimum Revenue Provision (MRP) is the minimum amount by statute which a Council must charge to its revenue budget each year, to set aside a provision for repaying external borrowing (loans). This is an annual revenue expense in a Council's budget and reflected in the Medium Term Financial Strategy. The MRP will, over time, reduce the CFR.
10. The statutory guidance issued by the Secretary of State (Ministry for Housing, Communities and Local Government) details the ways how MRP should be charged on various items of capital expenditure. MRP charges presented in the Table 2 follow this guidance and assume the following:
 - MRP charges are deferred for development projects until a year after their completion. The rate charged is based on the estimated life of an asset (50 years for new developments).
 - MRP on rolling capital programmes and smaller scale ad hoc schemes is charged the year after the expenditure incurs. The rate used is based on the weighted average life of an asset.
11. This report is seeking a budget adjustment of £0.55m as part of the Education City Youth Zone project to meet the Council's obligation under the Master Development and Funding Agreement signed between the Council and participating development partners in September 2021. This adjustment is to be funded by General Fund borrowing. The contribution was fully paid on completion of the Youth Zone in 2023/24. The additional borrowing will result in estimated annual revenue costs of £0.046m which will need to be factored into the Council's revenue budget requirement for future years as part of its Medium Term Financial Strategy (MTFS).

HOUSING CAPITAL PROGRAMME OVERVIEW

12. Housing Capital expenditure for 2023/24 totalled £82.7m. Table 2 summarises the 2023/24 HRA capital spend and its funding.

Table 3 - Housing Capital Programme 2023/24 (Outturn)

	Revised Budget 2023/24 (Q3)	Total Variations	2023/24 Outturn
	£'000	£'000	£'000
Approved Expenditure			
HRA Asset Management and Compliance Programme	61,326	2,638	63,964
Building Homes and Communities Strategy	28,267	(13,416)	14,851
Other HRA Capital Schemes	20,224	(16,353)	3,871
Total Housing Programme	109,817	(27,131)	82,686
Available and Approved Resource			
Capital Receipts - Unrestricted	2,971	(836)	2,135
Capital Receipts - RTB (141)	650	(95)	555
Major Repairs Reserve (MRR)	17,176	-	17,176
Contributions Developers (S106)	1,409	(1,189)	220
Contributions from leaseholders	3,150	267	3,417
Capital Grants from Central Government	3,091	(2,057)	1,034
Capital Grants and Contributions from GLA Bodies	8,720	(7,392)	1,328
RtB GLA Ringfence	12,186	(1,655)	10,531
Borrowing (HRA)	60,464	(14,174)	46,290
Total Funding	109,817	(27,131)	82,686

13. Of the total in-year spend, £64m was invested on major improvements and maintenance of the existing housing stock including:
- £16.3m on fire safety works,
 - £4.5m on electrical and other safety works
 - £2.5m on boiler replacement schemes.
14. The remaining £18.7m investment relates to spent on the various affordable housing development and regeneration schemes, including Education City (£5.5m) and Hartopp and Lannoy (£7.3m) developments.
15. Within the Housing Capital Programme there has been a net budget decrease of £27.1m in comparison to the Q3 forecast. Detailed analysis of the budget variances is presented in Appendix 1.
16. The 2023/24 closing HRA CFR is £348.34m, this is an increase of £47.8m in comparison to 2022/23. The HRA CFR is forecast to be £551.7m by the end of 2026/27. The increase in HRA CFR has significant implications for HRA revenue budgets. The HRA CFR movements are shown in Table 4 below:

Table 4- HRA CFR 2023/24 actual and future years' forecast

HRA CFR Forecast	Actual		Forecast			
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m	£m	£m
Opening HRA CFR	256.97	300.57	348.34	464.90	551.87	551.72
In Year Borrowing	41.65	46.29	116.56	86.97	(0.15)	53.78
Appropriation between HRA & GF	1.96	1.48	-	-	-	-
Closing HRA CFR	300.57	348.34	464.90	551.87	551.72	605.49

17. The HRA Asset Management and Compliance Programme requests Cabinet approval to borrow £3.277m to fund 2023/24 spend on major refurbishment works, voids and disrepair works at estates. Finance officers will continue to work with service colleagues to ensure accurate in-year budget profiling in line with service commitments.
18. Cabinet approval is also sought to fund an additional £1,510m on energy efficiency works at Philpot Square across 2024/25 and 2025/26, of which £0.755m will be funded by the Heat Network Efficiency Scheme grant in line with the grant terms and conditions. Of the total grant funding allocation, £0.221m has been received from the Department for Energy Security and Net Zero (DESNZ). Receipt of the remaining grant funds of £0.534m will be subject to the completion of grant claim forms based on eligible spend by the Asset Management and Compliance Service, and subsequent approval by the DESNZ.

FINANCING OF CAPITAL EXPENDITURE IN 2023/24

19. The financing of the capital programme, across General Fund and HRA, can be seen at table 1 (above) in summary and in more detail within the appendices. The CFR (underlying need to borrow) has increased in 2023/24 by £110.5m. This has been driven by a combination of spend on elements of the programme that should over the long-term be self-financing (primarily linked to Civic Campus and Education City schemes), and others elements where the borrowing costs are charged to revenue over time, via the Minimum Revenue Provision within the General Fund (as statutorily required) and through the 40 year business plan within the HRA.
20. The additional borrowing that has been undertaken during 2023/24 has been done wholly through internal borrowing, i.e. funded temporarily via our own cash balances, thereby negating the need to borrow externally and the related cost of borrowing. This is particularly advantageous currently, given Public Works Loans Board (PWLB) rates are above 5%, which is more than the opportunity cost of the return from investing cash balances. Internal borrowing is however by its nature a finite option and must be considered within overall borrowing strategy, which is constructed across key strands including our capital programme, treasury management strategy and revenue strategy.

FOUR-YEAR PROGRAMME OVERVIEW

21. Budget Council approved a four-year capital programme for 2023/24 to 2026/27 of £506.8m. The programme has now been revised to £724.5m and the key changes (a net increase of £217.7m) are summarised in the table below:

Budget Movement Summary for 2023/24-2026/27 capital programme	General Fund	HRA	Total
	£'m	£'m	£'m
Four-year capital programme budget approved at Full Council in February 2023	123.6	383.2	506.8
Carry forward of unspent budgets from 2022/23 to future years	48.1	2.8	50.9
New budgets approved for acquisition, progression and delivery of affordable housing	-	50.3	50.3
New budget approved for Homes for Refugees scheme	-	16.8	16.8
Additional budgets with regards to HRA asset management and compliance	-	11.4	11.4
Additional budget for Hammersmith Bridge Strengthening	24.8	-	24.8
New approved budget for Hammersmith Town Hall refurbishment (including GNHF grant)	24	-	24
New budget approved for CHS schools capital programme	16.2	-	16.2
Additional approved budget for Climate Initiative Schemes (Green Investment, Clean Air Neighbourhoods and waste collection and disposal electric vehicles)	12.6	-	12.6
Civic Campus commercial loan cashflow forecast adjustment	9.5	-	9.5
Acquisition of supported housing accommodation	7.7	-	7.7
Additional approved budgets for various other capital schemes including transport	2.9	-	2.9
Reduction in Education City loan budget to reflect the actual cash flow forecast	(9.4)	-	(9.4)
Revised four -year capital programme as at 2023/24 Outturn	260.0	464.5	724.5

REASONS FOR DECISION

22. This report reports the 2023/24 outturn position to Cabinet and seeks revisions to the Capital Programme which require the approval of Cabinet in accordance with the Council's financial regulations.

EQUALITY IMPLICATIONS

23. There are no direct equalities implications in relation to this report. This paper is concerned entirely with financial management issues and, as such, the recommendations relating to an increase in capital allocations, will not impact directly on any group with protected characteristics, under the terms of the Equality Act 2010.

RISK MANAGEMENT

24. In the initial stages of any development, major capital projects will have significant uncertainties. For example, these may relate to the planning process, the views and interest of residents and stakeholders who must be consulted, ground conditions, or the costs of rectifying or demolishing existing buildings (e.g. the cost of asbestos removal). Construction companies and developers contracting with the Council which experience financial instability, particularly an issue following Covid-19 pandemic pressures, Brexit and the war in Ukraine and the impact of cost inflation. They may not be able to raise sufficient finance to cash flow operations, any potential insolvency process could lead to a costly process of changing suppliers without any guarantee of remaining within overall budget, the Council could suffer direct financial loss and any defects or other issues may not be resolvable as anticipated. To mitigate the Council carefully considers the financial robustness of any contractor and requests appropriate financial standing assurance and support wherever possible.
25. Large scale capital projects can operate in environments which are complex, turbulent, and continually evolving. Effective risk identification and control within such a dynamic environment is more than just populating a project risk register or appointing a project risk officer. Amplifying the known risks so that they are

not hidden or ignored, demystifying the complex risks into their more manageable sum of parts, and anticipating the slow emerging risks which can escalate rapidly are all necessary components of good capital programme risk management.

26. The impact to councils of the Grenfell Tower fire is yet to be fully established. It is certain that many councils are/will be undertaking property reviews to determine the levels of improvements required to ensure fire safety arrangements within their buildings meet both the expectations of the residents and that they comply with building regulations and other statutory duties.
27. The Fire Safety Act 2021 (the Act) received Royal Assent on 29 April 2021 and commenced on 16 May 2022. The Act amended the Regulatory Reform (Fire Safety) Order 2005 (the Fire Safety Order). The Act confirms that responsible persons (RPs) for multi-occupied residential buildings must assess, manage, and put in place measures to reduce the risk of fire for the structure and external walls of the building, including cladding, balconies and windows, and entrance doors to individual flats that open into common parts.
28. The Dame Judith Hackitt independent review of fire safety, following the Grenfell tragedy, recognises that High Rise Residential Buildings (10 Storeys and above) are a special risk where layers of fire protection must be put in place to reduce the risk to as low as reasonably possible, however reducing the risk for all residential accommodation is fundamental. This process is on-going and must be continually reviewed at least annually.
29. All works must comply with the Construction (Design and Management) Regulations. The Council must appoint a Principal Designer and Principal Contractor with the necessary and demonstrable expertise and competence.
30. Proposals set out in this report seek to comply with the Council's legal duties.
31. The report sets out the ongoing economic uncertainty, including the impact of high interest rates, and identifies actions which will, in part, mitigate this risk.
32. Implications verified by: David Hughes, Director of Audit, Fraud, Risk and Insurance, 17 June 2024

VAT IMPLICATIONS

33. The Council needs to carefully consider its VAT partial exemption calculation and the risk of breaching the partial exemption threshold. Capital projects represent the bulk of this risk. A breach would likely cost the Council between £2-£3m per year whilst in breach. Finance officers are working closely with departments to ensure that partial exemption risks are considered as part of significant capital projects. Further detail on the Council's partial exemption is included in Appendix 4.
34. Implications verified by: Joanna Monaghan, Principal Accountant (Taxation), Corporate Finance, 28 June 2024.

LIST OF APPENDICES:

- Appendix 1 – Detailed capital budget, spend and variation analysis by department.
- Appendix 2 – GF Mainstream Capital Programme 2023-27
- Appendix 3 – Capital receipts forecast
- Appendix 4 – VAT partial exemption
- Appendix 5 – Self-financing schemes
- Appendix 6 - Summary of Prudential Indicators

Appendix 1- Detailed capital budget, spend and variation analysis by department.

2023-27 Capital Programme Summary with proposed Q4 variations

	Revised Budget 2023/24 (Q3) £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Variances £'000	2023/24 Outturn £'000	2024/25 Original Budget £'000	Slippages, Additions and Reductions £'000	2024/25 Revised Budget £'000	2025/26 £'000	2026/27 £'000	Total Budget (All years) £'000
CAPITAL EXPENDITURE												
Children's Services	4,191	(1,595)	(312)	-	(1,907)	2,284	7,915	2,117	10,032	1,937	4,314	18,567
Social Care	3,328	(2,057)	-	-	(2,057)	1,271	0	2,057	2,057	-	-	3,328
Environment Department	32,010	(4,232)	226	-	(4,006)	28,004	29,877	552	30,429	7,378	2,376	68,187
Finance and Resources Department	2,162	(229)	(1,155)	-	(1,384)	778	7,587	(4,131)	3,456	-	-	4,234
General Fund Schemes under the Economy Department	80,666	(18,572)	7,714	-	(10,858)	69,808	70,172	18,572	88,744	3,873	3,260	165,685
Sub-total (General Fund)	122,357	(26,685)	6,473	-	(20,212)	102,145	115,551	19,167	134,718	13,188	9,950	260,001
Economy Department-HRA Programme	109,817	(38,824)	11,693	-	(27,131)	82,686	148,108	29,040	177,148	128,955	75,688	464,477
Sub-total Economy Department (HRA)	109,817	(38,824)	11,693	-	(27,131)	82,686	148,108	29,040	177,148	128,955	75,688	464,477
Total Expenditure	232,174	(65,509)	18,166	-	(47,343)	184,831	263,659	48,207	311,866	142,143	85,638	724,478
CAPITAL FINANCING												
Use of specific resources (grant/section106/receipts)	88,011	(32,652)	7,863	941	(23,848)	64,163	76,864	26,636	103,500	45,307	80,652	293,622
Borrowing-General Fund	39,821	(6,934)	684	(1,510)	(7,760)	32,061	53,081	5,069	58,150	9,870	5,136	105,217
Self-financing borrowing -General Fund	43,622	(3,745)	2,440	-	(1,305)	42,317	29,914	3,745	33,659	-	-	75,976
Borrowing -HRA	60,720	(22,178)	7,179	569	(14,430)	46,290	103,800	12,757	116,557	86,966	(150)	249,663
Total Capital Financing	232,174	(65,509)	18,166	-	(47,343)	184,831	263,659	48,207	311,866	142,143	85,638	724,478

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Children's Services	Current Year Programme					Next Year Programme			Future Years Budgets		Total Budget (All years)	
	Analysis of Movements (Q3 to Q4)					2024/25 Original Budget	Slippages, Additions and Reductions	2024/25 Revised Budget	2025/26 Budget	2026/27 Budget		
	Revised Budget 2023/24 (Q3)	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements							2023/24 Outturn
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Scheme Expenditure Summary												
SEN sufficiency	605	(200)	(223)	-	(423)	182	2,500	423	2,923	600	2,500	6,205
Foster carers' extension	520	(432)	-	-	(432)	88	-	432	432	-	-	520
Basic Need Placement Sufficiency	846	(625)	-	-	(625)	221	291	625	916	69	521	1,727
Windows & decarbonisation	400	(5)	-	-	(5)	395	3,201	5	3,206	-	-	3,601
Changing Places	-	-	43	-	43	43	-	-	-	-	-	43
Family Hub Transformation Project	-	(64)	167	-	103	103	-	64	64	-	-	167
School Maintenance Programme	1,820	(269)	(299)	-	(568)	1,252	1,923	568	2,491	1,268	1,293	6,304
Total Expenditure	4,191	(1,595)	(312)	-	(1,907)	2,284	7,915	2,117	10,032	1,937	4,314	18,567
Capital Financing Summary												
Specific/External or Other Financing												
Capital Grants from Central Government	3,671	(1,163)	(312)	-	(1,475)	2,196	7,915	1,685	9,600	1,937	4,314	18,047
Sub-total - Specific or Other Financing	3,671	(1,163)	(312)	-	(1,475)	2,196	7,915	1,685	9,600	1,937	4,314	18,047
Mainstream Financing (Internal Council Resource)												
Capital Receipts	25	-	-	-	-	25	-	-	-	-	-	25
Use of Reserves	495	(432)	-	-	(432)	63	-	432	432	-	-	495
Sub-total - Mainstream Funding	520	(432)	-	-	(432)	88	-	432	432	-	-	520
Total Capital Financing	4,191	(1,595)	(312)	-	(1,907)	2,284	7,915	2,117	10,032	1,937	4,314	18,567

Slippage to 2024/25 as a result of capacity constraints ahead of recent successful recruitment and works falling into the Easter and Summer School Break Programme of 2024/25 financial year.

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Social Care Services	Current Year Programme						Next Year Programme			Future Years Budgets		Total Budget (All years) £'000
	Analysis of Movements (Q3 to Q4)						2024/25 Original Budget £'000	Slippages, Additions and Reductions £'000	2024/25 Revised Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	
	Revised Budget 2023/24 (Q3) £'000	Slippages from/(to) future years £'000	Additions/(Reductions) £'000	Transfers £'000	Total Transfers/Virements £'000	2023/24 Outturn £'000						
Scheme Expenditure Summary												
Extra Care New Build project (Adults' Personal Social Services Grant)	957	(957)	-	-	(957)	-	-	957	957	-	-	957
Disabled Facilities Grant	1,215	(399)	-	-	(399)	816	-	399	399	-	-	1,215
Transforming Care (Winterbourne Grant)	300	(300)	-	-	(300)	-	-	300	300	-	-	300
Social Care Capital Projects	856	(401)	-	-	(401)	455	-	401	401	-	-	856
Total Expenditure	3,328	(2,057)	-	-	(2,057)	1,271	-	2,057	2,057	-	-	3,328
Capital Financing Summary												
Specific/External or Other Financing												
Capital Grants from Central Government	2,899	(1,628)	-	-	(1,628)	1,271	-	1,628	1,628	-	-	2,899
Capital Grants/Contributions from Non-departmental public bodies	300	(300)	-	-	(300)	-	-	300	300	-	-	300
Sub-total - Specific or Other Financing	3,199	(1,928)	-	-	(1,928)	1,271	-	1,928	1,928	-	-	3,199
Borrowing	129	(129)	-	-	(129)	-	-	129	129	-	-	129
Total Capital Financing	3,328	(2,057)	-	-	(2,057)	1,271	-	2,057	2,057	-	-	3,328

The department is requesting slippage of (£2.057m) from 2023/24 to be included in the 2024/25 capital programme. This consists of (£0.8m) to fund the ongoing Disabled Facilities grant adaptation works to homes, which supports residents to live independently and avoid ongoing care costs and support various Social Care IT projects. The Winterbourne grant (£0.3m) is to be used to purchase a portacabin for use by the Ashchurch day service (£0.1m) and £0.2m contribution towards the purchase of a building for the Autism service to be based in. £0.957 is to be used as a contribution towards the purchase of properties which are used to deliver social care services to residents.

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Environment Department	Current Year Programme						Next Year Programme			Future Years Budgets		Total Budget (All years) £'000
	Revised Budget 2023/24 (Q3) £'000	Analysis of Movements (Q3 to Q4)				2023/24 Outturn £'000	2024/25 Original Budget £'000	Slippages, Additions and Reductions £'000	2024/25 Revised Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	
		Slippages from/(to) future years £'000	Additions/(Reductions) £'000	Transfers £'000	Total Transfers/Virements £'000							
Scheme Expenditure Summary												
Footways and Carriageways	2,555	(351)	24	-	(327)	2,228	2,030	351	2,381	2,030	2,030	8,669
Transport For London Schemes	1,340	(384)	88	-	(296)	1,044	-	384	384	-	-	1,428
Column Replacement	322	10	70	-	80	402	406	(10)	396	346	346	1,490
Other Highways Capital Schemes	4,300	(1,489)	5	-	(1,484)	2,816	6,973	791	7,764	881	-	11,461
Hammersmith Bridge Stabilisation Works	8,139	(109)	-	-	(109)	8,030	4,688	109	4,797	-	-	12,827
Hammersmith Bridge Pre Restoration Works	11,085	(2,610)	-	-	(2,610)	8,475	4,121	2,610	6,731	-	-	15,206
Waste Collection and Disposal Projects	2,004	315	-	-	315	2,319	3,381	(315)	3,066	-	-	5,385
Green Investment Projects	-	80	-	-	80	80	5,000	(3,080)	1,920	3,000	-	5,000
Public CCTV	1,097	589	33	-	622	1,719	1,102	(571)	531	1,121	-	3,371
Kings Coronation Youth Fund	35	(20)	-	-	(20)	15	597	20	617	-	-	632
Parks Projects	1,133	(263)	6	-	(257)	876	1,359	263	1,622	-	-	2,498
Leisure Centre Capital Investment	-	-	-	-	-	-	220	-	220	-	-	220
Total Expenditure	32,010	(4,232)	226	-	(4,006)	28,004	29,877	552	30,429	7,378	2,376	68,187
Capital Financing Summary												
Specific/External or Other Financing												
Capital Grants from Central Government	160	(358)	1,658	-	1,300	1,460	-	358	358	-	-	1,818
Grants and Contributions from Private Developers (includes S106/S278)	3,750	(2,828)	1,903	(22)	(947)	2,803	5,675	2,130	7,805	881	-	11,489
Capital Grants/Contributions from Non-departmental public bodies	147	(516)	1,183	22	689	836	320	516	836	-	-	1,672
Capital Grants and Contributions from GLA Bodies	1,933	(484)	(357)	-	(841)	1,092	124	484	608	-	-	1,700
Sub-total - Specific or Other Financing	5,990	(4,186)	4,387	-	201	6,191	6,119	3,488	9,607	881	-	16,679
Mainstream Financing (Internal Council Resource)												
Capital Receipts	1,967	-	(1,967)	-	(1,967)	-	-	3,381	3,381	-	-	3,381
General Fund Revenue Account (revenue funding)	-	-	-	1,209	1,209	1,209	-	-	-	-	-	1,209
Use of Reserves	782	1,346	(1,615)	(150)	(419)	363	2,679	(1,346)	1,333	-	-	1,696
Sub-total - Mainstream Funding	2,749	1,346	(3,582)	1,059	(1,177)	1,572	2,679	2,035	4,714	-	-	6,286
Borrowing	23,271	(1,392)	(579)	(1,059)	(3,030)	20,241	21,079	(4,971)	16,108	6,497	2,376	45,222
Total Capital Financing	32,010	(4,232)	226	-	(4,006)	28,004	29,877	552	30,429	7,378	2,376	68,187

Additional developer contributions have been added to the capital programme this quarter for other highways schemes, the majority of which will be spent in 2024/25. Works to stabilise Hammersmith Bridge are continuing at pace. Works on the full repair and restoration of the bridge have slowed following delays to the Department for Transport's review of the Council's outline business case This has resulted in £2.6m of budget slippage to 2024/25.

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Finance and Resources Department	Current Year Programme					Next Year Programme			Future Years Budgets		Total Budget (All years) £'000	
Analysis of Movements (Q3 to Q4)						2024/25 Original Budget £'000	Slippages, Additions and Reductions £'000	2024/25 Revised Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000		
Revised Budget 2023/24 (Q3) £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000	2023/24 Outturn £'000							
Scheme Expenditure Summary												
Invest to Save - Flexible Use of Capital Receipts	739	-	(739)	-	(739)	-	3,597	(3,597)	-	-	-	-
Investment in Digital Infrastructure	827	(229)	-	-	(229)	598	-	229	229	-	-	827
Tech-tonic 2 Device refresh	420	-	(420)	-	(420)	-	3,990	(763)	3,227	-	-	3,227
Business Intelligence Infrastructure	176	-	4	-	4	180	-	-	-	-	-	180
Total Expenditure	2,162	(229)	(1,155)	-	(1,384)	778	7,587	(4,131)	3,456	-	-	4,234
Capital Financing Summary												
Mainstream Financing (Internal Council Resource)												
Capital Receipts	739	-	(559)	-	(559)	180	3,597	(861)	2,736	-	-	2,916
Use of Reserves	164	-	(164)	-	(164)	-	3,755	(3,755)	-	-	-	-
Sub-total - Mainstream Funding	903	-	(723)	-	(723)	180	7,352	(4,616)	2,736	-	-	2,916
Borrowing (GF)	1,003	(229)	(176)	-	(405)	598	-	229	229	-	-	827
Borrowing (HRA)	256	-	(256)	-	(256)	-	235	256	491	-	-	491
Total Capital Financing	2,162	(229)	(1,155)	-	(1,384)	778	7,587	(4,131)	3,456	-	-	4,234

The Council's Invest to Save schemes are under review and the budgets have been revised to reflect this. Tech-tonic 2 device refresh roll out is now scheduled for 2024/25.

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Economy Department General Fund Managed Schemes	Current Year Programme						Next Year Programme			Future Years Budgets		Total Budget (All years) £'000
	Analysis of Movements (Q3 to Q4)					2023/24 Outturn £'000	2024/25 Original Budget £'000	Slippages, Additions and Reductions £'000	2024/25 Revised Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	
	Revised Budget 2023/24 (Q3) £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000							
Scheme Expenditure Summary												
Civic Campus												
Hammersmith Town Hall Refurbishment	20,140	(7,786)	-	-	(7,786)	12,354	27,202	7,786	34,988	-	-	47,342
Acquisition of commercial units	11,339	2,532	-	-	2,532	13,871	29,264	(2,532)	26,732	-	-	40,603
Commercial Units- Cinema Fit Out	1,750	(1,750)	-	-	(1,750)	-	-	1,750	1,750	-	-	1,750
JV Partnership Loan (Civic Campus)	10,333	(4,527)	680	-	(3,847)	6,486	650	4,527	5,177	-	-	11,663
Civic Campus GHNF Grant	-	-	2,512	-	2,512	2,512	-	-	-	-	-	2,512
Subtotal Civic Campus	43,562	(11,531)	3,192	-	(8,339)	35,223	57,116	11,531	68,647	-	-	103,870
Building Homes and Communities Strategy (GF sites)												
Education City Loan	20,200	-	1,760	-	1,760	21,960	-	-	-	-	-	21,960
Education City -Youth Facility	3,655	-	550	-	550	4,205	-	-	-	-	-	4,205
Mund Street	500	238	-	-	238	738	1,645	(238)	1,407	973	360	3,478
Community Schools Programme	1,470	(420)	-	-	(420)	1,050	350	420	770	-	-	1,820
Subtotal Building Homes and Communities Strategy (GF sites)	25,825	(182)	2,310	-	2,128	27,953	1,995	182	2,177	973	360	31,463
Other GF Capital Schemes managed by the Economy												
Sands End Community Centre	27	-	(27)	-	(27)	-	-	-	-	-	-	-
Planned Maintenance/DDA Programme	4,498	(2,901)	-	-	(2,901)	1,597	6,580	2,901	9,481	2,400	2,400	15,878
Carnwath Road	-	-	-	-	-	-	1,870	-	1,870	-	-	1,870
North End Road - Good Growth Fund	824	(669)	-	-	(669)	155	244	669	913	-	-	1,068
West Kensington & Gibbs Green Public Realm	490	(490)	-	-	(490)	-	510	490	1,000	500	500	2,000
UK SPF Communities and Place	-	-	(12)	-	(12)	(12)	-	-	-	-	-	(12)
WMC JV Exit Costs	-	-	-	-	-	-	1,857	-	1,857	-	-	1,857
Divestment in local supported housing	5,440	(548)	-	-	(548)	4,892	-	548	548	-	-	5,440
Single homelessness and rough sleeping supported accommodation	-	(2,251)	2,251	-	-	-	-	2,251	2,251	-	-	2,251
Subtotal Other GF Capital Schemes managed by the Economy	11,279	(6,859)	2,212	-	(4,647)	6,632	11,061	6,859	17,920	2,900	2,900	30,352
Total Expenditure	80,666	(18,572)	7,714	-	(10,858)	69,808	70,172	18,572	88,744	3,873	3,260	165,685

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Economy Department General Fund Managed Schemes	Current Year Programme						Next Year Programme			Future Years Budgets		Total Budget (All years) £'000
	Revised Budget 2023/24 (Q3) £'000	Analysis of Movements (Q3 to Q4)					2024/25 Original Budget £'000	Slippages, Additions and Reductions £'000	2024/25 Revised Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	
		Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000	2023/24 Outturn £'000						
Capital Financing Summary												
Specific/External or Other Financing												
Capital Grants from Central Government	-	-	2,500	-	2,500	2,500	-	-	-	-	-	2,500
Grants and Contributions from Private Developers (includes S106)	1,145	(252)	-	-	(252)	893	1,036	252	1,288	500	500	3,181
Community Infrastructure Levy (CIL)	15,593	(3,239)	-	-	(3,239)	12,354	7,200	3,239	10,439	-	-	22,793
Capital Grants/Contributions from Non-departmental public bodies	27	-	(27)	-	(27)	-	-	-	-	-	-	-
Capital Grants and Contributions from GLA Bodies	363	(1,654)	1,362	-	(292)	71	20	1,654	1,674	-	-	1,745
Sub-total - Specific or Other Financing	17,128	(5,145)	3,835	-	(1,310)	15,818	8,256	5,145	13,401	500	500	30,219
Mainstream Financing (Internal Council Resource)												
Capital Receipts (GF)	4,498	(4,498)	-	-	(4,498)	-	-	-	-	-	-	-
1-4-1 capital receipts	-	-	-	451	451	451	-	-	-	-	-	451
Sub-total - Mainstream Funding	4,498	(4,498)	-	451	(4,047)	451	-	-	-	-	-	451
GF Borrowing	59,040	(8,929)	3,879	(451)	(5,501)	53,539	61,916	13,427	75,343	3,373	2,760	135,015
Total Borrowing	59,040	(8,929)	3,879	(451)	(5,501)	53,539	61,916	13,427	75,343	3,373	2,760	135,015
Total Capital Financing	80,666	(18,572)	7,714	-	(10,858)	69,808	70,172	18,572	88,744	3,873	3,260	165,685

Budget adjustments in relation to Civic Campus and Education City commercial loans to reflect actual drawdowns and cash flow forecast. Town hall refurbishment slippage reflects latest contract profiling. £550k budget adjustment to reflect the agreed contribution for Education City Youth Zone, as per the development agreement signed in September 2021. £2.5m additional Green Heat Network Fund grant for the new Civic Campus heating pump. £2.9m CPMP budget slippage is set aside to match-fund a number of decarbonisation projects on the Council's civic accommodation sites.

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Economy Department- HRA Capital Programme	Current Year Programme						Next Year Programme			Future Years Budgets		Total Budget (All years) £'000
	Analysis of Movements (Q3 to Q4)					2023/24 Outturn £'000	2024/25 Original Budget £'000	Slippages, Additions and Reductions £'000	2024/25 Revised Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	
	Revised Budget 2023/24 (Q3) £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000							
Scheme Expenditure Summary												
HRA Asset Management and Compliance Programme												
Pre Agreed Works	10,894	-	3,229	-	3,229	14,123	7,773	4,000	11,773	7,041	11,112	44,049
Fire Safety Compliance Programme	8,526	483	-	-	483	9,009	5,064	(483)	4,581	1,400	3,450	18,440
Fire Safety Complex Schemes	7,665	(357)	-	-	(357)	7,308	15,185	357	15,542	13,781	-	36,631
Lift Schemes	559	(559)	-	-	(559)	-	4,192	559	4,751	750	800	6,301
Boiler Schemes	2,197	332	-	-	332	2,529	6,922	(332)	6,590	4,370	4,670	18,159
Safety Works - Electrical	3,264	(491)	-	-	(491)	2,773	5,382	491	5,873	2,000	4,360	15,006
Safety Works	6,778	-	-	(5,070)	(5,070)	1,708	7,924	-	7,924	8,052	17,546	35,230
Void Works	4,381	-	48	3,793	3,841	8,222	3,200	-	3,200	1,200	1,200	13,822
Other Capital Improvements	7,164	(4,216)	-	-	(4,216)	2,948	2,265	4,216	6,481	1,580	770	11,779
Capitalised salaries	6,040	3,249	-	-	3,249	9,289	11,000	(2,249)	8,751	4,600	3,300	25,940
Capitalised repairs	3,858	-	-	1,277	1,277	5,135	4,070	0	4,070	3,500	3,500	16,205
Climate Emergency and Other future works	-	920	-	-	920	920	2,593	590	3,183	-	3,397	7,500
Subtotal HRA Asset Management and Compliance Programme	61,326	(639)	3,277	-	2,638	63,964	75,570	7,149	82,719	48,274	54,105	249,062
Building Homes and Communities Strategy (HRA sites)												
Homes & Communities Strategy	-	-	-	-	-	-	1,378	-	1,378	-	-	1,378
White City Estate Regeneration	722	62	-	-	62	784	958	(62)	896	215	-	1,895
Becklow Gardens	41	10	-	-	10	51	295	(10)	285	720	603	1,659
Barclay Close	54	(7)	-	-	(7)	47	205	7	212	573	50	882
Jepson House	55	(3)	-	-	(3)	52	525	3	528	895	1,704	3,179
The Grange	50	1	-	-	1	51	475	(1)	474	860	325	1,710
Old Laundry Yard	150	(708)	755	-	47	197	415	708	1,123	536	-	1,856
Education City- HRA element	20,668	(15,176)	-	-	(15,176)	5,492	29,729	(5,167)	24,562	20,903	896	51,853
Hartopp & Lanny	5,500	1,789	-	-	1,789	7,289	20,512	2,260	22,772	22,015	2,108	54,184
Farm Lane	435	(143)	-	-	(143)	292	4,960	1,143	6,103	8,508	2,526	17,429
Investment in Affordable Housing-Lillie Road Site	592	4	-	-	4	596	9,564	(1,004)	8,560	13,622	998	23,776
Subtotal Building Homes and Communities Strategy (HRA sites)	28,267	(14,171)	755	-	(13,416)	14,851	69,016	(2,123)	66,893	68,847	9,210	159,801
Other HRA Capital Schemes												
Housing Development Project	95	-	-	-	-	95	-	-	-	-	-	95
Stanhope Joint Venture	432	(339)	-	-	(339)	93	3,522	339	3,861	11,603	12,373	27,930
Property Acquisition for Affordable Housing	242	(9,631)	10,316	-	685	927	-	9,631	9,631	-	-	10,558
New Homes for Refugees	19,455	(14,044)	(2,655)	-	(16,699)	2,756	-	14,044	14,044	-	-	16,800
Nourish Project (Good Growth Fund)	-	-	-	-	-	-	-	-	-	231	-	231
Subtotal Other HRA Capital Schemes	20,224	(24,014)	7,661	-	(16,353)	3,871	3,522	24,014	27,536	11,834	12,373	55,614
Total Expenditure	109,817	(38,824)	11,693	-	(27,131)	82,686	148,108	29,040	177,148	128,955	75,688	464,477

Appendix 1 – Detailed capital budget, spend and variation analysis by department/cont.

Economy Department- HRA Capital Programme	Current Year Programme						Next Year Programme			Future Years Budgets		Total Budget (All years) £'000
	Analysis of Movements (Q3 to Q4)						2024/25 Original Budget £'000	Slippages, Additions and Reductions £'000	2024/25 Revised Budget £'000	2025/26 Budget £'000	2026/27 Budget £'000	
	Revised Budget 2023/24 (Q3) £'000	Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000	2023/24 Outturn £'000						
Capital Financing Summary												
Specific/External or Other Financing												
Capital Grants from Central Government	3,091	(995)	(1,062)	-	(2,057)	1,034	2,593	1,750	4,343	-	-	5,377
Contributions from leaseholders	3,150	-	-	267	267	3,417	3,100	-	3,100	3,000	3,000	12,517
Grants and Contributions from Private Developers (includes S106)	1,409	(1,358)	-	169	(1,189)	220	2,299	1,358	3,657	7,803	8,075	19,755
Capital Grants and Contributions from GLA Bodies	8,720	(9,012)	1,620	-	(7,392)	1,328	300	9,012	9,312	-	-	10,640
RtB GLA Ringfence and Affordable Housing Grants	12,186	(1,655)	-	-	(1,655)	10,531	7,168	1,655	8,823	4,576	4,298	28,228
Sub-total - Specific or Other Financing	28,556	(13,020)	558	436	(12,026)	16,530	15,460	13,775	29,235	15,379	15,373	76,517
Mainstream Financing (Internal Council Resource)												
Capital Receipts (HRA)	2,971	(3,700)	3,700	(836)	(836)	2,135	9,574	4,357	13,931	6,881	42,265	65,212
1-4-1 capital receipts	650	74	-	(169)	(95)	555	1,909	(74)	1,835	1,929	-	4,319
Major Repairs Reserve (MRR) / Major Repairs Allowance	17,176	-	-	-	-	17,176	17,600	(1,519)	16,081	17,800	18,200	69,257
Sub-total - Mainstream Funding	20,797	(3,626)	3,700	(1,005)	(931)	19,866	29,083	2,764	31,847	26,610	60,465	138,788
Borrowing(HRA)	60,464	(22,178)	7,435	569	(14,174)	46,290	103,565	12,501	116,066	86,966	(150)	249,172
Total Capital Financing	109,817	(38,824)	11,693	-	(27,131)	82,686	148,108	29,040	177,148	128,955	75,688	464,477

The overspend of £3.3m in 2023/24 on HRA Asset management and compliance was driven by increased costs of delivering major refurbishment works and capitalised repairs due to the onboarding of additional interim contractors to meet the ongoing demands on voids and disrepair works. This was partially offset by a net budget slippage of £0.64m that will be used to fund future years spend on capital improvement works comprising garage refurbishments, and estate infrastructure improvement schemes. £15m slippage on Education City budget to future years is mainly due to issues with cash flow forecast received from the development partner and delays in overall project delivery. New £10m budget approved in 2023/24 for Quayside affordable homes acquisition has been reprofiled to 2024/25 as the practical completion is anticipated for September 2024. New Homes for Refugees scheme completion deadline has been extended to 31 July 2024 and the slippage of £14m is anticipated to be fully spent by this date.

Appendix 2 –General Fund Mainstream Capital Programme 2023-27 with proposed 2023-24 Q4 variations

	Revised Budget 2023/24 (Q3) £'000	Total Variations £'000	2023/24 Outturn £'000	2024/25 Original Budget £'000	Slippages, Additions and Reductions £'000	2024/25 Revised Budget £'000	Indicative Budget 2025/26 £'000	Indicative Budget 2026/27 £'000	Total Budget (All years) £'000
Approved Expenditure									
Ad Hoc Schemes:									
Social Care Capital projects [ASC]	129	(129)	-	-	129	129	-	-	129
Invest to Save-Flexible Use of Capital Receipts [FIN]	739	(739)	-	3,597	(3,597)	-	-	-	-
Business Intelligence Infrastructure	176	4	180	-	-	-	-	-	180
Investment in Digital Infrastructure [RES]	827	(229)	598	-	229	229	-	-	827
Tech-tonic 2 Device refresh	-	-	-	-	2,736	2,736	-	-	2,736
WMC JV Exit Costs [ECD]	-	-	-	1,857	-	1,857	-	-	1,857
Carnwath Road [ECD]	-	-	-	1,870	-	1,870	-	-	1,870
Hammersmith Bridge Strengthening [ENV]	8,139	(109)	8,030	4,688	109	4,797	-	-	12,827
Hammersmith Bridge Pre Restoration Works [ENV]	11,085	(2,610)	8,475	4,121	2,610	6,731	-	-	15,206
Green Investment Projects	-	80	80	5,000	(3,080)	1,920	3,000	-	5,000
Public CCTV [ENV]	1,097	(13)	1,084	1,102	(869)	233	1,121	-	2,438
North End Road - Good Growth Fund [ECD]	460	(377)	83	224	377	601	-	-	684
Foster carers' extension [CHS]	25	-	25	-	-	-	-	-	25
Leisure Centre Capital Investment [ENV]	-	-	-	220	-	220	-	-	220
Divestment in local supported housing	5,440	(548)	4,892	-	548	548	-	-	5,440
Single homelessness and rough sleeping supported accommodation	-	-	-	-	889	889	-	-	889
Planned Maintenance/DDA Programme [ECD]	4,498	(2,901)	1,597	6,580	2,901	9,481	2,400	2,400	15,878
Waste Collection and Disposal Projects	1,995	(1,995)	-	3,381	-	3,381	-	-	3,381
Footways and Carriageways [ENV]	2,424	(221)	2,203	2,161	(490)	1,671	2,030	2,030	7,934
Column Replacement [ENV]	322	10	332	406	(10)	396	346	346	1,420
Parks Programme & Libraries [ENV]	176	(140)	36	-	140	140	-	-	176
Hammersmith Town Hall Refurbishment [ECD]	4,547	(4,547)	-	20,002	4,547	24,549	-	-	24,549
Community Schools Programme [ECD]	1,470	(871)	599	350	420	770	-	-	1,369
Education City Youth Zone [ECD]	3,500	550	4,050	-	-	-	-	-	4,050
Farm Lane/Mund Street [ECD]	-	-	-	1,119	-	1,119	973	360	2,452
Total Mainstream Programmes	47,049	(14,785)	32,264	56,678	7,589	64,267	9,870	5,136	111,537
Financing									
Capital Receipts	7,229	(7,025)	204	3,597	2,520	6,117	-	-	6,321
Increase/(Decrease) in Borrowing	39,820	(7,760)	32,060	53,081	5,069	58,150	9,870	5,136	105,216
Total Financing	47,049	(14,785)	32,264	56,678	7,589	64,267	9,870	5,136	111,537

Appendix 3 – General Fund Capital Receipts Forecast

Financial Year	
2023/24	
Receipts b/f from 2022/23	10,826
Used in year (actual)	(204)
Generated in year (actual)	-
Total 2023/24	10,622
Financial Year	
2024/25	
Receipts b/f from 2023/24	10,622
Used in year (forecast)	(5,802)
Generated in year (forecast)	-
Total 2024/25 c/f to future years	4,820

Appendix 4 – VAT Partial Exemption

Partial exemption overview

In general, businesses cannot recover the VAT incurred on purchases made in connection with VAT exempt activities, for example, on capital expenditure on properties which are let or leased. However, under Section 33 of the VAT Act 1994, local authorities can recover VAT incurred in relation to VAT exempt activities, for example property transactions, if it forms “an insignificant proportion” of the total VAT incurred (input tax) in any year, taken to be 5% or less. Crucially, the de minimis limit is not an allowance; if the 5% threshold is exceeded then all exempt input tax is lost, not just the excess. A breach would likely cost the Council between £2-£3m per year whilst in breach.

LBHF Partial Exemption

The Council’s Partial Exemption position is currently being reviewed. When calculating the exempt input tax annually, the Council considers its revenue and capital activities separately. Revenue activities are more constant, their contribution to exempt input tax is projected to remain at £2.5m (the impact on the threshold being the VAT incurred on this amount, i.e. £0.54m). Exempt input tax relating to capital activities is more volatile and each project must be considered and judged individually. The Council has several capital projects, both in progress and in the pipeline, which could have significant partial exemption implications and finance officers are working closely with colleagues working on these projects to ensure that these risks are identified and mitigated where possible.

VAT Policy

The following policy is in place to manage the partial exemption position:

- In all cases of new or reprofiled projects, the VAT team and the Council’s tax accountant should be consulted in advance.
- Projects should be 'opted-to-tax' where this option is available and is of no financial disadvantage to the Council.

Appendix 5 – Self- financing schemes

Table 2 - Self-financing schemes and loans CFR movements 2023/24-2026/27 (Outturn)

	Revised Budget 2023/24 (Q3)	Total Variations	2023/24 Outturn	2024/25 Original Budget	Slippages, Additions and Reductions	2024/25 Revised Budget	Indicative Budget 2025/26	Indicative Budget 2026/27	Total Budget (All years)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Approved Expenditure									
<i>Ad Hoc Schemes:</i>									
Education City -ARK loan	20,200	1,760	21,960	-		-	-	-	21,960
Acquisition of commercial units (Civic Campus)	11,339	2,532	13,871	29,264	(2,532)	26,732	-	-	40,603
Commercial Units- Cinema Fit Out [ECD]	1,750	(1,750)	-	-	1,750	1,750	-	-	1,750
JV Partnership Loan (Civic Campus)	10,333	(3,847)	6,486	650	4,527	5,177	-	-	11,663
Total Mainstream Programmes	43,622	(1,305)	42,317	29,914	3,745	33,659	-	-	75,976
Financing									
Increase/(Decrease) in Borrowing	43,622	(1,305)	42,317	29,914	3,745	33,659	-	-	75,976
Total Financing	43,622	(1,305)	42,317	29,914	3,745	33,659	-	-	75,976

The current self-financing schemes include:

- £25m equity loan to the Civic Campus programme
- £10m development financing to WKSR LLP
- £63m investment in acquisition of Civic Campus commercial units
- £22m development financing to EdCity Office Ltd
- £1.75m Civic Campus Cinema Fit Out

Appendix 6 – Summary of Prudential Indicators

The Prudential Code requires local authorities to set up and monitor several prudential indicators to ensure that all their capital expenditure, investments and borrowing decisions are prudent and sustainable. In doing so the local authorities will consider their arrangements for the repayment of debt (including through MRP or loans fund repayments) and consideration of risk and the impact, and potential impact, on the authority's overall fiscal sustainability. Indicators for prudence are required to be set over a minimum three-year rolling period. They should also be set in line with a capital strategy and asset management plan that is sustainable over the longer term. Where statutorily ringfenced resources such as the HRA or police fund exist, the indicators of prudence should be set separately for these areas.

As the Council's S151 officer, the Executive Director of Finance and Corporate Services has responsibility to ensure that appropriate prudential indicators are set and monitored and that any breaches are reported to members. The Executive Director of Finance and Corporate Services has confirmed that the PIs set out below are all expected to be complied with in 2023/24 and it is not envisaged at this stage that there will be any difficulty in achieving compliance with the suggested indicators for 2024/25.

Prudential Indicator	2022/23 Actual			2023/24 Actual			2024/25 Forecast			2025/26 Forecast		
	GF	HRA	Total	GF	HRA	Total	GF	HRA	Total	GF	HRA	Total
Capital Expenditure	£74.3m	£65.8m	£140.1m	£102.1m	£82.7m	£184.8m	£134.7m	£177.1m	£311.8m	£13.2m	£128.9m	£142.1m
Capital Financing Requirement (CFR)	£202.9m	£300.6m	£503.5m	£265.71m	£348.38m	£614.0m	£343.0m	£464.9m	£807.9m	£320.3m	£551.8m	£872.1m
Ratio of Financing Costs to Net Revenue Streams	3.02%	31.20%		2.85%	25.62%		2.82%	35.42%		2.80%	38.44%	
Ratio of Commercial/Service Investment Income to Net Revenue Stream	2.11%	3.60%		1.80%	2.71%		1.80%	0.07%		1.79%	3.34%	
Net Debt vs CFR			£236m underborrowed			£141m underborrowed			£317m underborrowed			£474m underborrowed
Authorised Limit for External Debt			£700m			£700m			£850m			£920m
Operational Debt Boundary			£640m			£640m			£790m			£860m
Limit on surplus funds invested for more than 364 days (non-specified investments)			£0m			£120m			£120m			£120m
Maturity structure of borrowing			Upper limit under 12 months:15% Lower limited 10 years and above:100%			Upper limit under 12 months:15% Lower limited 10 years and above:100%			Upper limit under 12 months:15% Lower limited 10 years and above:100%			Upper limit under 12 months:15% Lower limited 10 years and above:100%

London Borough of Hammersmith & Fulham

Report to: Cabinet

Date: 09/09/2024

Subject: Treasury Management Outturn Report 2023/24

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

Report author: Phil Triggs, Tri-Borough Director of Treasury & Pensions
Sophie Green, Treasury Manager

Responsible Director: Sukvinder Kalsi, Executive Director of Finance and Corporate Services

SUMMARY

This report sets out the Council's Treasury Management Outturn for 2023/24 and is in line with the Council's Treasury Management Strategy (as approved by Council on 23 February 2023). The details are subject to external audit review and this report will also be presented to Audit Committee in September (in line with governance and regulatory requirements).

All local authorities were operating in a very challenging strategic financial environment during 2023/24 (continuing market uncertainty on interest rates and inflation). Despite that, the Council operated within the Treasury Limits and Prudential Indicators during 2023/24 and met all of its prudential indicators.

During 2023/24, the Council issued a 'Green Bond' of £1m and repaid £4.3m of PWLB loans and thereby reducing the total borrowing to £268.5m.

Cash balances were £159.3m at 31 March 2024 (lower than 31 March 2023). These funds were invested at competitive rates throughout the year with the average yield on investments increasing to 5.62% by year end.

Cash was invested in a diverse portfolio of money markets funds, local authorities and banks. The Treasury limits and Prudential indicators are set out in the Treasury Management Strategy Statement as approved by Council on 23 February 2023.

RECOMMENDATIONS

That the Treasury Management Outturn Report for 2023/24 be noted and approved.

Wards Affected: None

Our Values	Summary of how this report aligns to the H&F Values
Being ruthlessly financially efficient	Ensuring an optimum borrowing and investment strategy in line with the Council's Treasury Management Strategy Statement

Financial Impact

This report is wholly of a financial nature.

Phil Triggs, Director of Treasury and Pensions, 26th June 2024.

Verified by Sukvinder Kalsi, Executive Director of Finance and Corporate Services, 8th July 2024

Legal Implications

There are no legal implications in respect of this report.

Grant Deg, Director of Legal Services, 21st August 2024

Background Papers Used in Preparing This Report

Treasury Management Strategy Statement 2023/24 (published and approved by Council on 23 February 2023)

DETAILED ANALYSIS

Proposals and Analysis of Options

Background and Treasury Position

1. Treasury management in this context is defined as:

“The management of the Council’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

2. This annual treasury report covers:

- the treasury position as at 31 March 2024;
- the borrowing strategy for 2023/24;
- the borrowing outturn for 2023/24;
- compliance with treasury limits and prudential indicators;

- investment strategy for 2023/24; and
- investment outturn for 2023/24.

3. The Council's debt, all held with the Public Works Loan Board (PWLB), with the exception of a £1m Green Bond, and investment positions at the beginning and end of the 2023/24 year were as follows:

	31 March 2023 (£m)	Rate (%)	31 March 2024 (£m)	Rate (%)
General Fund (GF)	52.8	3.71	53.0	3.69
Housing Revenue Account (HRA)	218.9	3.77	215.5	3.73
Total Borrowing	271.7	3.76	268.5	3.72
Total Cash Invested	270.2	4.02	159.3	5.62
Net Cash Invested	(1.5)		(109.2)	

4. The table below shows the allocation of interest paid and received during the year 2023/24:

	Interest Paid (£m)	Interest Received (£m)	Net (£m)
General Fund (GF)	1.9	(10.3)	(8.4)
Housing Revenue Account (HRA)	7.9	(2.1)	5.8
Other*	0.0	(1.0)	(1.0)
Total	9.8	(13.4)	(3.6)

* Other – interest paid on balances held for other deposits such as Wormwood Scrubs and rent deposit.

5. The Housing Revenue Account (HRA) is responsible for servicing 80.6% of the Council's external debt and the General Fund is responsible for the remaining 19.4%.

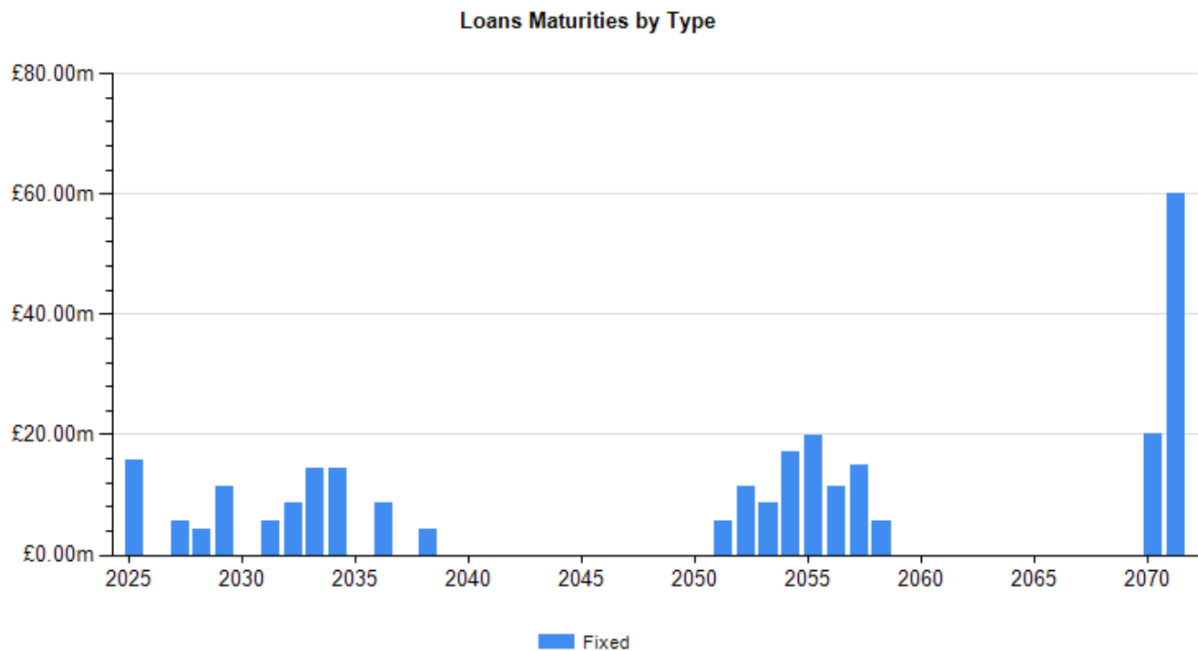
6. The table below shows the split of investments by duration as at 31 March 2024:

Maturity Period	Fixed (£m)	MMF (£m)	Total (£m)
Liquidity	0.0	42.3	42.3
< 1 Month	5.0	0.0	5.0
1 – 3 Months	72.0	0.0	72.0
3 – 6 Months	20.0	0.0	20.0
6 – 12 Months	20.0	0.0	20.0
Total	117.0	42.3	159.3

7. The TMSS kept investments short-term and invested with highly rated or UK Government backed institutions, resulting in lower returns compared to borrowing rates.

Treasury Borrowing

8. During the year, the Council issued a Green Bond of £1m and repaid £4.3m of PWLB loans, reducing total borrowing to £268.5m.
9. All of the Council's loans are at a fixed rate of interest. The table below shows the debt profile as at 31 March 2024:



10. In 2023/24, the HRA PWLB debt of £215.5 million remained below the HRA Capital Financing Requirement (CFR) of £348 million, which generates internal borrowing of £132.5 million. This difference does not exceed the value of HRA working balances. HRA reserves and working capital, in excess of the internal borrowing, represent cash balances on which interest is allocated from the General Fund.
11. As at 31 March 2024, the Council had an under-borrowed position. This means that past and future capital expenditure is not fully funded by capital resources, with the balance instead being financed by cash reserves (known as internal borrowing).

Closing Capital Financing Requirement analysed between General Fund and Housing Revenue Account

	31 March 2023 CFR £m	31 March 2023 External Debt £m	31 March 2024 CFR £m	31 March 2024 External Debt £m
GF CFR (Excluding DSG funded Schools Windows borrowing)	134.0	0.0	163.1	0.0
GF CFR (DSG funded Schools Windows borrowing)	55.4	0.0	88.3	0.0
Total GF Headline CFR	189.4	0.0	251.4	0.0
Finance leases/PFI	13.5	0.0	14.3	0.0
Total Closing GF CFR	202.9	52.8	265.7	53.0
HRA TOTAL	300.6	0.0	348.3	0.0
HRA CFR Total	300.6	218.9	348.3	215.5
Total CFR/External Debt	503.5	271.7	614.0	268.5

Treasury Investments

12. At 31 March 2024, a significant part of the Council's treasury investment portfolio (£117.0 million) was held in fixed term deposits with Local Authorities and bank notice accounts.
13. The TMSS allowed investment in the following areas:
 - an unlimited investment limit with the UK Government (DMO) deposits, UK gilts, repos and treasury bills;
 - up to a maximum of £50 million per counterparty in supra-national banks, European agencies and covered bonds debt on a buy to hold basis with maturity dates of up to five years, and the Greater London Authority (GLA) bonds for up to three years;
 - a limit of £30 million to be invested with any UK Local Authority (subject to internal counterparty approval by the Director of Treasury and Pensions and Director of Finance);
 - no more than £45 million to be invested with any individual Money Market Fund;
 - any financial instrument held with a UK bank limited to £70 million depending on the credit rating and Government ownership above 25% (limit of £50 million);
 - any financial instrument held with a non-UK bank limited to £50 million.
14. The investments outstanding at 31 March 2024 amounted to £159.3 million invested in short-term deposits. This compares with £270.2 million short-term investments at 31 March 2023.
15. The table below provides an analysis of the cash deposits, together with comparisons from the previous year:

	31 March 2023 £m	31 March 2024 £m
Money Market Funds	151.6	42.3
Term Deposits	118.6	117.0
Total	270.2	159.3

16. During 2023/24 cash balances varied between £185.7 million and £281.6 million reflecting the timing of the Council's income (council tax, national non-domestic rates, government grants and capital receipts, etc) and expenditure (precept payments, payroll costs, supplier payments and capital projects).
17. The average return achieved on investments managed internally for the year was 4.97% compared with the average 7-day money market rate (uncompounded) of 4.96%. The total interest received of £13.5 million compares with a weighted average of 2.05% and a total interest received of £5.0 million for 2022/23. Interest rates were steady throughout the year with the Council following a low risk strategy and avoiding potentially higher returns which would increase counterparty risk.

Inflation Rates

18. The below table shows the movement in inflation rates throughout the 2023/24 financial year.

	CPIH Index (UK, 2015 = 100)	CPIH 12- month rate (%)
2023 Mar	126.8	8.9
Apr	128.3	7.8
May	129.1	7.9
Jun	129.4	7.3
Jul	129	6.4
Aug	129.4	6.3
Sep	130.1	6.3
Oct	130.2	4.7
Nov	130	4.2
Dec	130.5	4.2
2024 Jan	130	4.2
Feb	130.8	3.8
Mar	131.6	3.8

Source: Consumer price inflation from the Office for National Statistics

Prudential Indicators

19. During the year the Council operated within the Treasury Limits and Prudential Indicators set out in the TMSS approved by Council on 23 February 2023.
20. The table below provides a breakdown of the indicators and actual position for the year ending 31 March 2024:

Indicator	2023/24 Approved Limit	2023/24 Actual	Indicator Met?
Capital Financing Requirement	£684m	£614m	Met
Authorised Limit for external debt ¹	£650m	£268.5m	Met
Operational Debt Boundary ²	£705m		Met
Capital Expenditure	£203m	£185m	Met
Working capital balance	£0m	£0m	Met
Limit on surplus funds invested for more than 364 days	£120m	£0m	Met

Maturity Structure of Borrowing	Minimum	Maximum	Actual	Indicator Met?
Under 12 Months	0%	15%	6%	Met
12 Mths to within 24 Mths	0%	15%	0%	Met
24 Mths to within 5 years	0%	60%	8%	Met
5 years to within 10 years	0%	75%	16%	Met
Over 10 years	0%	100%	70%	Met

Ratio of financing costs to revenue stream	GF 2.82% HRA 35.42%	GF 2.85% HRA 25.62%
Ratio of Commercial/Service Investment Income to Net Revenue Stream	GF 1.80% HRA 3.41%	GF 1.80% HRA 2.71%

Reasons for Decision

21. The Council's treasury management activity is underpinned by the CIPFA Code, which recommends that members are informed of treasury

¹ The Authorised Limit is the maximum requirement for borrowing taking into account maturing debt, capital programme financing requirements and the ability to borrow in advance of need for up to two years ahead.

² The Operational Boundary is the expected normal upper requirement for borrowing in the year.

management activities at least twice a year.

Equality Implications

22. There are no direct negative implications for protected groups, under the Equality Act 2010, arising from the information presented in this report.
23. Implications completed by: Sophie Green, Treasury Manager, tel. 07816 280 994.

Risk Management Implications

24. The purpose of this report is to present the Council's annual Treasury Management Outturn Report for 2023/24 in accordance with the Council's treasury management practices. The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities is measured. Risk levels were set in accordance with the approved Treasury Management Strategy Statement.
25. The Council continues to recognise that effective treasury management provides support towards the achievement of its business and service objectives, specifically, being ruthlessly financially efficient. The identification, monitoring and control of risks are central to the achievement of the treasury objectives. Potential risks are identified, mitigated and monitored in accordance with treasury practice.
26. Implications verified by: David Hughes, Director of Audit, Risk and Fraud, tel. 020 7361 2389.

Consultation

None.

LIST OF APPENDICES

NONE.

Agenda Item 7

London Borough of Hammersmith & Fulham

Report to: Cabinet

Date: 09/09/2024

Subject: Revenue Budget Review 2024/25 - Month 2 (May 2024)

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

Responsible Director: Sukvinder Kalsi, Executive Director of Finance and Corporate Services

SUMMARY

This report presents the first provisional outturn position for 2024/25 at Month 2 (May 2024). The outcomes of this review reflect the extremely challenging macro-economic conditions and are based on a prudent view. The estimated financial position incorporates known and emerging budget variances and details of known risks. Overall, there is a forecast General Fund (GF) overspend of £20.480m (10% of the Council's net budget) before the use of corporate contingencies. Mitigations and action plans which could reduce this forecast are set out with each Departments commentaries and work is ongoing to deliver these.

As with many local authorities in the country, Hammersmith and Fulham continues to experience inflationary and demand pressures across adult social care, temporary accommodation, and Children's services. A combination of increasing complexity and acuity of need for those in care, an ageing population, and the ongoing cost of living crisis (exacerbated by rapid rises in inflation and interest rates) has placed the council's finances under severe pressure at this time.

This is against a backdrop of uncertainty in medium term financial funding and local authority overall core funding. Funding from central government for Hammersmith and Fulham has reduced by 54% in real terms¹ and 22% in cash terms, from £164m in 2010/11 to £128m in 2024/25².

The structural budget deficit on the HRA has been eliminated and a balanced HRA Budget was set for 2024/25 (without the use of balances). The service continues to resolve prior year service issues and a prudent approach has been adopted in the forecasts for 2024/25. An in-year pressure of £5.280m is forecast (mainly the residual backlog of disrepair claims/works and decanting costs whilst repairs are completed). There are mitigation measures in place to manage this projected pressure and additional details are set out in paragraphs 13 to 15 and Appendix 2.

¹ As per RPI indices - [Retail Prices Index: Long run series: 1947 to 2023: Jan 1974=100 - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/retail-prices-index)

² Funding includes Revenue Support Grant, Business Rates Funding Baseline, Social Care and other general grants.

RECOMMENDATIONS

1. To note the General Fund financial forecast variance at Month 2 and mitigating actions to reduce the overspend forecast variance position (Table 1 and Appendix 1).
2. To note progress on delivering the 2024/25 agreed budget savings (Appendix 3)
3. To note the HRA forecast (paragraph section 13 to 15 and Appendix 2)

Wards Affected: All

H&F values	Summary of how this report aligns to the H&F Priorities
Being ruthlessly financially efficient	We need to always confirm that spend fits our council's priorities; challenge how much needs to be spent; and achieve results within agreed budgets. Finance is everyone's business, and every penny counts.
Creating a compassionate council	As the Council's resources have been reduced, we have protected the services on which the most vulnerable residents rely. This budget continues all our previous policies to support residents and proposes new spending on care packages for disabled children and additional resources to help residents through the cost-of-living crisis.
Building shared prosperity	A considerable proportion of services are delivered in partnership with local and national companies, and this will continue to promote all business sectors to the benefit of residents. In addition, there will be increased investment in the Industrial Strategy Delivery and the development and promotion of the STEAM sector strategy.
Doing things with residents, not to them	The use of co-production across the Council is embedded and all service matters are developed with the engagement of residents. The Council is continuing the REAP (Resident Experience and Access Programme) Programme to improve residents' access to the services.
Taking pride in H&F	The budget includes significant investment in public realm services especially waste collection, street cleaning and open/park spaces. Our new waste contract includes provisions to tackle fly-tipping and collection of food waste.
Rising to the challenge of the climate and ecological emergency	The Council has established a Climate Change Team, and the team has developed a Climate and Ecology Strategy (and is

	making a significant contribution to the international and national policy debates). It is also securing grants from national programmes to help with improvements of the thermal efficiency of Council properties and homes).
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Financial Impact

All the issues set out in this report are of a financial nature.

Andre Mark, Head of Finance (Strategic planning and investment), 12 June 2024 and verified by James Newman, Assistant Director of Finance, 19 June 2024

Legal Implications

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

There are no other legal implications for this report.

Verified by Jade Monroe, Chief Solicitor, Legal Services, 28 August 2024

Background Papers Used in Preparing This Report

REVENUE SUMMARY

1. A summary position of the 2024/25 GF financial position is shown in **Table 1 and 2**, with a breakdown by individual variance in **Appendix 1**.

Table 1 – Month 2 (May 2024): General Fund forecast (underspends in brackets)

Directorate	Budget	Forecast Outturn Variance
	£m	£m
People	136.009	7.686
Place	28.412	9.481
Housing Solutions	13.527	7.725
Finance and Corporate Services	11.567	0.831
Total Directorates:	189.515	25.723
Centrally Managed Budgets	29.421	(5.243)
Total General Fund Services:	218.936	20.480
<i>Corporately held Contingencies</i>		(9.792)
Total		10.688

Table 2 – Month 2 (May 2024): General Fund Forecast (by expenditure type)

Directorate	Budget	Forecast Outturn Variance
	£m	£m
Employees	142.726	2.430
Non-employees	542.700	18.616
Income	(466.490)	(0.540)
Total General Fund Services	218.936	20.480

2. Following a review of the Council's corporate leadership structure, the following changes have been made to previous reporting structures:
 - The People Directorate includes services previously reported within the Childrens and Education and Social Care and Public Health Departments.
 - The Place Directorate includes services previously reported within The Economy (excluding Housing Solutions) and The Environment Departments.
 - Finance and Corporate Services Directorate includes services previously reported within the Finance and Corporate Services Departments.
3. Further management actions are required to deliver a significant downward movement in directorate overspend positions by the end of the financial year. **Potential service mitigations of £5.23m** have been identified at this stage and set out within the directorate sections below.
4. Should these and other mitigating actions not materialise, and the reported position fail to improve throughout the year through further management action, then the budget will need to be balanced using earmarked reserves. Reserves can only be used once therefore would not address any ongoing financial pressures, and any reduction in reserve balances will deteriorate the council's financial resilience for any unexpected shocks and pressures that may come.

GENERAL FUND

People Directorate (Adult Social Care, Children's and Education and Public Health)

The main variances for the People Directorate are summarised in the below table (and detailed in Appendix 1):

Service Area	Forecast Variance £000	Commentary
Physical Support Services	1,262	Additional residential care placements (7 new residents) and an increase of 12% in unit costs. Additional nursing care placements (6 new residents) and an increase of 16% in unit costs
Learning Disabilities Services	1,904	Additional 9 supported living placements since last financial year and an increase of over 6% in unit costs over the past year.
Mental Health Services	1,198	3 new supported living placements and 2 new large joint funded packages of care since the start of this year.
Other Social Care Services (Public Health & Commissioning)	(251)	Forecast lower volumes of activity on a number of Supported Housing and Carer contracts.
Looked After Children & Care Leavers Placements	721	Demand led pressures on placements plus staffing pressures to address capacity issues.
Other Statutory Children's Social Work	2,784	Low volume but high-cost packages of care under Section 17 for young people with complex needs (and travel packages)
Travel Care and Support	271	Cost pressures exceeding contract inflation allowance in the budget to 2024/25.
Other Children's and Education services	(203)	
Total	7,686	

The People Department is developing mitigation plans for these pressures including reviewing care packages, maximising contributions from the NHS and identifying efficiencies in externally contracted services.

The Department will also continue to face legislative/demand/cost pressures from service providers across all service areas including placements, hospital discharges, travel support, transition services, delivery of prior year savings and operational buildings

Dedicated Schools Grant

- Dedicated Schools Grant (DSG) is paid in support of local authority schools' and is the main source of income for the schools' budget. It is split between central expenditure and the individual schools' budget (ISB) in conjunction with the local schools' forum.
- Funding for the High Needs Block (HNB) continues to be under pressure with the latest forecast by the end of the financial year of a surplus of £0.400m which will go towards reducing the cumulative deficit, along with safety valve funding of £0.940m. The overall cumulative deficit is forecast to reduce to £1.060m by year end.

7. The additional Government funding forecast is subject to the council managing its DSG recovery plan as part of the grant conditions and close monitoring by the DfE (Department for Education). The council holds earmarked reserves against the cumulative deficit which is released as the deficit is managed down. This is set out in Table 3 below:

Table 3 - High Needs Block (HNB) Deficit

	£000
High Needs Block DSG deficit brought forward from prior years	2,400
In Year High Needs Block forecasted surplus less Early Years carry forward deficit	(400)
2024-25 High Needs Block Safety Valve funding (To be confirmed)	(940)
Forecast High Needs deficit after Safety Valve funding	1,060

This service will also continue to face risks on SEND transport, transitional services and other general tuition/therapy services.

Place Directorate

The main variances for the Place Directorate are summarised in the below table:

Service Area	Forecast Variance £000	Commentary
Public Realm (Waste Collection, Street Cleaning, Waste Disposal, Highways)	2,470	Contractual pressures relating to inflations, pay and pensions. The costs of new wheeled bin waste collection services are not expected to be immediately mitigated in full by offsetting waste disposal savings (waste disposal from behavioural changes).
Parking	6,712	The council has waived fines and introduced business visitor permits and visitors to support the local economy. There has also been a better than anticipated change in driver behaviours leading to a reduction in traffic volumes and forecast income.
Other Place Budgets	299	Lower than budgeted income from corporate rental properties and revenue costs no longer chargeable to capital.
Sub-Total	9,481	

8. There are a number of potential Departmental risks including Corporate Property and Facilities Management, Parking, new green waste subscription service, reducing external funding for Highway projects and Planning fees. Mitigations will continue to be developed and implemented.

Finance and Corporate Services (including Housing)

The main variances for Finance and Corporate Services are summarised in the below table:

Service Area	Forecast Variance £000	Commentary
Residents Services	542	Delay in the delivery of prior year employee savings targets due to increased demand and pressures on the service.
Managed Services	269	Shared Service Contract (Hampshire) for Finance and HR IT systems
Other Budgets	20	
Total	831	

Housing Solutions

The main variances for Housing Solutions summarised in the below table:

Service Area	Forecast Variance £000	Commentary
Temporary Accommodation	7,605	Primarily an additional 162 people placed in bed and breakfast (now 317 in total) at more costly marginal rates. Out of hours (OOH) placements and pre-booked accommodation numbers have increased including use of commercial hotels. Cost pressures on Private Sector Leasing.
Other Housing Services	120	
Total	7,725	

A Working Group has been established to develop a mitigation strategy to manage these pressures and the actions will include options to secure additional national grants, controls of operational expenditure, clear pathway and move on options, consideration of policy changes on discharge to private sector, nomination rights to RPs and out of borough placements.

Centrally Managed Budgets

Service Area	Forecast Variance £000	Commentary
Cost of Borrowing (Net)	(5,583)	Interest on cash balances remains higher than budgeted due to continuing high interest rates (plus lower interest payments on outstanding loans). As a Ruthlessly Financially Efficient council, there has not been any new prudential borrowing undertaken
Levies	(392)	Reimbursement of concessionary fares contributions due to TfL price freeze on tube fares.
Other Services	732	Increased cost of renewing insurance premiums
Total	(5,243)	Page 71

There continue to be risks that will need to be monitored especially interest on balances and also with regard to the national pay award (the budget for 2024/25 includes a 3% provision).

Collection Fund

- 9 Council Tax and National Non-Domestic Rates (NNDR) income, alongside grant funding, are the main sources of the council's overall funding. Income collected from Council tax is shared with the GLA and the council is forecast to retain 67% of this income with the GLA retaining remaining share. For NNDR, this is shared between the council, the GLA and Central Government. The council is forecast to retain 30% of this income (GLA retained 33% and central government retain 37%]
- 10 Retained income from Council Tax and NNDR together are budgeted to represent 65% of the councils net budget requirement 24/25 (£141.3m) and is held within a ring-fenced account known as the Collection Fund. The overall collection fund surplus/deficit in-year is affected by the number of variables such as movements in the gross taxbase (e.g., the number of properties in the borough and for business rates the impact on business rates appeals), offsetting deductions to bills (e.g. single person discount and Council Tax support council tax and mandatory charitable relief full business rates) and the collection rate.
- 11 Any forecast surplus or deficit on the Collection Fund will not impact the council's budget until the following financial year due to accounting regulations. An estimate of the surplus or deficit on the collection fund is made annually in January and factored into the budget setting estimates the subsequent financial year. Should the outturn position be an improvement on the estimated position, then this is factored into the in-year position for the following year.
- 12 A review of the Collection Fund is being finalised with an expectation that there will be a surplus which can mitigate the service position at Month 2. Any surplus will be reported as part of the next revenue monitor report (Month 6).

HOUSING REVENUE ACCOUNT (HRA)

- 13 A balanced budget was set for the HRA for 2024/25 (and without the use of reserves).
- 14 The strategic operating environment of the Housing Revenue Account continues to be challenging (as is the General Fund) with continuing legislative/demographic pressures and high interest rates.
- 15 The overall assessment of the current forecasts is summarised in Table 4 below.

Table 4: Housing Revenue Account Forecast Outturn

Service Area	Forecast Variance £000	Commentary
Decants	1,286	Additional spend on decants (whilst repairs are completed) and disturbance allowance costs
Disrepair Spend	2,704	Resolution of outstanding historic claims (includes tenant compensation, all legal costs and repairs)
Voids and Repairs	1,448	Additional investment to deliver the repairs improvement plan
Other Services	(158)	A net overall underspend across all other services
Total	5,280	

A number of mitigations are being developed including the use of unallocated contingencies, spending controls, releasing reserves that may not be required (regarding the refund of water commission charges), capital programme management and potential further capitalisation.

Housing Revenue Account (General Reserve)	£m
Balance as of 31 March 2024	(5,376)
Pressures Reported at Month 2	5,280
Mitigations (as outlined above)	(5,280)
Balance as of 31st March 2025	(5,376)

EQUALITIES IMPLICATIONS

As required by Section 149 of the Equality Act 2010, the Council has considered its obligations regarding the Public Sector Equality Duty and it is not anticipated that there will be any direct negative impact on groups with protected characteristics, as defined by the Act, from the adjustments to the budgets required because of this report.

If any such adjustments might lead to a service change and/or changes in staffing structures that could have a negative impact on groups with protected characteristics, then a full Equality Impact Assessment will need to be carried out.

RISK MANAGEMENT IMPLICATIONS

The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.

The report recognises the significant external pressures which are expected to bear down on the Council's costs during 2024/25, including the ongoing effect of high levels of inflation in the past two years and interest rates which are only just starting to reduce. Detailed risks are set out for departments in the appendices, and include areas overspends are being caused by increased demand for services (particularly social care and temporary accommodation) and the prospect that there is further will be further demand going forward, further increasing pressure on budgets. It is recognised that unallocated contingency has been held and will be applied to reduce the potential overspend for the year, however, this is a short-term mitigation only. Directorates and the central Finance team will need to continue to closely monitor expenditure to ensure it remains within budget and that planned savings are delivered in full or implement

alternative mitigating actions to address forecast overspends or savings targets which cannot be delivered.

The report also recognises the significant pressures facing the HRA, with a significant reduction in the HRA General Reserve being noted for the end of the year. Officers must ensure that costs and income are closely monitored and controlled and that corrective actions to protect and maintain the financial stability of the HRA are agreed and embedded.

Implications completed by: David Hughes, Director of Audit, Fraud, Risk, and Insurance,
23 August 2024

Appendices:

Appendix 1 - General Fund Revenue Monitoring by Variance

Appendix 2 - HRA Revenue Monitoring by Variance

Appendix 3 - Savings Delivery Tracker

APPENDIX 1 – GENERAL FUND AND HRA MONITORING BY VARIANCE AS AT MONTH 2

Service Area	Total Budget £000	Actual Month 2 £000	Total Forecast Variance Month 2 £000
PEOPLE - Variance by Service Area			
Children's and Education Services			
Looked After Children & Care Leavers Placements, Client Related Non-Placement & Care Management	19,945	3,242	721
Other Statutory Social Work (CYPS)	10,566	1,625	2,784
Early Intervention Services (CYPS)	2,490	859	(47)
Other Children and Young Peoples Services	1,172	164	101
Travel Care and Support	6,917	612	271
Special Educational Needs and Disability (SEND)	7,251	7,995	(208)
Other Statutory Education Services	640	791	(15)
Schools and Early Years Funding	4	16,422	0
Strategic Commissioning and Transformation	1,228	246	20
Other Children's & Education Services Budgets	2,011	405	(55)
Adults EDT	177	(16)	0
Adult Social Care and Public Health			
Physical Support Services	30,108	6,995	1,262
Learning Disabilities Services	16,972	2,855	1,904
Mental Health Services	9,681	1,194	1,198
Provided Services	3,418	472	27
Commissioning and Service Delivery	7,625	1,679	(278)
Public Health	0	1,110	0
Sub-total	120,205	46,650	7,686
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	15,804	0	0
Total	136,009	46,650	7,686

Service Area	Total Budget £000	Actual Month 2 £000	Total Forecast Variance Month 2 £000
PLACE – Variance by Service Area			
Climate Change and Transport	1,143	873	0
Public Realm (Waste Collection, Street Cleaning, Waste Disposal, Highways)	32,799	(1,268)	2,470
Public Protection	6,983	(223)	89
Parking	(38,618)	(821)	6,712
Corporate Property and Facilities Management	7,065	1,665	91
Planning	229	341	0
Economic Development and Skills Service	51	759	0
Other Place Budgets	(451)	175	120
Sub-Total	9,202	1,502	9,481
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	19,210	0	0
Total	28,412	1,502	9,481

Service Area	Total Budget £000	Actual Month 2 £000	Total Forecast Variance Month 2 £000
Housing Solutions - Variance by Service Area			
Temporary Accommodation	8,463	2,203	7,605
Homelessness Prevention and Assessment	1,674	400	70
Supported Housing	1,396	51	0
Other GF Housing Budgets	504	352	50
Sub-Total	12,037	3,006	7,725
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	1,490	0	0
Total	13,527	3,006	7,725

Service Area	Total Budget £000	Actual Month 2 £000	Total Forecast Variance Month 2 £000
CORPORATE - Variance by Service Area			
Finance	3,735	695	37
Managed Services	2,042	1,801	269
Audit, Fraud, Risk and Insurance	1,089	96	(9)
Assurance, Programmes and Analytics	1,554	411	(53)
Corporate Procurement	653	30	(27)
Commercial Advertising	(2,475)	(621)	(45)
Digital Services	13,394	3,894	0
Legal Services	(106)	42	0
Residents Services	6,114	1,221	542
People & Talent	2,612	261	0
Communications and Communities	958	174	(50)
Democratic Services, Coroners & Mortuaries	2,822	1,015	(267)
Members Support	329	55	0
Other Finance and Corporate Budgets	449	253	432
Sub-Total	33,169	9,327	831
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	(21,602)	0	0
Total	11,567	9,327	831
Directorates Total	189,515	60,485	25,723

CENTRAL ITEMS			
Levies	10,494	2,075	(392)
Net Cost of Borrowing	(1,035)	(298)	(5,955)
Technical Items	(378)	5,258	0
Other and Corporate Democratic Core Services	2,419	5,057	732
Sub-Total	26,026	12,091	(5,615)
Non Controllable Expenditure (Corporate overheads, Capital Financing and other technical adjustments)	3,394	184	372
Total	29,421	12,275	(5,243)
TOTAL GENERAL FUND	218,936	72,760	20,480
<i>Less: General Corporate Contingency</i>			(9,792)
NET GENERAL FUND			10,688

APPENDIX 2 – HOUSING REVENUE ACCOUNT (HRA) MONITORING BY VARIANCE AS AT MONTH 2

HRA - Variance by Income & Expenditure Category			
	Total Budget	Actual Month 2	Forecast Variance
	£000	£000	£000
Rental income	(83,322)	(12,964)	0
Service Charge income	(20,154)	(8,840)	0
Other Income	(3,881)	(725)	(7)
Void Rent Loss	2,040	354	0
Staff Capitalisation	(11,820)	0	(261)
Repairs and Voids	33,873	4,181	1,448
82 S&P Disrepairs Compensation	645	525	2,704
88 Housing Management	17,178	2,323	649
88 Discounts	200	102	1,286
Estate Services	16,183	(37)	69
Depreciation	17,376	0	(1,294)
Interest Payable (Net)	13,947	0	685
Other Costs (Contingency, Finance)	11,361	697	(0)
Corporate Services	6,373	0	0
Sub-Total	0	(14,383)	5,280
Non-Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	0	2	0
Total	0	(14,381)	5,280

APPENDIX 3 – MTFS SAVINGS MONITOR – UPDATE AT MONTH 2 (May 2023)

Directorate	Previous Dept	MTFS Reference	Description	2024-25 Expected Savings (£000's)	2024-25 Forecast Savings (£000's)	RAG Rating	Comments
People	Social Care and Public Health	Social Care and Public Health -1	Review care costs with NHS (CHC) as people with very high needs are discharged from hospital.	(200)	(200)		
People	Social Care and Public Health	Social Care and Public Health -2	Supporting resident independence though better integration of council services with community networks	(150)	(150)		
People	Social Care and Public Health	Social Care and Public Health -3	Further increased take-up of Direct Payments for choice and control for residents and increasing wellbeing and coproducing as part of the Direct Payment steering group.	(200)	(200)		
People	Social Care and Public Health	Social Care and Public Health -4	Joint commissioning steering group with Economy department on implementing the Disabled People's Housing Strategy and reducing voids. This will be done through reviewing the Extra Care Homes available for residents, ensuring new builds are co-produced with disabled residents and make good Housing voids.	(200)	(200)		
People	Social Care and Public Health	Social Care and Public Health -5	Maximising adaptations in people's homes through use of Disabled Facilities Grant. Review Occupational Therapy service delivery across the department with a view to undertake joint care assessment. This increases a person's independence and reduces the need for longer-term care.	(200)	(200)		

Directorate	Previous Dept	MTFS Reference	Description	2024-25 Expected Savings (£000's)	2024-25 Forecast Savings (£000's)	RAG Rating	Comments
People	Social Care and Public Health	Social Care and Public Health -6	Better use of equipment to improve independence of residents with sensory disability.	(100)	(100)		
People	Social Care and Public Health	Social Care and Public Health -7	Improved support and information for residents and make better use of digital technologies (such as care cubed, use of resident portal, timely return of equipment).	(250)	(250)		
People	Social Care and Public Health	Social Care and Public Health -8	Review of commissioning contracts in line with the third sector strategy. This will be managed by adjusting the available contingencies within this budget (it will not affect existing contracts or the Fast Track allocations and inflation will be allocated to contracts in 2024/25).	(100)	(100)		
Page 82 People	Social Care and Public Health	Social Care and Public Health -9	Reshaping the department as an all-age adults service and over a medium term neighbourhood resident focus.	(200)	(200)		
People	Social Care and Public Health	Social Care and Public Health -10	Review of Rough Sleeper Public Health Contribution to support residents with independent living.	(100)	(100)		
People	Social Care and Public Health	Social Care and Public Health -11	Review of Environmental Health Contributions to manage and support the health protection and outbreak prevention.	(100)	(100)		
People	Social Care and Public Health	Social Care and Public Health -12	Review the impact of targeted provision with underserved groups to improve community engagement.	(72)	(72)		
People	Social Care and Public Health	Social Care and Public Health -13	Review of Community Champions Programme and Reprovision of Services to align services with resident needs and support the Councils response to the cost of living.	(250)	(250)		

Directorate	Previous Dept	MTFS Reference	Description	2024-25 Expected Savings (£000's)	2024-25 Forecast Savings (£000's)	RAG Rating	Comments
People	Children's Services	Children's Services-1	This proposal aligns the budget to the current profile of placements where there is joint health funding. There will be no impact on children and young people.	(325)	(325)		
People	Children's Services	Children's Services-2	Reform care support via a targeted line by line review to identify efficiency opportunities to secure high quality packages at optimal cost, including capitalising on opportunities for external funding to invest in creating our own provision	(100)	(100)		
People	Children's Services	Children's Services-3	Through collaboration with Housing, to enable care leavers to transition into the Housing Pathway earlier, with increased floating support to ensure the transition is successful.	(100)	(100)		
People	Children's Services	Children's Services-4	It is proposed to align the budgets to current expenditure following the recommission. There is no proposed change to delivery	(137)	(137)		
People	Children's Services	Children's Services-5	Embedding long-term holiday food provision offer using the council's bulk purchasing power to more effectively procure long-term holiday food	(900)	(900)		
Place	The Environment	The Environment-1	Non-residential fees and charges	(200)	(200)		
Place	The Environment	The Environment-2	Use of alternative funding (through developers contributions)	(200)	(200)		
Place	The Environment	The Environment-3	Further efficiencies from rollout of wheeled bins	(250)	(250)		
Place	The Environment	The Environment-4	Resident Experience and Access Programme (REAP) enabled savings	(250)	(250)		
Place	The	The	Introduction of garden waste subscription	(650)	(650)		

Directorate	Previous Dept	MTFS Reference	Description	2024-25 Expected Savings (£000's)	2024-25 Forecast Savings (£000's)	RAG Rating	Comments
	Environment	Environment-5	service (this assumes sign up of 10,000 properties)				
Place	The Economy	The Economy-1	New fee flexibilities and cost reductions from fewer volumes	(350)	(350)		
Place	The Economy	The Economy-2	Review of expenditure (6% reduction)	(200)	(200)		
Housing	The Economy	The Economy-3	Efficient commissioning of Temporary Accommodation	(100)	(100)		
Housing	The Economy	The Economy-4	Review of Housing Solutions team	(150)	(150)		
Housing	The Economy	The Economy-5	Acquisition of housing for Temporary Accommodation	(200)	(200)		
Place	The Economy	The Economy-6	Corporate Accommodation savings	(400)	(400)		
Corporate	Corporate	Corporate-1	An increase in digital advertising rental income.	(150)	(150)		
Corporate	Corporate	Corporate 2	Reduction in Internal Audit budget for contracted out audit days.	(50)	(50)		
Corporate	Corporate	Corporate 3	Reduction in LBHF share of the Hampshire Finance System costs.	(200)	-		
Corporate	Corporate	Corporate 4	Reduction in costs arising from the network and telephony procurement strategy and contract award.	(125)	(125)		
Corporate	Corporate	Corporate 5	Remove the need for server licencing and reduce support costs for smaller applications following migration to Microsoft Azure platform.	(60)	(60)		
Corporate	Corporate	Corporate 6	Additional income from contract based on RPI.	(80)	(80)		

Directorate	Previous Dept	MTFS Reference	Description	2024-25 Expected Savings (£000's)	2024-25 Forecast Savings (£000's)	RAG Rating	Comments
Corporate	Corporate	Corporate-8	An organisational review of the senior chief officer structures of the Council	(250)	(90)		
Corporate	Corporate	Corporate-9	Discontinuing annual contribution to reserves and utilising in year revenue resources	(275)	(275)		
Corporate	Corporate	Corporate-10	Discontinuing annual contribution to reserves and utilising in year revenue resources	(245)	(245)		
		Overall Total		(8,069)	(7,709)		

Agenda Item 8

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 09/09/2024

Subject: Travel Care and Support Taxi Services Procurement Strategy

Report of: Councillor Alex Sanderson, Deputy Leader (responsible for Children and Education)

Report author: Joe Gunning, Head of Programmes, Children's Commissioning

Responsible Director: Jacqui McShannon, Executive Director of People

SUMMARY

This report seeks approval of the procurement strategy for Travel Care and Support Taxi Services from September 2025 for a period of four (4) years.

In 2021 Hammersmith and Fulham (H&F) set up a framework agreement for the provision of travel care taxi services for a term of four years. This framework expires in September 2025 with no options to extend. It has delivered the Council's needs and so the procurement of a replacement framework is recommended on a similar basis.

RECOMMENDATIONS

1. To approve the procurement strategy to establish a closed framework (i.e. one that is not an 'open framework' within the meaning of the Procurement Act 2023) for the provision of travel care and support taxi services for a period of 4 years from September 2025.
 2. To delegate authority to the Executive Director of People for any minor amendments required to this strategy.
-

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Employment of local residents on essential frontline services
Creating a compassionate council	Procuring services that have care at the forefront of delivery for some of the most vulnerable residents in the borough.

Doing things with local residents, not to them	Maintaining high standards of existing contracts following lessons learnt experience from previous procurements. The evaluation panel will include parent/carer representation.
Being ruthlessly financially efficient	Frameworks that are appropriately structured and weighted to meet demand as well as need and drive competitiveness in the market.
Taking pride in H&F	A high-quality service supporting some of our most vulnerable residents to access education and social care provision.
Rising to the challenge of the climate and ecological emergency	Procurement of services which deliver against the Council's net zero ambition by 2030 through the use of electric vehicles.

Financial Impact

The total available budget for transport provision across Children's (£7.230m) and Adult Services is circa £0.307m.

The taxi framework reflects a component part of the overall spend. Detailed financial implications from this procurement will be included in the contract award report.

Ozioma Onwochei, Principal Accountant, 25 April 2024

David Hore, Finance Manager Social Care, 30 April 2024

Verified by James Newman, AD Finance, 2 May 2024

Legal Implications

This report recommends that the Cabinet approves the procurement of a Framework Agreement for travel care taxi services to run from September 2025 for 4 years. The procurement will start on or after 28th October 2024 which means that the Procurement Act 2023 (s45 – 49) will be the applicable regime rather than the Public Contracts Regulations 2015.

The services are above threshold light touch services under s9 of the Act and Schedule 1 of the Procurement Regulations 2024. There is also a duty to take account of the document, 'Guidance: Light Touch Contracts'. Before entering into the Framework, the Council must carry out a competitive tendering procedure. The Council proposes using the 'open' procedure for the procurement of the Framework which is similar to the existing open procedure. This is a single stage procurement without a restriction on who can submit tenders. The Council must publish a tender notice for the purpose of inviting suppliers to submit a tender at the start of the process setting out prescribed information under regulation 20 of the Procurement Regulations 2024 including the date by which tenders may be submitted, the award

criteria etc. The Act requires that tenderers are given at least 25 days to submit a tender.

The appropriate decision maker is the Cabinet assuming that the estimated Framework value (ie of anticipated call offs) is over £5m.

The decision is a Key Decision (see Article 12 of the Constitution) and the report must be submitted to Committee Services for publication on the Council's website.

Angela Hogan, Chief Solicitor (Contracts and Procurement), 22 May 2024

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Background

1. Travel Care and Support is a critical service provided to some of the most vulnerable members of our community. The children, young people and adults who receive the service often have complex needs and typically a high level of dependency.
2. The current framework ends on the 31 August 2025 with no option to extend. The current arrangements provide approximately 240 children and young people with taxi transport services to and from school as well as a number of ad hoc taxi requirements for children looked after and vulnerable adults.
3. The service is well-supported through the Council's Travel Care and Support Team and there is general high customer satisfaction with the current arrangements.

Reasons for Decision

4. The Local Authority has a statutory duty to provide home to school transport provisions as set out in the Education Act 1996. The Council has a Travel Assistance Policy which clearly sets out these duties, together with further information via the Local Offer.
5. For Adults, the Care Act 2014 stipulates a duty to Local Authorities to meet assessed needs, and while transport is not prescribed provision, it may be one way of meeting people's assessed needs and preferences relating to their personal outcomes towards independence and engagement with the community.

6. The current framework which services the existing taxi contracts expires on the 31 August 2025. There is no option to extend. The procurement ensure Hammersmith and Fulham is able to continue to discharge its statutory duties.

Contract Specifications Summary

7. The services required will primarily be to transport vulnerable children, young people, and adults via taxi. This includes for both scheduled and regular taxi provision as well as those occasions when the council needs taxi provision on an ad-hoc basis to transport a range of service users, often at short notice.
8. Tenders will be required for the provision of a range of vehicle types including cars, black cabs, people-carriers, and wheelchair-accessible vehicles. Passenger Assistants will be required on some routes to provide support to service users who have additional needs.
9. It is recommended that the framework is established for a period of four (4) years.

Procurement Route Analysis of Options

10. It is proposed to procure the provision of Taxi and Support Services. The procurement route will be a closed framework, with two lots, one for Regular and Scheduled Journeys and the other for Ad Hoc Journeys. This procurement will be conducted under new Procurement Act 2023 if on or after 28th October 2024. This approach has been successful for the London Borough of Hammersmith and Fulham to date and will enable the council to continue to discharge its statutory duties whilst providing flexible, high-quality services to our residents.

11. **Option 1: A closed framework (Recommended)**

A framework will provide the flexibility to meet demand through a pool of established providers in a two-lot framework:

Lot 1: Scheduled Journeys

Lot 2: Ad Hoc journeys

The Scheduled Journeys specification will focus on travel assistance for SEND service users from home to school. As with the current service this will stipulate the need for regular transport crews, the need for the same vehicles and staff training requirements to support these young people. The Ad Hoc journeys specification will be used for services where a regular driver is not required, and nor is there need for any consistency in the transport crew. Whilst still maintaining high quality through the specification and staff continuing to have a set standard of training, they will not require the enhanced training relevant only for home to school transport for children with special educational needs and disabilities. Journeys will be one off or for a short period of time.

The Council is committed to developing strategic relationships with suppliers and ensuring continuity in care and provision for children, young people and vulnerable adults accessing the service. A closed framework would also enable fixed mileage rates for the duration of the framework providing consistency in unit costs. The membership and terms of the framework will be fixed for the duration of the term there will be no scope to make material changes in the event that our requirements change or there is a change in our supplier market, without re-tendering the whole requirement.

12. Option 2: An Open Framework (Not recommended)

An open framework provides a maximum term of eight years and suppliers may be refreshed during the term of the open framework by re-opening and re-awarding. This option is particularly relevant to a developing market. Given ranking applies to this framework, it is expected many existing appointees would likely want to refresh their previous submission, both to ensure it maintains or improves their ranking and also their chances of being awarded a call-off contract. This creates further work initially for the appointee and for the authority in evaluation effort. The service requirements result in call-offs on an annual basis, and the complex nature of the residents supported through this framework require consistency in care and provision. Whilst this represents a potential positive new route for contracting authorities, given the infancy of the new Procurement Act and risk of complex assessment processes and disruption for this high profile, statutory service, it is not recommended this new approach is progressed at this stage.

13. Option 3: In house delivery model (Not recommended)

This option was discounted given the considerable increase in costs (forecasted at circa 20%), and lack of sufficient structure to accommodate such a model.

Whilst this option would give control to H&F over the direct line management of these employees and the delivery of the service operationally with greater flexibility to maximise utilisation of assets in the commissioning of arrangements, there is not currently a structure nor budget resources in place to accommodate these staff. Furthermore, bringing a taxi fleet in house would not be viable in view of the significant fleet and licensing responsibilities and considerable cost pressures of H&F holding the full cost of overheads which are otherwise spread across multiple authorities by outsourced providers. The council would not have sufficient economies of scale or resource to be able to meet the operational requirements of the service.

14. Option 4: Do nothing (Not recommended)

This would mean not having a service once the current framework has expired, which is not an option in light of the Council's statutory duties and the nature of services for various vulnerable client groups.

Market Analysis, Local Economy and Social Value

15. The market for taxi providers in London is mature and stable. Small and medium-sized enterprise will be open to tender for this opportunity. There are 14 providers on the existing framework. Providers actively recruit local residents as part of their commitment to social value as well as use of the local supply chain. These elements will be assessed via the TOMS Framework submissions under the technical envelope.

Risk Assessment and Proposed Mitigations

Category	Risk Description	Mitigation Activity
Tender	Pace of work required to deliver the objectives in time to finalise the procurement in time for mobilisation.	Appropriate officers will work closely together in the preparation of documents and Legal will review prior to release. A project group will be established to push through actions to ensure risk to service delivery is minimised.
Providers	Stakeholder engagement – risk of not having the right providers/ sufficient number to tender.	There are currently 14 providers on the existing framework. Find a Tender Service notices will be published. Low risk.
Resource	If key staff working on the project are unavailable at peak times to complete work, programme slippage in timelines is a risk as well as the quality documents available being negatively impacted.	A project board will be established with key stakeholders to drive forward actions. A risk register will be established and reviewed by the board.

Timetable

16. The indicative timetable of the competition process and milestones:

Milestone	Date
Key Decision Entry (Strategy)	8 April 2024
Children's Leadership Team	14 May 2024
Contracts Assurance Board (Strategy)	5 June 2024
Cabinet Member sign off	10 June 2024
Political Cabinet	15 July 2024
Cabinet	9 September 2024
Initial Conflict of Interest Assessment (<i>reviewed throughout at key stages</i>)	1 December 2024
Market Engagement Notice	1 December 2024

Publish Tender Notice to the Central Digital Platform before publishing locally.	20 January 2025
Commencement of Tender Clarification stage	20 January 2025
Closing date for clarifications	2 February 2025
Clarification responses issued	3 February 2025
Closing date for submissions	19 February 2025
Evaluation of Tenders	24 Feb-14 March 2025
Key Decision Entry (Award)	24 Feb 2025
CAB (Award)	16 April 2025
SLT/Cabinet Member (Award)	28 April 2025
Issue assessment summary	6 May 2025
Publish contract award notice	6 May 2025
Standstill period	6 May 2025
Contract engrossment	1 June 2025
Publish Contracts Detail Notice	2 June 2025
Framework mobilisation and implementation	June-August 2025
Framework Commencement date	September 2025

Selection and Award Criteria

Procurement Process Stage 1: Compliance

17. Each tenderer will need to achieve a minimum level of acceptability as defined by H&F's compliance standards relating to matters such as financial and economic standing, insurance, health and safety and technical ability.
18. The Council has set standards for economic and financial standing based on the tenderers financial accounts that bidders should meet. These standards are set to reassure the Council that, if awarded contracts, suppliers are financially sustainable throughout the lifetime of the contract.
19. Where one or more of these criteria is not met, the Invitation to Tenderers will advise them that the Council can, if it wishes, use its discretion to pass a tenderer who fails to meet the above criteria, where it is assessed that there are sufficient mitigating circumstances.

Procurement Process Stage 2: Quality

20. The technical quality stage will consist of a number of questions in key areas of the service requirements.
21. Quality will be ensured by designing detailed questions which list every aspect of the requirements that tenderers will be expected to reference. In addition, the procurement will have a robust scoring criterion of 0 – 5 with the requirement to achieve a minimum score of two to pass or otherwise be eliminated from the process.
22. The Evaluation Panel will consist of Council Officers and external stakeholder partners. Officers will include Commissioners, Travel Care and Support team

members, a parent/carer representative, and a head teacher from a local Special Educational Needs school subject to signing a confidentiality agreement.

23. There will be a total of 10 quality questions for each Lot, for an assessment of areas including:
- general requirements
 - implementation and mobilisation (Regular and Scheduled provision only)
 - rapid response and reaction (Ad-hoc provision only)
 - communications and relationships
 - operating requirements
 - staff competence and checks
 - vehicles
 - safeguarding
 - performance, risk management and quality assurance
 - social value
24. An outline scoring matrix is included below.

Criteria Regular Journeys	Marks
Minimum Standards: Compliance of bid Insurance levels Turnover Suitability to pursue the professional activity Experience and technical capacity	Pass/fail
Quality <ul style="list-style-type: none"> • general requirements (5%) • implementation and mobilisation (Regular and Scheduled provision only) (5%) • communications and relationships (5%) • operating requirements (5%) • staff competence and checks (10%) • vehicles (10%) • safeguarding (12%) • and performance, risk management and quality assurance (15%) Social value (33%) assessed as following: <ul style="list-style-type: none"> • Social Value Quantitative (16.5%) • Social Value Qualitative (16.5%) 	60%
Cost	40%
Total possible marks	100%

Criteria Adhoc Journeys	Marks
Minimum Standards: Compliance of bid	Pass/fail

Insurance levels Turnover Suitability to pursue the professional activity Experience and technical capacity (including Safeguarding)	
Quality <ul style="list-style-type: none"> • general requirements (5%) • implementation and mobilisation (Regular and Scheduled provision only) (5%) • communications and relationships (5%) • operating requirements (5%) • staff competence and checks (10%) • vehicles (10%) • safeguarding (12%) • and performance, risk management and quality assurance (15%) Social value (33%) assessed as following: <ul style="list-style-type: none"> • Social Value Quantitative (16.5%) • Social Value Qualitative (16.5%) 	40%
Cost	60%
Total possible marks	100%

25. The proposed evaluation criteria will be based on:
- Regular Journeys: 60% for quality and 40% for price.
 - Ad hoc journeys: 40% and 60% for price.
26. The Contract Standing Orders (para 37) recommend a quality:price ratio of 60:40 as a standard. It is however proposed to deviate from this for ad hoc journeys. This commissioning exercise has a number of specific quality criteria that bidders are required to pass to proceed in the tender process. Given the focus on quality through the procurement process, a robust mobilisation and communication plan, social value, high quality specification and continued funding of the Travel Care and Support Team to effectively manage the contracts, the 60:40 ratio will deliver a safe and appropriate service that maintains current quality standards.

Contract Management

27. Contract management will be the responsibility of the Children's Services Commissioning function, responsible for ensuring the contract is effectively managed.
28. The Council will:
- Hold regular Provider Review Meetings.
 - Have oversight of provider activity, compliance, and performance.

- Act as mediator to support both families, schools, and providers.
 - Be available for contract advice and queries.
 - Undertake KPIs & monitoring.
 - Ensure that all issues of concern are escalated, and decisions made in a timely fashion.
29. To minimise the impact of inflation on Council budgets, new clauses have been drafted which state that any adjustment linked to CPI inflation shall not exceed 3% per annum. It is recognised that in some circumstances inflation for some cost elements may exceed the 3% and the Contractor shall be permitted to submit an annual price review request on an open book basis. Any agreement to price increases over and above 3% per annum shall be at the complete discretion of the Council.

Equality Implications

30. The report seeks to maintain the current service specification. There are no direct negative impacts anticipated on protected groups under the Equalities Act 2010.

Risk Management Implications

31. The procurement of this service will ensure the continued delivery of this statutory service to residents and is in line with the objective of being ruthlessly financially efficient. Given the vulnerability of many of the users and higher duty it places upon the Council it will be important to seek and retain evidence of roadworthiness of vehicles, general compliance with operator H&S requirements, vetting and driver's licence checks for operatives and that adequate insurance is being maintained. Officers have undertaken a risk assessment and set out the key risks and mitigations in the report.

Jules Binney, Risk and Assurance Manager, 25 April 2024

Climate and Ecological Emergency Implications

32. The Council is committed to delivering a net zero carbon borough by 2030, including transport used locally, and expects all fleets used within its contracts to be zero carbon before this date. The providers' approach to meeting this commitment and expediting where appropriate will be assessed as part of the Quality stage of the procurement process. This question will be weighted at 10% of the envelope. The service specification will stipulate that contractors will be required to increase the proportion of electric vehicles used to provide the service over the duration of the contract period, aiming for a minimum of 50% of journeys to be by electric vehicle from January 1st, 2027.

Approved by Hinesh Mehta, Assistant Director Climate Change, 21 April 2024

Local Economy and Social Value Implications

33. It is a requirement that all contracts let by the council with a value above £100,000 provide social value commitments that are additional to the core services required under the contract. The evaluation of social value should account for a weighting of 20% of the overall score. Officers have reflected this in the proposed evaluation criteria detailed within this report in paragraph 24.
34. It is recommended 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 remedies if social value commitments are not delivered.

Paul Clarke, Social Value Officer, 9 April 2024

Consultation

35. The current travel care provision was designed with extensive consultation and engagement with stakeholder including children, parents, schools, adult service users, day centres and parent / service user representative groups.
36. Parents and families will continue to be engaged throughout the procurement process and during the mobilisation of the new contracts.

LIST OF APPENDICES

None

London Borough of Hammersmith & Fulham

Report to: Cabinet

Date: 09/09/2024

Subject: Procurement Strategy for Semi-Independent Living (SIL) services for children looked after, care leavers and young people at risk

Report of: Councillor Alex Sanderson, Deputy Leader (responsible for Children and Education)

Report author: Sarah Bright, Director of People's Commissioning,
Transformation and Health Partnerships

Responsible Director: Jacqui McShannon, Executive Director of People

SUMMARY

This report seeks approval of a strategy to recommission, by way of a competitive procurement exercise, semi-independent living (SIL) services for young people at risk (YPAR) of becoming homeless, sixteen and seventeen-year-old children looked after and care leavers across Hammersmith and Fulham.

RECOMMENDATIONS

That Cabinet:

1. Notes that the approximate contract value is outlined in Appendix 2 and is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
 2. Approves the procurement strategy to run a competitive procurement exercise for the provision of in-borough semi-independent living (SIL) accommodation for young people for up to seven years from May 2025. This includes relevant leases and Housing Management Agreements.
 3. Delegates any minor adjustments that may be required as result of the procurement taking place when the Procurement Act 2024 comes into force on 28th October 2024 to the Strategic Director of People.
-

Wards Affected: ALL

Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Supporting young people to develop the skills and resilience to be independent in adulthood.
Creating a compassionate council	Having sufficient SIL provision in borough enables young people to live locally while they prepare to move on, rather than being placed out of borough and further away from their support networks and local services.
Doing things with local residents, not to them	Our care experienced young people have told us that they want to live locally, close to friends and family and connected to local services.
Being ruthlessly financially efficient	Commissioning a block SIL contract is offers better value for money than spot purchased placements.
Taking pride in H&F	Creating high quality local SIL provision for young people from H&F and supporting them to become healthy, thriving adults.
Rising to the challenge of the climate and ecological emergency	Having sufficient local provision will reduce usage of spot-purchased out-of-borough placements. This in turn will lead to lower CO2 emissions by reducing the need for staff and young people to travel across London.

Financial impact

The financial implications of the proposed recommission are detailed in Appendix 1, the contents of which are exempt for commercial reasons.

Reviewed by: Barbara Ncube, Finance Manager (Children's Services), dated: 27 June 2024

Verified by: James Newman, AD Finance, 27 June 2024

Legal implications

This report recommends that Cabinet approves a procurement strategy for the procurement of semi-independent living services for young people at risk of becoming homeless, sixteen and seventeen year old children looked after and care leavers. The Council is under a duty to provide these services under the Children Act 1989 and the Children (Leaving Care) Act 2000.

The Public Contracts Regulations 2015 (PCR) apply to this procurement. These are "social and other services" under the PCR so the requirements for advertising and

competition are more flexible. The open procedure is being used. This satisfies the requirements of the PCR and the Contract Standing Orders.

The appropriate decision maker is Cabinet.

*Implications provided by Angela Hogan, Chief Solicitor (Contracts and Procurement)
26 June 2024*

Background Papers Used in Preparing This Report: None

DETAILED ANALYSIS

Background

1. One of the overarching priorities outlined in our Placement Sufficiency Strategy is to have sufficient, high-quality semi-independent living (SIL) accommodation, with improved access to local services, family and community networks. The purpose of SIL services is to provide young people with a supportive home within their local community whilst they build a range of life skills to enable them to make a successful transition to living independently when they feel ready to do so.
2. The current SIL accommodation contract was awarded for 3 years, from 1 May 2022 to 30 April 2025. This contract brought together services for care experienced young people with services for young people at risk of becoming homeless into one block contract with a single provider. Over the lifetime of the contract, we have worked closely with the current provider to improve the quality of provision, respond to changing needs and increase the amount of local provision. This will be reflected in the future contract.
3. The service is well-supported by the Children's Commissioning team, Children Looked After and Leaving Care service, and Supported Housing Advisor (Housing), and delivers positive outcomes for young people in their transition to living independently.

Reasons for Decision

4. Our Placement Sufficiency Strategy sets out how we are meeting our statutory duties as a Corporate Parent and is underpinned by Section 22 of the Children Act 1989 (as inserted by the Children and Young Persons Act 2008) and the Children (Leaving Care) Act 2000, which places a general duty on local authorities to secure sufficient accommodation to meet the needs of children looked after or and support young people leaving care.
5. Housing Services also have statutory duties under the Homeless Reduction Act 2017 and the Housing Act 1996 to prevent homelessness and provide assistance to people threatened with or actually homeless. Young people which would be considered to have 'priority need' for housing are those aged 16-17 or

care leavers aged 18-21, however locally we have also adopted the guiding principle that care leavers up to the age of 25 should, if possible, be found as being in 'priority need'.

6. The current contract expires on 30th April 2025 and there is no option to extend. It is therefore necessary to undertake a procurement exercise to ensure continuity of SIL provision from 1st May 2025 onwards.

Contract Specifications Summary

7. The new service arrangements to be tendered will be to supply a number of high and low support units, with the support tailored towards the individual. The contract will be awarded for an initial period of three years with the option to extend for a further two periods of two years.
8. The service will also include a flexible element to allow for low support bedspaces to be enhanced to medium or high support on a demand led basis.
9. Within this provision, there will be scope to develop bespoke SIL services to ensure we are meeting the needs of all of our young people. This includes young people with more complex needs and those wishing to be in female-only or LGBTQ-friendly provision.
10. Four of the properties (34 bedspaces) currently being used as SIL are owned by the Council. The provider will be expected to take on the leases for these properties and assume responsibility for the day-to-day repairs, maintenance and compliance at these sites. Major, structural or external works will remain the responsibility of the Council. The provider will have to source the remaining in-borough bedspaces themselves.

Procurement route and analysis of options

11. The following outlines the procurement options considered:
12. Option 1: Run a competitive open tender procedure (recommended)

Given the value of this contract, it is necessary to undertake a competitive process. Using an open procedure represents the most time effective way to do this and will likely lead to the highest number of bids. Comprehensive market engagement and post-tender clarifications will provide opportunities to work with potential providers to develop an innovative service which delivers best value for money.

13. Option 2: Run a competitive procurement via a Procedure with Negotiation (CPN) (not recommended)

This option is not recommended due to the significant amount of time required to undertake CPN and the delays to service mobilisation and potential gap in service this could lead. Whilst CPN is a more collaborative approach to

developing innovative services, this collaboration will instead take place as part of the pre-tender market engagement and post-tender clarification phase.

14. Option 2: Use an existing multi supplier provider Framework Agreement or Dynamic Purchasing System (not recommended).

This option reduces the competition and is likely to result in fewer bids. The current contract was called-off a Dynamic Purchasing Vehicle for SIL and there was only one viable bid.

15. Option 3: Reconfiguring the SIL block contract and splitting into separate contracts (not recommended).

This option will make contract management more difficult and is likely to be more costly. Having a single contract will enable the development of a strategic partnership, stronger oversight and is likely to provide better value for the money in terms of leveraging additional added value and reduced overheads.

16. Option 4: Creating a framework agreement or dynamic purchasing system (not recommended).

This option is considerably more resource intensive and would provide limited benefit given that the preference is for a block contract with one provider.

17. Option 5: Do nothing (not recommended).

This would mean not having a service once the current contract expires, which is not an option in light of the Council's statutory duties and the nature of services for various vulnerable client groups.

Market Analysis, Local Economy and Social Value

18. The marketplace for supported housing and semi-independent living is well-established with most local authorities commissioning or delivering these types of services in their areas.

19. This strategy is recommending a single block contract, rather than splitting the contract into multiple, smaller contracts, as this creates economies of scale and leverages additional investment from the provider, delivering better value for money. Having a single provider also ensures greater oversight and enables the development of a strategic partnership, working in collaboration to deliver consistent, high quality services for our young people, responding to evolving needs and changing demand, and continuously driving for innovation and improvement.

20. Having sufficient in-borough provision by commissioning a SIL block contract reduces our reliance on higher cost, spot-purchased SIL placements which are out of borough.

21. The current provider delivers support across a number of properties within the

borough. Four of these are owned by the Council and the remaining properties are either owned by the provider, leased by the Council, or owned by Registered Providers (RP) and Housing Management Agreements (HMA) are in place between the RP and current support provider. The leases for the four Council-owned properties will be included as part of the procurement and there will also be scope to include the additional HMAs and leases where appropriate. This will be confirmed as part of the pre-tender market engagement.

22. As part of the tender, bidders will have to make a social value commitment which will be assessed via the TOMS Framework and a social value score awarded.

Risk Assessment and Proposed Mitigations

Category	Risk Description	Mitigation Activity
Tender	Pace of work required to deliver the objectives in time to finalise the procurement in time for mobilisation.	Appropriate officers will work closely together in the preparation of documents and legal will review prior to release. A project group will be established to push through actions to ensure risk to service delivery is minimised.
Providers	Stakeholder engagement – risk of not having the right providers/sufficient number to tender.	Market engagement will be undertaken and Find a Tender Service notices will be published.
Finance	Risk of providers not being able to deliver within the allocated budget or the bids submitted are beyond the budget envelope.	Robust benchmarking and comparison of existing contract rates will be undertaken to ensure the budget assigned is sufficient.
Property	Leases – If the winning bidder proposes changes to the lease arrangements, this could result in delays to full service mobilisation.	Regular meetings will take place during the mobilisation period with support from legal colleagues where required.
Property	A change in provider may result in young people having to move into alternative properties.	Regular mobilisation meetings will take place during the mobilisation period with the provider, Leaving Care service and Supported Housing Move to plan for a smooth transition and ensure young people are adequately informed, prepared and supported.
Resource	If key staff working on the project are unavailable at peak times to complete	A project group will be established with key stakeholders to drive forward actions. A risk register will

	work, programme slippage in timelines is a risk as well as the quality of documents available being negatively impacted.	be established and reviewed by the group.
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Indicative timetable

Activity	Due Date
Key Decision Entry (Strategy)	24 May 2024
Key Decision Entry (Award)	24 May 2024
Notice of Commissioning Intentions to providers	June 2024
Childrens and Adults Services Meeting	2 July 2024
Contracts Assurance Board	3 July 2024
Cabinet Member (Strategy)	1 or 8 July 2024
Political Cabinet	15 July 2024
Cabinet	9 September 2024
Allow for call in period (3 days)	13 September 2024
Publish Tender Notice	16-27 th September 2024
Closing date for clarifications	14 th October 2024
Closing date for responses issued	18 th October 2024
Closing date for submissions	28 th October 2024
Evaluation and Moderation	29 th October – 4 th November 2024
Final Moderation if applicable	22 nd November 2024
Childrens and Adults Services Meeting (Award)	17 th December 2024
CAB (Award)	18 th December 2024
Cabinet Member (Award)	6 th January 2025
Allow for call in period (3 days)	10 th January 2025
Find a Tender Service Contract Award Notice	10 th January 2025
Allow for standstill period (10 days)	13 th - 24 th January 2025
Contract engrossment	27 th ^t January 2025
TUPE , Contract mobilisation and implementation	27 th ^t January 2025
Contract Commencement date	1 st May 2025

Selection and award criteria

23. Each tenderer will need to achieve a minimum level of acceptability as defined by H&F's compliance standards relating to matters such as financial and economic standing, insurance, health and safety, technical ability, and Ofsted registration.
24. The Council has set standards for economic and financial standing based on the tenderers financial accounts that bidders should meet. These standards are set to reassure the Council that, if awarded contracts, suppliers are financially sustainable throughout the lifetime of the contract.

25. Where one or more of these criteria is not met, the Invitation to Tenderers will advise them that the Council can, if it wishes, use its discretion to pass a tenderer who fails to meet the above criteria, where it is assessed that there are sufficient mitigating circumstances.
26. The technical quality stage will consist of a number of questions in key areas of the service requirements.
27. Quality will be ensured by designing detailed questions which list every aspect of the requirements that tenderers will be expected to reference. In addition, the procurement will have a robust scoring criterion of 0 – 5 with the requirement to achieve a minimum score of two to pass or otherwise be eliminated from the process.
28. The Evaluation Panel will consist of Council Officers and external stakeholder partners. Officers will include Commissioners, Leaving Care team members, Housing Officers and care experienced young people subject to signing a confidentiality agreement.
29. An outline scoring matrix is included below:

Criteria	Marks
Minimum Standards: Compliance of bid Insurance levels Turnover Suitability to pursue the professional activity, including ability to provide accommodation in borough Experience and technical capacity Ofsted registration	Pass/fail
Quality (77%): <ul style="list-style-type: none"> • General requirements and service proposal • Safeguarding and risk management • Support to develop independent living skills • Robust workforce and staffing competency • Performance, improvement and quality assurance Social value (33%) assessed as following: <ul style="list-style-type: none"> • Social Value Quantitative (16.5%) • Social Value Qualitative (16.5%) 	60%
Cost	40%
Total possible marks	100%

30. The proposed evaluation criteria will be based on 60% for quality and 40% for price.

Contract management

31. Contract management will be the responsibility of the Children's Services Commissioning team and will involve:
 - Holding regular operational and allocations meetings, alongside quarterly contract monitoring meetings.
 - Oversight of provider activity, compliance, and performance.
 - Act as mediator to support social workers, housing officers and providers.
 - Be available for contract advice and queries.
 - Undertake KPIs & monitoring.
 - Ensure that all issues of concern are escalated, and decisions made in a timely fashion.
32. The contract will outline clear expectations around void turnaround times and the contract manager will work closely with the provider to monitor this.
33. The Contractor will be permitted to submit an annual price review request for the support contract on an open book basis and price increases may be agreed for aspects of the service where it has been demonstrated that costs have risen. Any adjustment linked to CPI inflation shall not exceed 3% per annum and agreement to price increases shall be at the complete discretion of the Council.
34. Given that rental cost increases are outside of the control of the contractor, the Council will have to accommodate these increases on an annual basis. Rental costs are only paid for young people who are not eligible for housing benefit and the provider has a duty to support young people to claim benefits as soon as they are eligible.

Equality Implications

35. The recommendations outlined will have positive equality implications for care experienced young people and young people at risk (YPAR) of homelessness (up to the age of 25). Care experienced young people and YPAR face significant barriers that impact them throughout their lives and outcomes for this cohort are often worse than to their peers. Recognising and making allowances for this by investing in supportive, local SIL services will positively impact on this cohort young people and support them to become thriving adults. An Equalities Impact Assessment (EIA) has been completed and is attached in Appendix 1.

Risk management implications

36. There is a programme risk and resulting reputational risk that the leased properties are not maintained to the standard expected by LBH&F. This would lead to a need for repair and as resulting reputational impact to the council. It is therefore recommended that regular check on upkeep of the properties is established (at a frequency of no less than bi-annually). Upkeep review recommendations should be implemented within three months.

Jules Binney, Risk and Assurance Manager, 28 June 2024

Climate and ecological emergency implications

37. This decision does not involve changing infrastructure to hard standings or buildings. However, over the lifetime of the contract the Council will work with the provider and respective landlords to ensure that measures are taken to mitigate negative impacts for the climate emergency, such as installing adaptations to buildings and improving energy efficiency. The provider will be expected to support staff and residents to understand the impact of the climate emergency and how they can take action; this expectation will be outlined in the service specification.
38. The climate change toolkit has been completed for this procurement and follows the necessary guidelines in supporting the Council to meet its Climate and Ecological Emergency Targets.

Mark Thomlinson, Climate Engagement Lead, 26 June 2024

Local economy and social value implications

39. It is a requirement that all contracts let by the council with a value above £100,000 provide social value commitments that are additional to the core services required under the contract. The evaluation of social value should account for a weighting of 20% of the overall score.
40. It is recommended 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 remedies if social value commitments are not delivered.

Oliur Rahman, Head of Employment and Skills, 28 June 2024

Consultation

41. The current SIL contract was designed in consultation with young people living in SIL as well as care experienced young people involved in the 'Young Inspectors Programme'. Young people will continue to be engaged throughout the procurement process and during the mobilisation of the new contract.
42. The consultation will also include market engagement with potential bidders and landlords around the service model and use of properties with the aim of developing an innovative and viable service which meets the needs of our young people.

Property Implications

43. The Heads of Terms for four Council-owned properties will be included as part of the procurement and the successful bidder will be expected to take on these leases.
44. The provider will be responsible for all repairs and maintenance, other than major and external works. This will be monitored as part of the contract management.
45. Rental rates are in the process of being reviewed for the properties and will be set considering the market appraisal and regulatory constraints.

Jonathan Skaife, Head of Commercial Property, 28 June 2024

Digital Services and Information Management Implications

46. IT Implications: Digital Services need to be engaged upon confirmation of the successful provider in order to support IT requirements arising from this contract, including but not limited to sharepoint access requirements.
47. IM Implications: A Data Privacy Impact Assessment (DPIA) will need to be considered following procurement to ensure all potential data protection risks arising are properly assessed with mitigating actions agreed and implemented. The successful supplier following procurement will be expected to have a Data Protection policy in place and all staff will be expected to have received Data Protection training.
48. Any contracts 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: Cinar Altun, Strategy Lead, Digital Services – 28 June 2024

LIST OF APPENDICES

Exempt Appendix 1 – Financial Implications

Appendix 2 – SIL Recommission Equalities Impact Assessment

Appendix 2 - H&F Equality Impact Analysis Tool



Conducting an Equality Impact Analysis

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

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

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

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

General points

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

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

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

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

H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	Q3 / 2024
Name and details of policy, strategy, function, project, activity, or programme	Title of EIA: Semi Independent Living (SIL) Procurement Strategy – new Short summary: This strategy seeks approval to recommission, by way of a competitive procurement exercise, semi-independent living (SIL) services for young people at risk of becoming homeless, sixteen and seventeen-year-old children looked after and care leavers across Hammersmith and Fulham.
Lead Officer	Name: Sophie Veitch Position: Commissioning and Transformation Lead Email: sophie.veitch@lbhf.gov.uk Telephone No: 07876855124
Date of completion of final EIA	28 / 06 / 2024

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Section 02	Scoping of Full EIA		
Plan for completion	Timing: Autumn 2024/25 Resources: Children’s Commissioning, Children Looked After and Leaving Care, Housing Management		
Analyse the impact of the policy, strategy, function, project, activity, or programme	The recommendation which will be reviewed at Cabinet is to go out to procure a new semi-independent living (SIL) service for care experienced young people 16Y+ and young people at risk (YPAR) of homelessness. This service provides young people with a supportive home within their local community whilst they build a range of life skills to enable them to make a successful transition to living independently when they feel ready to do so.		
	Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
	Age	This proposal will particularly impact on young people who are currently looked after or leaving the care system, and young people at risk of homelessness, by providing them with a supportive home whilst they build the skills required to move on into independence.	Positive

Disability	No impact	Neutral
Gender reassignment	As part of the recommission, there will be scope to develop bespoke SIL services to ensure we are meeting the needs of all of our young people, such as creating LGBTQ-friendly provision.	Positive
Marriage and Civil Partnership	No impact	Neutral
Pregnancy and maternity	No impact	Neutral
Race	This proposal will enhance the support available to young people from all backgrounds and cultures to reflect the diversity of our cohort through the delivery of an inclusive service which is tailored to individual needs.	Positive
Religion/belief (including non-belief)	The services will continue to mark the cultural and religious events celebrated by our young people eg. Christmas, Eid and Diwali.	Positive
Sex	The successful bidder will be expected to tailor provision to meet the needs of our young people, for example by having female-only spaces.	Positive
Sexual Orientation	As part of the recommission, there will be scope to develop bespoke SIL services to ensure we are meeting the needs of all of our young people, such as creating LGBTQ-friendly provision.	Positive
Care Experienced as a Protected Characteristic	This proposal will enhance the support available to care experienced young people as they move on to adulthood, providing them with a supportive home within their local community whilst they build the skills required to transition to living independently.	Positive

Human Rights or Children's Rights

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

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

No

	<p>Will it affect Children’s Rights, as defined by the UNCRC (1992)?</p> <p>No</p>
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Section 03	Analysis of relevant data
Documents and data reviewed	<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> <p>Research has shown that the outcomes for care experienced young people are poor compared with those of children who have never been in care, including risk of homelessness, contact with the criminal justice system, and worse physical and mental health outcomes. Independent review of children's social care - final report (publishing.service.gov.uk)</p> <p>Similarly, young people who are at risk of, or have experienced, homelessness often have poorer outcomes than those who have had a stable home, including mental health issues, substance misuse and lower participation in employment, education or training. Youth homelessness in the UK Joseph Rowntree Foundation (jrf.org.uk)</p> <p>Supported accommodation aims to support young people to develop their independence and prepare for adult life while keeping them safe in a homely and nurturing environment. Ofsted carried out a rapid review of young people’s experiences and views of supported accommodation, highlighting some of the issues with current provision and recommendations for improvement. They emphasised the importance of providing tailored, personalised support which is adapted and fluctuates according to the young person’s needs and takes into consideration their wants. A rapid review of evidence on supported accommodation - GOV.UK (www.gov.uk)</p> <p>Recommissioning our SIL service will ensure that we continue to meet the needs of our care experienced young people and young people at risk of homelessness by providing them with a stable home, with consistent and bespoke support which meets their needs and enables them to develop the life skills required to move on into their own homes, when they feel ready, and thrive as healthy, happy adults.</p>
New research	N/A

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Section 04	Consultation
Consultation	<p>The current SIL contract was designed in consultation with young people living in SIL as well as care experienced young people involved in the ‘Young Inspectors Programme’. Young people will continue to be engaged throughout</p>

	<p>the procurement process and during the mobilisation of the new contract.</p> <p>The consultation will also include market engagement with potential bidders and landlords around the service model and use of properties with the aim of developing an innovative and viable service which meets the needs of our young people.</p>
Analysis of consultation outcomes	As above

Section 05	Analysis of impact and outcomes
Analysis	N/A

Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	No adverse impacts

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Section 07	Action Plan												
Action Plan	<p>Note: You will only need to use this section if you have identified actions as a result of your analysis</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Issue identified</th> <th style="width: 25%;">Action (s) to be taken</th> <th style="width: 15%;">When</th> <th style="width: 15%;">Lead officer and department</th> <th style="width: 15%;">Expected outcome</th> <th style="width: 10%;">Date added to business/service plan</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Issue identified	Action (s) to be taken	When	Lead officer and department	Expected outcome	Date added to business/service plan						
Issue identified	Action (s) to be taken	When	Lead officer and department	Expected outcome	Date added to business/service plan								

Section 08	Agreement, publication and monitoring
Senior Managers' sign-off	<p>Name: Amana Gordon Position: Operational Director – Children and Young People’s Services Email: amana.gordon@lbhf.gov.uk</p>

	Telephone No: 07776 672456 Considered at relevant DMT: Yes
Key Decision Report (if relevant)	Date of report to Cabinet: 02 / 09 / 2024 Key equalities issues have been included: Yes
Equalities Advice (where involved)	Name: Position: Date advice / guidance given: Email: Telephone No:



NOTICE OF CONSIDERATION OF A KEY DECISION

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

NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

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

Reports relating to Cabinet key decisions which may be considered in private are indicated in the list of Cabinet Key Decisions below, with the reasons for the decision being made in private. Any person is able to make representations to the Cabinet if he/she believes the Cabinet decision should instead be made in the public at the Cabinet meeting. If you want to make such representations, please e-mail Katia Neale on katia.neale@lbhf.gov.uk. 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 SEPTEMBER 2024 UNTIL APRIL 2025

The following is a list of Key Decisions which the Authority proposes to take from September 2024. 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. 139 (published 29 August 2024)

KEY DECISIONS LIST – FROM SEPTEMBER 2024

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	Earliest date the decision will be made 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 publication
CABINET MEMBER AND OFFICER DECISIONS				
Finance				
Cabinet Member for Children and Education (expired July 2024)	September 2024	Short Term Lease for the School House at Hurlingham Academy The report requests approval for consent for Hurlingham Academy to enter into a short term lease of the School House (caretakers lodge).	Cabinet Member for Children and Education (expired July 2024)	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Palace & Hurlingham	
			Contact officer: Daryle Mathurin Tel: 07816 661199 Daryle.Mathurin@lbhf.gov.uk	
Cabinet Member for Children and Education (expired July 2024)	September 2024	Breakfast Support Provider to Address Food Poverty in Schools Deliver of expert advice and support to establish hunger focused breakfast provision in schools as well as food deliveries.	Cabinet Member for Children and Education (expired July 2024)	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the
	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	

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)
				3-day call-in.
Strategic Director of the Economy Department	September 2024	<p>Refurbished Town Hall - Level 06 Fit-Out</p> <p>The Council is seeking to tender for works to fit-out the new bar and restaurant area on Level 06 of the refurbished Town Hall. Works are likely to include, floor and wall finishes, lighting, kitchen and bar counter.</p>	Cabinet Member for the Economy	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
Cabinet Member for Children and Education (expired July 2024)	September 2024	<p>GLA funding for Primary School Universal Free School Meals</p> <p>The Mayor for London announced £130 million of one-off funding to ensure all school children at publicly funded primary schools in London can receive free school meals for the academic year beginning in September 2023.</p> <p>The funding allocation for Hammersmith & Fulham is funding for schools to implement the meal provision for children in Key Stage 2 who are not otherwise eligible for free school meals.</p>	Cabinet Member for Children and Education (expired July 2024)	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for the Economy	September 2024	<p>Article 4 Direction</p> <p>Direction to remove permitted development rights for commercial premises to change use to residential in identified commercial</p>	Cabinet Member for the Economy	<p>A detailed report for all decisions going to Cabinet will be available at</p>
	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)
		areas within the borough.	Contact officer: David Gawthorpe David.Gawthorpe@lbhf.gov.uk	least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Finance and Reform	September 2024	Smart Building and Environmental Technologies 2023 The council has ambitions to invest in technology to support climate and environmental targets within offices. Facilities are needed to monitor and manage energy and power usage and operate technically efficient buildings whilst providing powerful utilization data.	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Executive Director of Finance and Corporate Services	September 2024	Council Tax Single Person Discount Review In line with recommendations from DLUHC, the Council conducts a yearly review of the Single Persons Discount (SPD) which has been granted to residents previously under Section.11 Council Tax (Discount and Disregard) LGFA 1993. This review is to establish whether the resident is still eligible for the discount, which is a 25% reduction on the council tax charge.	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
				the start of the 3-day call-in.
Cabinet Member for the Economy	September 2024	Instruction to H&F Developments Ltd to grant a lease on civic campus Block B Restaurant The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy Department	September 2024	Instruction to H&F Developments Ltd to grant cinema lease to successful operator The Council's nominee company, H&F Housing Developments Ltd, acts upon the instruction of the council in matters relating to commercial leases at the Civic Campus. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Hammersmith Broadway	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Strategic Director of the Economy Department	September 2024	Instruction to H&F Developments Ltd to grant a lease on civic campus Block C cafe The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
	Contact officer: Philippa Cartwright Philippa.Cartwright@lbhf.gov.uk			
Strategic Director of the Economy Department	September 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block C retail unit The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
	Contact officer: Philippa Cartwright Philippa.Cartwright@lbhf.gov.uk			
Strategic Director of the Economy Department	September 2024	Instruction to H&F Developments Ltd to grant lease on civic campus convenience store to successful operator The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income over £5m & policies or new income, reserves use,		Ward(s): Hammersmith Broadway	
	Contact officer: Philippa Cartwright Philippa.Cartwright@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)
	overspend over £300K	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.		Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director of the Economy Department	September 2024 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	Instruction to H&F Developments Ltd to grant lease on civic campus Block B 1st floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy Ward(s): Hammersmith Broadway Contact officer: Philippa Cartwright Philippa.Cartwright@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director of the Economy Department	September 2024 Reason: Expenditure/Income over £5m & policies or new income, reserves use,	Instruction to H&F Developments Ltd to grant lease on civic campus Block B 2nd floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy Ward(s): Hammersmith Broadway Contact officer: Philippa Cartwright Philippa.Cartwright@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet

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>)
	overspend over £300K			Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director of the Economy Department	September 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block B 3rd floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy Department	September 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block B 4th floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Hammersmith Broadway	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
Strategic Director of the Economy Department	September 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block B 5th floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy Department	September 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block B 6th floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Hammersmith Broadway	
Cabinet Member for the Economy	September 2024	Instruction to H&F Developments Ltd to grant a lease on civic campus Block B 7th floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital		Ward(s): Hammersmith Broadway	

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	between £1.5m and £5m			Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for the Economy	September 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block B ground floor office / reception The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
Cabinet Member for the Economy	September 2024	Instruction to H&F Developments Ltd to grant a lease on civic campus Affordable Start-up Unit 2 The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Hammersmith Broadway	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Member for the Economy	September 2024	<p>Instruction to H&F Developments Ltd to grant a lease on civic campus Affordable Start-up Unit 1</p> <p>The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus</p>	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Hammersmith Broadway	
	Contact officer: Philippa Cartwright Philippa.Cartwright@lbhf.gov.uk			
Strategic Director of the Economy Department	September 2024	<p>Acquisition of freehold properties</p> <p>Acquisition of freehold properties under the Refugee Housing Programme / Local Authority Housing Fund Round 2.</p>	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s):	
	Contact officer: Joe Coyne joe.coyne@lbhf.gov.uk			
Cabinet Member for the Economy	September 2024	<p>Civic Campus Cinema Decision</p> <p>Cabinet Member for the Economy to make a decision on entering into an agreement for the cinema lease at the Civic Campus.</p>	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital		Ward(s): Hammersmith Broadway	
	Contact officer: Philippa Cartwright Philippa.Cartwright@lbhf.gov.uk			

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	between £1.5m and £5m			Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Social Inclusion and Community Safety	September 2024	LET FPN fine increase Amendments to fixed penalty notice charges to be issued by Law Enforcement Team	Cabinet Member for Social Inclusion and Community Safety	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
	Contact officer: Mohammed Basith Mohammed.Basith@lbhf.gov.uk			
Cabinet Member for Public Realm	September 2024	Approval for a 10 year lease on 27 Bulwer street W12 8AR We are seeking approval for a 10 year lease in the north of the borough to house our parking on street enforcement team. the search for a suitable property has been on going for the last 18 months. This property is highly suitable for our operation and will be funded from the existing parking budgets.	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Shepherds Bush Green	
	Contact officer: Gary Hannaway Tel: 020 8753 gary.hannaway@lbhf.gov.uk			

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Cabinet Member for Public Realm	September 2024	Registration and Mortuary (Fees and Charges) To agree the introduction of new service charge categories and approve the proposed uplifted fees and charges from 1 April 2024.	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Strategic Director of the Economy Department	September 2024	Decision to acquire a property under the Refugee Housing Programme Decision to acquire leasehold properties in the borough.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Strategic Director of the Economy Department	September 2024	Delivering affordable homes - acquisition of freehold properties Acquisition of freehold properties in the borough.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	

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				Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Deputy Leader (with responsibility for Children and Education)	September 2024	LD Supported Accommodation at Emlyn Gardens To provide supported accommodation for up to 8 residents to live independently.	Deputy Leader	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): White City	
Cabinet Member for Public Realm	September 2024	Suspensions Fees & Charges Uplift Uplift of Suspensions Fees & Charges to reflect current requirements.	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards	

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Cabinet Member for Public Realm	September 2024	Traffic Orders Fees & Charges Uplift Uplift of Traffic Orders Fees & Charges to reflect current requirements.	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
	Contact officer: Oscar Turnerberg Tel: 074 9854 2978 oscar.turnerberg@lbhf.gov.uk			
Cabinet Member for the Economy, Cabinet Member for Housing and Homelessness	October 2024	Hartopp & Lannoy Appropriation A report seeking approval to appropriate the land known as Hartopp & Lannoy Land for planning purposes to facilitate the redevelopment of the land and engage powers under Section 203 of the Housing and Planning Act 2016.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Munster Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Strategic Director of the Economy Department	September 2024	Decision to acquire properties to support refugee resettlement - D This decision is one of several key decisions to enable the council to purchase properties to support refugee resettlement in line with the aims of the Refugee Housing Programme.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital		Ward(s): All Wards Contact officer: Joe Coyne joe.coyne@lbhf.gov.uk	

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	between £1.5m and £5m			Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director of the Economy Department	September 2024	Decision to acquire properties to support refugee resettlement - E This decision is one of several key decisions to enable the council to purchase properties to support refugee resettlement in line with the aims of the Refugee Housing Programme.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Strategic Director of the Economy Department	September 2024	Decision to acquire properties to support refugee resettlement - F This decision is one of several key decisions to enable the council to purchase properties to support refugee resettlement in line with the aims of the Refugee Housing Programme.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	

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Cabinet Member for Children and Education (expired July 2024)	27 Sep 2024	Children's Centre Consultation Consultation required before proposed changes are implemented.	Cabinet Member for Children and Education (expired July 2024)	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason:		Ward(s): All Wards	
Cabinet Member for Public Realm	September 2024	Development of Neighbourhood Improvements and Place Shaping Projects Capital Investment in the development of Neighbourhood Improvements and Place Shaping Projects that tackle a variety of issues such as safety, traffic, noise and air pollution, business growth, climate adaptation, rewilding, flood mitigation, lowering carbon, and well-being.	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Executive Director of Finance and Corporate Services	September 2024	Local Electric Vehicle Infrastructure (LEVI) Grant Acceptance Acceptance of the indicative LEVI grant allocation of £7.4m on behalf of the sub-regional partnership. Creation of associated income and expenditure accounts and administering of funds on behalf of the partnership as the lead	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Budg/pol framework		Ward(s):	

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		authority.		Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Children and Education (expired July 2024)	16 Dec 2024	Semi-independent living (SIL) accommodation for children looked after, care leavers and young people experiencing homelessness Recommission of SIL support contract. Leases for Council owned buildings will be included and the remaining accommodation will be provider by the supplier.	Cabinet Member for Children and Education (expired July 2024)	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Director Children's Services	September 2024	Approve spend for windows related works at Langford Primary Approve spend for H&S related windows works at Langford Primary School	Cabinet Member for Children and Education (expired July 2024)	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Sands End	

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Deputy Leader (with responsibility for Children and Education)	September 2024	<p>Extension to Olive House Extra Care Contract</p> <p>The decision is to extend the Olive House Extra Care Contract for one year, with the option to extend for another year.</p> <p>The service is based on a core and flexi model which fits around resident's needs. This extension 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.</p>	Deputy Leader (with responsibility for Children and Education)	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Sands End Contact officer: Jessie Ellis Jessie.Ellis@lbhf.gov.uk	
Cabinet Member for Children and Education (expired July 2024)	September 2024	<p>Children's Centre Consultation</p> <p>Request for approval of formal consultation regarding proposed changes to children's centres.</p>	Cabinet Member for Children and Education (expired July 2024)	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason:		Ward(s): All Wards Contact officer: Eddina Aceng Tel: 07717346540 Eddina.Aceng@lbhf.gov.uk	
Cabinet Member for Public Realm	September 2024	<p>Linford Christie Stadium Athletics Track Refurbishment</p> <p>Refurbishment of athletics track and installation of new LED floodlights.</p>	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): College Park and Old Oak Contact officer: Simon Ingyon Simon.Ingyon@lbhf.gov.uk	

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				Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Executive Director of Place	September 2024	Appointment of Employer's Agent for Construction Works Appointment of Employer's Agent for existing construction contract	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
Deputy Leader (with responsibility for Children and Education)	September 2024	Supported Living Provision Contract for the provision of supported living services for H&F residents.	Deputy Leader (with responsibility for Children and Education)	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet Member for Housing and Homelessness, Cabinet Member for Social Inclusion and Community Safety	September 2024	<p>Domestic Abuse Housing Services Policy</p> <p>Hammersmith & Fulham Housing Department is required to have a domestic abuse policy as part of the Social Housing Act 2023. Our Domestic Abuse Policy relates to Hammersmith & Fulham tenants and survivors of domestic abuse who apply to Hammersmith & Fulham homelessness service, and sets out how we will identify and respond to domestic abuse.</p>	Cabinet Member for Housing and Homelessness, Cabinet Member for Social Inclusion and Community Safety	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards	

Corporate

Strategic Director of the Economy Department	September 2024	<p>Contract for the supply and installation of air to water source heat pump system</p> <p>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.</p>	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): Sands End	
Cabinet Member for Housing and Homelessness	September 2024	<p>Variations to Housing Repairs Contract</p> <p>Contract variation to existing housing repairs contract</p>	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date
	Reason:		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)
			Tel: 07827883247 Emma.Lucas@lbhf.gov.uk	of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Public Realm	September 2024 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	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.	Cabinet Member for Public Realm 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	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Deputy Leader (with responsibility for Children and Education)	September 2024 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	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	Deputy Leader Ward(s): Avonmore; Addison; Brook Green; Ravenscourt Contact officer: Anthony Mugan Anthony.Mugan@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.

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Strategic Director of the Economy Department	September 2024	<p>Community Schools Programme – Variation to the appointment of Design Team (BPTW)</p> <p>Variation to existing contract for Design Team services (encompassing architectural design services) for the Community Schools Programme.</p>	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): Avonmore; Ravenscourt	
Deputy Leader (with responsibility for Children and Education)	September 2024	<p>Direct Award of Contract for Minterne Gardens Extra Care Service</p> <p>The decision is to agree that the Contract with Housing 21 will start from February 2023 until 31st March 2027.</p> <p>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.</p> <p>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.</p>	Deputy Leader	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): White City; Wormholt	

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Cabinet Member for Housing and Homelessness	September 2024	<p>Procurement Strategy/Contract Award approval to Cablesheer to support with housing voids and repairs</p> <p>We are looking for both procurement strategy and contract award approval to direct award a 3 year contract to Cablesheer. The contract will instruct work orders to Cablesheer to support our term-service patch contractors with housing voids and repairs.</p> <p>This direct award will be through a compliant Construction Framework (The national framework partnership). The contract value will be for a maximum value of £4,500,000 over a 36 month duration. The contract will apportion the spend equally at £1,500,000 per annum.</p>	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Housing and Homelessness	September 2024	<p>Approval to extend our roofing contract by 12 months.</p> <p>We seek approval to extend our existing contract with our roofing subcontractor. This contract currently supports our DLO by carrying out roofing repairs and maintenance works, on behalf of H&F Maintenance, our Direct Labour Organisation ('the DLO'). The DLO has responsibility for carrying out repairs to communal areas for most of our council housing stock. Due to the specialist nature of roofing works the DLO requires a subcontractor to carry out roofing repairs and maintenance works on its behalf.</p> <p>We initially procured this provider under a JCT measured term contract from the 16th of May 2022 until the 15th of May 2024. The original contract award allowed for a 12 month extension of the contract until the 15th of</p>	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	

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		<p>May 2025.</p> <p>We are seeking approval to action this extension of the contract until the 15th of May 2025.</p>		
Strategic Director for the Environment	September 2024	<p>Alternative Ecological Mitigation at Wormwood Scrubs Contractors Procurement</p> <p>This report is seeking permission for the council to approach the market and procure contractors for the implementation of the Alternative Ecological Mitigation (AEM) Masterplan capital works and 10 Year Management and Maintenance Plan (MMP) for Wormwood Scrubs.</p>	Cabinet Member for Public Realm	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): College Park and Old Oak	
Deputy Leader (with responsibility for Children and Education)	September 2024	<p>Day Opportunities Direct Award Contract</p> <p>The purpose of this report is to approve a Direct Award to both Nubian Life and the Alzheimer's Society to the total value of £564,887. For both services, the contract ends on the 31st March 2023 and to ensure service continuity as well as planning a co-production project and tender in order that on the 1 June 2024 a revised service will be put in place.</p>	Deputy Leader (with responsibility for Children and Education)	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	

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Director Children's Services	September 2024	<p>Procurement Strategy for Temporary Classroom Unit at Woodlane High School</p> <p>Provision of 20 additional temporary spaces at Woodlane High Schools</p>	Cabinet Member for Children and Education (expired July 2024)	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Cabinet Member for Housing and Homelessness	September 2024	<p>Direct Award via the Southeast Consortium Framework for a Windows installation/replacement contractor</p> <p>We are seeking approval to compliantly direct award a 3 year, £3,000,000 windows installation and replacement contract via the Southeast Consortium Framework.</p> <p>This contract will provide the council with the additional capacity required to support our increasing work order demand within the repairs service.</p>	Cabinet Member for Housing and Homelessness	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Strategic Director of the Economy Department	September 2024	<p>Procurement of a Marquee for the refurbished Hammersmith Town Hall</p> <p>The Council is seeking to procure a marquee for the outdoor area of the rooftop bar and restaurant on Level 06 of the refurbished Town Hall</p>	Cabinet Member for the Economy	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet</p>
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	

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				Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for the Economy	September 2024	Procurement and Installation of Audio Visual Equipment, Desk Booking and Smart Technology within the refurbished Town Hall The Council is seeking to tender for works to procure and install the following: - Audio Visual equipment - Desk Booking technology - Smart technology	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy Department	September 2024	Procure joinery works in relation to large Furniture and Fixtures at the refurbished Town Hall The Council is seeking to tender a joinery package for the provision of two large reception desks and a bar counter at the refurbished Town Hall	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	

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Cabinet Member for the Economy	September 2024	Fulham Library & Macbeth Centre Roof Replacement Roof Replacement works	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Fulham Reach	
	Contact officer: Sebastian Mazurczak Tel: 020 8753 1707 Sebastian.Mazurczak@lbhf.gov.uk			
Cabinet Member for Children and Education (expired July 2024)	September 2024	GLA funding for Primary School Universal Free School Meals The Mayor for London announced £130 million of one-off funding to ensure all school children at publicly funded primary schools in London can receive free school meals for the academic year beginning in September 2023. The funding allocation for Hammersmith & Fulham is funding for schools to implement the meal provision for children in Key Stage 2 who are not otherwise eligible for free school meals..	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	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	
Strategic Director of the Economy Department	Before 24 Sep 2024	Procurement of a works contract for Commercial office block lobby fit-out (Civic Campus) The existing build contract is for shell and core only. Work is required to fit-out the lobby area.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway Contact officer: Philippa Cartwright Philippa.Cartwright@lbhf.gov.uk	

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			v.uk	Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director of the Economy Department	September 2024	Procurement of furniture for Ground to floor 5 of the Civic Campus As part of the transition of the workforce to the Civic Campus, furniture is required in order to allow the workforce to continue to deliver the services it currently does.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy Department	September 2024	Approval to award contract for 6th Floor Terrace Landscaping Works (Civic Campus) The refurbishment of the Civic Campus building is currently underway. A contract is required to procure for the work on the roof garden, which will be on the 6th floor terrace.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	

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Strategic Director of the Economy Department	September 2024	Contract award for provision of disrepair and void works Contract award for the provision of disrepair works	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Strategic Director of the Economy Department	September 2024	Procurement Strategy for Garage Refurbishment Approval for the strategy to procure a contractor to deliver the Phase 3 programme of refurbishment works to garages on housing land.	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Cabinet Member for Children and Education (expired July 2024)	September 2024	Procurement Strategy for the provision of closed loop supermarket vouchers	Cabinet Member for Children and Education (expired July 2024)	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
Reason: Expenditure/Income - Revenue between £500,000 and £5m and	Ward(s): All Wards		Contact officer: Marcus Robinson Marcus.RobinsonCHS@lbhf.gov.uk	

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	Capital between £1.5m and £5m			Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Finance and Reform	September 2024	<p>CONTRACT EXTENSION FOR VARIABLE DATA PRINTING SERVICES</p> <p>The Council's four-year contract for variable data print services ended on 30 November 2021. This contract included printing and mailing communications for several Council services, including revenues and benefits, housing and electoral services. These services continue to go through a programme of transformation, with a focus on improved digital delivery. A new two-year contract (with the option to extend for a further two years) was recommended to ensure short-term stability of service as this transformation is embedded and services focus on Covid recovery.</p> <p>The contract was awarded to the current supplier, (Financial Data Management Ltd) who had performed well throughout the contract and continues to actively support the council in the delivery of a wide range of business-critical services. As such, and to ensure ongoing service delivery, an extension of a further 2 years as per the terms of the contract awarded in Nov 2021, is considered to be the most efficient and economically advantageous solution. The extension of the contract will be on the same terms and conditions as the current contract, where costs are incurred based on actual service volumes.</p>	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	

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		This provides for the opportunity to reduce printing and mailing costs as the Council expands its' programme of digitalisation across these service areas.		
Cabinet Member for Housing and Homelessness	September 2024	Procurement Strategy for Housing Lift Modernisation of Barton and Jepson House To maintain the lift service, it has been recommended that works to modernise the lift should be carried out. This will both improve the reliability of the lifts and reduce future running costs.	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Akeem Durojaye akeem.durojaye@lbhf.gov.uk	
Cabinet Member for Public Realm	September 2024	Smart Transport - Traffic Data Procurement To procure Smart Transport to handle the Parking departments on-street data collection needs.	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Oscar Turnerberg Tel: 074 9854 2978 oscar.turnerberg@lbhf.gov.uk	

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Cabinet Member for Housing and Homelessness	September 2024	<p>Short-Term Contract Variation to Council Repairs Contract (LOT 3)</p> <p>This report is seeking approval to temporarily vary the Mears Central Repairs contract. This variation will involve allowing for additional temporary supervisory and administrative support as well as an enhancement on the current contract rates.</p> <p>The variation will involve cost changes totalling up to £680,000. This will be a temporary variation for a 17-week period.</p>	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Strategic Director for the Environment	September 2024	<p>Approval of Capital Spend for vehicles for waste, recycling, and street cleansing contract</p> <p>Approval for vehicle purchase to deliver waste services</p>	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Strategic Director, Chief Operating Officer, Corporate Services	September 2024	<p>Extension of call off contract for the Portal, E forms & CRM system</p> <p>To approve the award to Granicus-Firmstep Limited of a two-year permitted extension to the existing call off contract. The total value of the contract to date is £850k. The estimated minimum value of this 2-</p>	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting.
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): All Wards	

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	and Capital up to 1.5m	year extension is £340k.	ashley.bryant@lbhf.gov.uk, Darren.Persaud@lbhf.gov.uk	Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for the Economy	September 2024	Procurement and award of consultancy contract Procurement and award of a contract under a call-off procedure from “Yorkshire Purchasing Organisation 001141 Managing Consultancy and Professional Services Framework” to Reed Specialist Recruitment trading as Consultancy+ for the provision of professional consultancy services in relation to leisure and recreational infrastructure.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Strategic Director of the Economy Department	September 2024	Major Refurbishment of Derwent Court W6 Award of contract to carry out major refurbishment works to 1-10 Derwent Court W6. Works include new roof covering, new windows and doors, external wall insulation, and general fabric repairs and redecoration.	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Ravenscourt	

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Cabinet Member for Public Realm	September 2024	Pan London Contract on the Future of Micro-mobility Authority to negotiate terms, agree charges and enter into contracts related to e-bike hire and e-scooter hire contracts .	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	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 Public Realm	September 2024	Leisure Contract Variation Leisure Contract Variation	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
	Contact officer: Simon Ingyon Simon.Ingyon@lbhf.gov.uk			
Cabinet Member for the Economy	September 2024	Procurement Strategy and Contract Award report for the Direct Award of contracts (via the consultancy services framework) to provide consultancy support for various schemes within the Housing Capital Programme	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): Avonmore; Fulham Town; Walham Green; West Kensington	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
	and Capital up to 1.5m	<p>This report request to procure two lots as follows:</p> <ol style="list-style-type: none"> 1) The provision of multi-disciplinary services at Swan Court/Ravensworth Court and Arthur Henderson House/William Banfield House. The value is estimated at £262,320. 2) The provision of multidisciplinary services at West Kensington and Lytton estates. The value is estimated at £417,860. ‘ 	<p>Contact officer: Nick Marco-Wadey Tel: 07988490264 Nick.Marco-Wadey@lbhf.gov.uk</p>	<p>of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
Cabinet Member for Finance and Reform	<p>September 2024</p> <p>Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m</p>	<p>Digital Advertising Hoardings Overview</p> <p>An update on the status of the advertising portfolio</p> <p>PART OPEN PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Finance and Reform</p> <p>Ward(s): All Wards</p> <p>Contact officer: Joanna McCormick Tel: 0741207694 Joanna.Mccormick@lbhf.gov.uk</p>	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Executive Director of Finance and Corporate Services	September 2024	Award of contract for the major refurbishment of various void properties This report seeks approval to award a contract for the major refurbishment of void properties, including structural works, at various addresses across the Borough.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Coningham; Grove; Hammersmith Broadway; Fulham Town; Palace & Hurlingham	
Strategic Director of the Economy Department	September 2024	Contract Award for the design, supply, installation and commission of fire safety infrastructure Compliant direct award of a contract for the design, supply, installation and commission of fire safety infrastructure. The value is estimated at £1,280,024.00	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s):	
Cabinet Member for Public Realm	September 2024	Procurement of Toxicology Provision for West London Coroner's Court This report seeks approval to procure a 3-year contract, with the option to extend for up to 2 further years for toxicology services. The toxicology contract is to be awarded by the London Borough of Hammersmith and Fulham on	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and		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)
	Capital between £1.5m and £5m	behalf of the West London Coroner's Service.		Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Children and Education (expired July 2024)	31 Oct 2024	Mosaic Contract Extension The Mosaic contract expires 31/01/2025, officers would like to request a 2 year extension on the contract to complete procurement exercise to award new contract. The contract is for CHS and ASC.	Cabinet Member for Children and Education (expired July 2024)	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason:		Ward(s): Contact officer: Eddina Aceng Tel: 07717346540 Eddina.Aceng@lbhf.gov.uk	
Executive Director of Finance and Corporate Services	September 2024	Fire Risk Assessment Services Approval to award a 24month contract for Fire Risk Assessment Services via our Consultants Framework, Lot 8. Approval to terminate the contract for Fire Risk Assessment Services with our existing consultant.	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards Contact officer: Nick Marco-Wadey Tel: 07988490264 Nick.Marco-Wadey@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Deputy Leader (with responsibility for Children and Education)	September 2024	Direct Award Report of Spot Contract to Living With Equal Opportunities	Councillor Ben Coleman	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	<p>This is a decision to directly award a 2-year spot contract worth £340 000 to Living With Equal Opportunities (LWEO) in order to regularise existing arrangements starting 1st October 2024 to 30th September 2026</p> <p>The reason for this decision is to ensure that residents have access to a responsive and good quality service in an area with insufficient local provision and to allow time for commissioners to coproduce a new model for day opportunities to be tendered for in 2025/6.</p> <p>A timeline and plan is in place the co-production and governance around a new service model to take place by the end of this contract extension.???</p> <p>2 years also provides enough time to monitor the contract and terminate it if it is found to be underperforming</p> <p>A waiver will go to Contract Assurance Board.</p> <p>A strategy paper for a reprocurement will be presented in 2025.</p>	<p>Ward(s): All Wards</p> <p>Contact officer: Lydia Sabatini</p> <p>Lydia.Sabatini@lbhf.gov.uk</p>	
Cabinet Member for Housing and Homelessness	September 2024	Award of contract for White City major refurbishment Phase 1 incorporating works to Batman Close, Davis House, Evans House, Mackay House, White City estate W12	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member
	Reason: Expenditure/Income over £5m & policies or new income, reserves use,	This report seeks approval to award a contract for the major refurbishment of eleven blocks forming part of the White City estate W12.	<p>Ward(s): White City</p> <p>Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk</p>	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
	overspend over £300K	The scheme was included in the Procurement Strategy approved by December 22 Cabinet, which identified sites for investment during the period 2023-2025.		Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Executive Director of Finance and Corporate Services	September 2024	Procurement strategy and award of contract for the major refurbishment of various void properties This report seeks approval to award a contract for the major refurbishment, including structural works, to various void street properties to make them available for letting.	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): College Park and Old Oak; White City; Wormholt	
Cabinet Member for Public Realm	September 2024	Procurement Strategy for Professional Services Professional services for civil and traffic engineering design, project management and community engagement	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	

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Executive Director of Finance and Corporate Services	September 2024	<p>Pilot for Drainage Planned Preventative Maintenance to housing stock</p> <p>This Procurement Strategy recommends a 12-month contract award for up to £400,000 in value. This contract is required for the service to understand the cost/benefit feasibility of a boroughwide PPM strategy relating to soil stack descaling and associated repair works. This pilot will be undertaken at the White City Estate.</p>	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Cabinet Member for Public Realm	Before 30 Nov 2024	<p>Highway Asset Management Strategy</p> <p>Highway Asset Management Strategy outlines how the highway will be managed in the future.</p>	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet Member for Public Realm	Before 31 Oct 2024	<p>Tree Strategy</p> <p>Tree Strategy 2024 - 2030. The strategy outlines key objectives and actions to ensure trees are protected and canopy cover is increased.</p>	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Affects 2 or more wards		Ward(s): All Wards	

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				Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Executive Director of People	September 2024 Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	Direct Award to Jontek for the Careline Alarm Receiving Centre Platform Hammersmith & Fulham (H&F) Careline is a critical emergency alarm receiving service, safeguarding approximately 3,000 residents, primarily comprising elderly and vulnerable individuals within the borough. Jontek's platform, Answerlink, is the current provider of the Careline Alarm Receiving Centre Platform (ARC) used by H&F Careline to manage and respond to calls and emergency alerts from residents, including telecare. The decision is to direct award to Jontek to provide Answerlink.	Cabinet Member for Adult Social Care and Health Ward(s): All Wards Contact officer: Jessie Ellis Jessie.Ellis@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Executive Director of People	September 2024 Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	Direct Award Report of Statutory Advocacy Services to Libra Partnership Direct award of contract for two years	Cabinet Member for Adult Social Care and Health Ward(s): All Wards Contact officer: Lydia Sabatini Lydia.Sabatini@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.

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Executive Director of People	September 2024	Direct Award Report of Carers Services to Carers Network 2-year direct award.	Cabinet Member for Adult Social Care and Health	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Deputy Leader (with responsibility for Children and Education)	October 2024	Procurement Strategy for Fulham Bilingual School Windows The report sets out the procurement strategy for works to repair or, where necessary, replace windows at Fulham Bilingual School.	Deputy Leader	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Parsons Green & Sandford	
Deputy Leader (with responsibility for Children and Education)	October 2024	Procurement Strategy for Langford Window Upgrade The report sets out the proposed procurement strategy for works to repair where possible, or replace if necessary, the windows at Langford Primary School	Deputy Leader (with responsibility for Children and Education)	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and		Ward(s): Sands End	

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	Capital between £1.5m and £5m			Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Finance and Reform	September 2024	Out of Hours Contact Centre Telephony Services Provision of Joint Out-of-Hours (OOH) emergency contact centre services through the Joint Out of Hours Partnership to deliver comprehensive OOH contact services, encompassing Adults and Children's Social Care, Environmental Services, Building Control, Highways, and Emergency Services.	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Housing and Homelessness	22 Sep 2024	Contract Award Report for repairs supply chain (North and Central regions) We recently undertook a procurement for a repairs contractor for the central and northern patches. We have identified the preferred bidder and seek to enter into a contract with them on the 01st of October 2024. We also seek to mutually terminate the contracts for the central and northern patches with our existing term-service contractor with effect from the 30th of September 2024.	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	

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CABINET - 9 September				
Cabinet	9 Sep 2024	Provisional Revenue Outturn Report 2023/24 Revenue outturn position for the Council's General Fund for 2023/24.	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	9 Sep 2024	Capital Programme Monitor & Budget Variations, 2023/24 (Outturn) The report details of the capital programme outturn for the financial year 2023/24 (including the financing of this spend) and approves 2023/24 slippages into the future years.	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
Cabinet	9 Sep 2024	Treasury Management Outturn Report This report sets out the Council's Treasury Management performance for 2023/24	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date
	Reason: Affects 2 or more wards		Ward(s): All Wards	

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			Sukvinder.Kalsi@lbhf.gov.uk	of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	9 Sep 2024 Reason: Affects 2 or more wards	Revenue Budget Review 2024/25 - Month 2 (May 2024) To note the Council's financial forecast position.	Cabinet Member for Finance and Reform Ward(s): All Wards Contact officer: Sukvinder Kalsi Sukvinder.Kalsi@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	9 Sep 2024 Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £300K	Travel Care Taxi Procurement Strategy This report seeks approval of the procurement strategy for Travel Care and Support Taxi Services from September 2025.	Cabinet Member for Children and Education (expired July 2024) Ward(s): All Wards Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.

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Cabinet	9 Sep 2024	<p>Semi-independent living accommodation (SIL) for children looked after, care leavers and young people experiencing homelessness - procurement strategy</p> <p>Recommission of SIL support contract. Leases for Council owned buildings will be included and the remaining accommodation will be provided by the supplier.</p> <p>PART OPEN PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Children and Education (expired July 2024)	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	

CABINET - 7 October

Cabinet	7 Oct 2024	<p>West King Street Regeneration Strategic Review</p> <p>Strategic review of civic campus programme.</p> <p>PART OPEN PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in</p>	Cabinet Member for the Economy, Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	

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		maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	7 Oct 2024 Reason: Affects 2 or more wards	<p>Continued support to residents through the Cost of Living Crisis</p> <p>This briefing looks at the successes of the Council's Cost of Living (COL) programme in 2023/24 and how we made the best use of resources to respond to the needs of residents with compassion and efficiency.</p> <p>It also looks ahead at how we will continue to provide help to those that need it in 2024/25, including through the use of the latest round of Household Support Fund (HSF), which has been extended by a further six months until 30 September 2024.</p>	<p>Cabinet Member for Social Inclusion and Community Safety</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Matthew Sales matthew.sales@lbhf.gov.uk</p>	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
Cabinet	7 Oct 2024 Reason: Affects 2 or more wards	<p>Net Zero 2030 Parking Strategy</p> <p>This report sets out how the council's parking strategy can best be used to tackle the dangerous levels of air pollution in Hammersmith & Fulham and support meeting the Council's Net Zero 2030 targets</p>	<p>Cabinet Member for Public Realm</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Mark Fanneran mark.fanneran@lbhf.gov.uk</p>	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>

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Cabinet	7 Oct 2024	<p>H&F Air Quality Action Plan 2024-2029</p> <p>Statutory Air Quality Action Plan for 5 year period, required as whole of H&F is within an Air Quality Management Area. Action Plan has been approved by GLA and DEFRA and now needs to be formally adopted.</p>	Cabinet Member for Climate Change and Ecology	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	7 Oct 2024	<p>Digital Inclusion Strategy</p> <p>This report presents a new Digital Inclusion Strategy for the borough, which has been co-produced with council directorates and residents. Residents and voluntary and community sector (VCS) partners have been actively engaged and shaped the strategy through the Digital Accessibility Group.</p>	Cabinet Member for Finance and Reform	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Budg/pol framework		Ward(s): All Wards	
Cabinet	7 Oct 2024	<p>Retrofit Strategy</p> <p>The Retrofit Strategy will provide H&F with a detailed understanding of the required approach to achieve net zero carbon emissions by 2030 on the HRA stock.</p> <p>PART OPEN PART PRIVATE</p>	Cabinet Member for Housing and Homelessness	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet</p>
	Reason: Affects 2 or more wards		Ward(s): All Wards	

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		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.		Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	7 Oct 2024 Reason: Affects 2 or more wards	Attendance Strategy The Attendance Strategy has been developed in response to DfE Guidance 'Working together to improve school attendance' and sets out H&F's strategic approach to ensuring a whole system response to working with children, young people and their families to remove the barriers to good attendance.	Cabinet Member for Children and Education (expired July 2024) Ward(s): All Wards Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	7 Oct 2024 Reason: Affects 2 or more wards	Funding Community Benefits Through Planning Obligations Draw Down Report 2023/24 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 2023/24.	Cabinet Member for the Economy Ward(s): All Wards Contact officer: Rebecca Yee Tel: 07786 290034 Rebecca.Yee@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at

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				the start of the 3-day call-in.
Cabinet	7 Oct 2024 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2024/25 (FIRST QUARTER) This report reports the quarter 1 position to Cabinet and seeks revisions to the Capital Programme which require the approval of Cabinet in accordance with the Council's financial regulations.	Cabinet Member for Finance and Reform Ward(s): All Wards Contact officer: Andre Mark Tel: 020 8753 7227 andre.mark@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	7 Oct 2024 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	Fire Door Installation Programme (Phase 1). To ensure that we are compliant with UK fire safety laws, the Fire Safety Works team have identified the need to under a comprehensive program to install and upgrade fire doors across the borough. This programme will involve works to approximately 1682 residential blocks containing circa 11,735 doors. This programme will also place an emphasis on 247 high-rise buildings which contain five stories or more as legislation requires to prioritize these properties. To manage this programme, we propose awarding a contract to work through two thirds of our phase 1 plan. This relates to 2800 doors (which is 67% of the total 4161 doors identified in phase 1). The cost is projected at a total of 7 million pounds.	Cabinet Member for Housing and Homelessness Ward(s): All Wards Contact officer: Richard Buckley richard.buckley@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.

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		To source a contractor to undertake these works, we are seeking approval to undertake a mini competition via the Fusion 21 Building Safety and Compliance Framework, 'Passive Fire Protection - Fire Doors' category. We are anticipating starting these works by the end of summer 2024.		
Cabinet	7 Oct 2024	<p>Supporting the increased use of solar panels in the borough through planning.</p> <p>Proposed making of draft Local Development Order and draft Local Listed Building Consent Order to support the increased use of solar panels in the borough as part of the council's response to climate change.</p>	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	7 Oct 2024	<p>Local Plan Review</p> <p>Report on the Local Plan review and includes three things – the Local Plan timetable, the resourcing of the Local Plan and the engagement document for Planning – known as the Statement of Community involvement.</p>	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards	

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CABINET - 4 November				
Cabinet	4 Nov 2024	<p>Refurbishment of void properties to expand domestic abuse refuge provision</p> <p>This decision requests approval of a number of recommendations that will enable the council to invest in the refurbishment of three void properties so as to achieve an important expansion of its domestic abuse refuge provision.</p>	Cabinet Member for the Economy	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet	4 Nov 2024	<p>Provision of Supported Housing in Hammersmith & Fulham</p> <p>For decision on the acquisition of properties in the adult social care supported housing portfolio.</p>	Cabinet Member for Adult Social Care and Health	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	

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CABINET - 13 January				
Cabinet	13 Jan 2025	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2024/25 (SECOND QUARTER) This report reports the quarter 2 position to Cabinet and seeks revisions to the Capital Programme which require the approval of Cabinet in accordance with the Council's financial regulations.	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
Cabinet	13 Jan 2025	Revenue Budget Review 2024/25 - Month 6 (September 2024) To note the Council's forecast position.	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards	

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CABINET - 10 February

Cabinet	10 Feb 2025	<p>CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2024/25 (THIRD QUARTER)</p> <p>This report reports the quarter 3 position to Cabinet and seeks revisions to the Capital Programme which require the approval of Cabinet in accordance with the Council's financial regulations.</p>	Cabinet Member for Finance and Reform	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
Cabinet	10 Feb 2025	<p>FOUR YEAR CAPITAL PROGRAMME 2025/26 AND CAPITAL STRATEGY 2025/26</p> <p>This report sets out an updated four-year capital expenditure and resource forecast and a capital programme and strategy for 2025/26 to 2028/29</p>	Cabinet Member for Finance and Reform	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	

CABINET - 1 April

Cabinet	1 Apr 2025	<p>2024/25 Corporate Revenue Monitor - Month 9 (December 2024)</p> <p>To note the Council's forecast position.</p>	Cabinet Member for Finance and Reform	<p>A detailed report for all decisions going to Cabinet will be available at</p>
	Reason: Affects 2 or more wards		Ward(s): All Wards	

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			Contact officer: Sukvinder Kalsi Sukvinder.Kalsi@lbhf.gov.uk	least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.