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buildings and homes



Time & Date: Friday, 25 June 2021, 10.00 am – 01.00 pm
Address: LHC, 4th Floor, 2 Vine Street, Uxbridge, Middlesex
UB8 1QE
Published: Wednesday, 26 May 2021

Lloyd White, Head of Democratic Services, London Borough of Hillingdon, Phase II, Civic Centre, High Street, Uxbridge, UB8 1UW

Agenda

Joint Committee Membership

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PART II - Members Only

That the reports in Part 2 of this agenda be declared not for publication because they involve the disclosure of information in accordance with Section 100(A) and Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended), in that they contain exempt information and that the public interest in withholding the information outweighs the public interest in disclosing it.

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Appendix 9.10 – LHC letter of Representation

VISITING US:

Underground:

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Visit: www.tfl.gov.uk for details.

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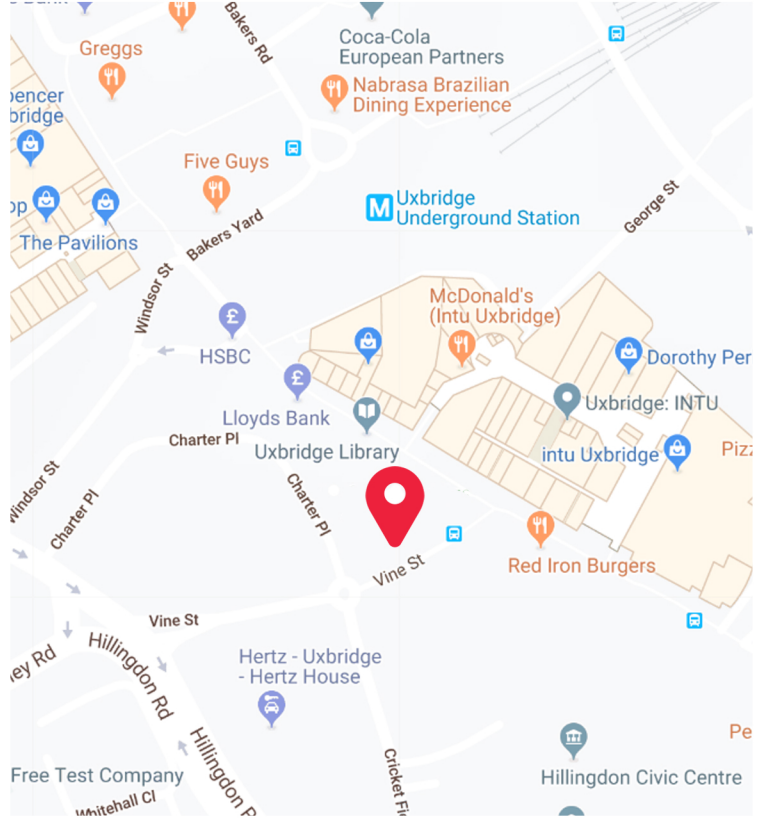
Alltime Radio Cars (Uxbridge): 01895 234234
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Members of the LHC Joint Committee:

Councillor John Bevan, Haringey
Councillor Philip Corthorne MCIPD, Hillingdon
Councillor Gideon Bull, Haringey
Councillor Kevin Brady, Tower Hamlets
Councillor Hass Yusuf, Enfield
Councillor Katrina Wood, Bucks
Councillor Susan Fajana-Thomas, Hackney
Councillor Maria Kay, Lambeth
Councillor Asma Islam, Tower Hamlets
Councillor Gina Needs, Enfield
Councillor Peter Mason, Ealing
Councillor Clayeon McKenzie, Hackney
Councillor Mick O'Sullivan, Islington
Councillor Ian Edwards, Hillingdon
Councillor Eleanor Southwood, Brent
Councillor Diarmaid Ward, Islington
Councillor Sharma Tatler, Brent
Councillor Adrian Garden, Lambeth

Members of the Public and Media are welcome to attend. This meeting may also be broadcast live.

You can view the agenda at www.hillingdon.gov.uk.

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Trusted procurement for
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Item 1 – Attendance register and apologies for absence.

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Agenda Item 2

LHC JOINT COMMITTEE - Friday 04 December 2020

Held at LHC Offices, 4th Floor, 2 Vine St, Uxbridge UB8 1QE and by Virtual Meeting

Attendance*

Members In Attendance

Borough

Councillor John Bevan	Haringey
Councillor Jackie Meldrum	Lambeth
Councillor Jennifer Brathwaite	Lambeth
Councillor Gideon Bull	Haringey
Councillor Katrina Wood	Bucks
Councillor Hass Yusuf	Enfield
Councillor Eleanor Southwood	Brent
Councillor Susan Fajana-Thomas	Hackney
Councillor Mick O'Sullivan	Islington
Councillor Philip Corthorne	Hillingdon
Councillor Ian Edwards	Hillingdon
Councillor Diarmaid Ward	Islington
Councillor Leo Pollak (Prospective Member)	Southwark
Rachel Willsher (Observer)	Lambeth

**Attendance may be inaccurate due to participants joining throughout virtual meeting*

Apologies

Councillor Gina Needs	Enfield
Councillor Ralph Bagge	Bucks
Councillor Johnson Situ	Southwark
Councillor Clayeon Mckenzie	Hackney

Officers In Attendance

Representing

John Skivington – LHC Group Director	LHC
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Clive Feeney – Director	SPA
Neil Barker – Director	WPA
Mary Bennell – Director	SWPA
Gary Cawley – Director	CPC
Mij Rahman – Director of Procurement	LHC
Pam Chander – HR Manager	LHC
Jennifer Castle – LHC Regional Manager	LSE
Mike Talbot – Interim Director of Corp. Resources and Services	LB Hillingdon
Neil Fraser – Honorary Clerk (Deputy)	LB Hillingdon

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received as set out above.

2. It was confirmed that items 1-10 would be considered in public, and item 11 (and a newly added presentation from LB Hillingdon’s Interim Director of Corporate Resources and Services) would be considered in private.

3. MINUTES OF THE PREVIOUS MEETING

3.1 Regarding the matter of UPVC Windows Frameworks raised at the previous meeting, it was confirmed that a review of such frameworks was to be conducted in 2021, which would determine the environmental credentials of the windows.

RESOLVED: That the minutes of the LHC Members' meeting held on 26 June 2020 be agreed as a true record.

4. REPORT FROM THE GROUP DIRECTOR

4.1 Consideration was given to a report by the LHC Group Director, which provided Members with an overview of the organisation's performance.

4.2 The Joint Committee was informed that the business continued to be significantly affected by the Covid-19 pandemic. Business was down approximately 50%, though the organisation’s strong financial position meant

that reserves would cover this reduction, which was expected to improve once the pandemic was resolved and the recovery plan initiated.

- 4.3 Staff morale continued to be high, though absenteeism had been seen to have increased, likely due to the unique stresses of the pandemic and increased isolation through the periods of lockdown. The business was focussing on staff wellbeing and had instigated several measures to ensure staff were less isolated, including regular catch up meetings, quizzes, online games, and virtual coffee breaks.
- 4.4 New staff had continued to be recruited throughout the lockdown periods, and LHC was working closely with LB Hillingdon on governance and strategy, with a focus on staff wellbeing and training.
- 4.5 Client satisfaction remained high at 91%, with appointed companies at 80%.
- 4.6 Although business was down, the business had continued to generate new project leads. Four frameworks had been completed in the last six months, with one Dynamic Purchasing System (DPS), with further completions expected within the next six months.
- 4.7 IT systems, including remote meeting tools such as Yammer, were working well. The business was working with PWC to further develop IT infrastructure for future years.
- 4.8 Full details of Community Benefit Funds would be brought to the June 2021 meeting. The transfer of Lintel Trust, as suggested at the previous meeting, was being finalised, pending approval by LB Hillingdon. It was confirmed that there was no material financial impact on LHC as a result of the transfer.
- 4.9 The risk register was outlined, which included risks relating to Covid-19, staff wellbeing, and business performance.
- 4.10 Committee Members sought further information on the business's analysis of public sector construction within the next two years. Members were informed that the business continued to secure thousands of leads each year, in line with agreed KPIs. The business was confident that its forecast of increased income post-pandemic was accurate. Longer term, the business was following its own 3-year plan, which included research and analysis which considered political, economic, social and environmental factors. Quarterly meetings had been scheduled to carry out this analysis work, to inform a refined strategy. Key considerations for frameworks moving forward were likely to be safety (particularly post-Grenfell), the environment, and speed of construction.
- 4.11 All new frameworks were confirmed to contain environmental considerations, including recommendations from an external energy efficiency specialist that had been engaged in the previous year, and talks were ongoing with the government on likely future requirements. Brexit was not expected to result in material changes for the business in terms of its labour or supply chain. As new guidance, market forces, and technology was brought to the market, frameworks would be updated. Frameworks could be applied to all property

types or sectors, though limitations did at times exist, particularly regarding the retrofitting of older buildings.

- 4.12 Members suggested that more regular updates be provided to the Board members, perhaps by way of a newsletter. In addition, it was suggested that Members could be engaged earlier, when the business was deciding how grant money was to be spent.

RESOLVED:

1. **That the information contained in the report be noted; and**
2. **That the transfer of Lintel Trust to LHC be approved.**

5. BOARD HR REPORT

- 5.1 Consideration was given to a report by the HR Manager, which contained details of LHC staff.
- 5.2 Members were advised that LHC was well represented in terms of diversity versus the UK average. It was accepted that further work was required to address gender pay gaps, as well as representation of female staff in senior positions. It was confirmed that all salaries were determined through a job evaluation process, supported by LB Hillingdon, and the business was confident it was not vulnerable to equal pay claims.
- 5.3 It was highlighted that the construction sector was a traditionally male dominated sector, and recruitment of highly skilled female staff was difficult due to competition from alternate employers. The business was therefore attempting to nurture and grow its female staff from within.
- 5.4 Members suggested that future reports contain more detail on staff (and potentially client staff), including a breakdown of ethnic minorities, staff roles, protected characteristics, and disabilities, and how these compared to statistical neighbours within the sector. This was noted.

RESOLVED: That the information contained in the report be noted.

6. A PROPOSAL TO CONTINUE WITH THE CURRENT REBATE MECHANISM

- 6.1 Due to the impact of Covid-19 on the business, the Group Director outlined a proposal to continue the current rebate mechanism as follows:
- To commit to pay member rebates for 2020-21 and 2021-22 under the current mechanism (except in northern England);
 - To inform our members in March 2021 that the current mechanism will cease to apply from 1st April 2022;

- To prepare details for a replacement mechanism for LHC region from April 2022 for approval by the LCH Board in June 2021; and
- To implement the new mechanism in northern England in the current year.

6.2 Members were advised that the proposal to continue the current mechanism aimed to retain the goodwill of clients. Regarding northern England, it was suggested that the mechanism be changed this year, to allow for the funds to be held in a Community Investment Fund, to be administered by an independent agency. It was confirmed that member groups had been consulted on the proposed changes, and reception to the proposals had been positive.

6.3 Some members suggested that LHC would lose clients if their rebates were removed. When the matter was put to a vote, Councillor Brathwaite abstained. All other members voted in favour of the proposals.

RESOLVED: That the proposals in the report be approved.

7. PROPOSAL TO PAY A PERFORMANCE PAY AWARD TO LHC STAFF

7.1 The Group Director advised that, under the terms of the existing staff bonus scheme, staff would normally be paid a percentage of the companies' surplus. However, as there was no surplus this year, it was proposed that each staff member receive a one-off payment of £2.5k. The Board Members were advised that this could be agreed in principle, before formal agreement at the June 2021 meeting.

7.3 On a separate matter, some Members suggested that LHC review its governance arrangements in light of the Board being predominantly London based, despite London only accounting for 20% of LHC's revenue. It was suggested that there should be greater representation from other LHC regions at future Board meetings. It was agreed that the Group Director would discuss this with the Chairman following the meeting.

7.2 When put to the vote, Councillor Brathwaite abstained. All other members voted in favour of the proposals.

RESOLVED: That the recommendations in the report be approved.

8. REGISTER OF GIFTS AND HOSPITALITY AND INTEREST

8.1 Consideration was given to the register of gifts and hospitality, and the register of interests. It was confirmed that, as meetings were not taking place due to the pandemic, no gifts had been received nor interests registered.

RESOLVED: That the register of gifts and hospitality, and the register of interests, be noted.

9. ANY OTHER BUSINESS

- 9.1 The Board was given a presentation on the new LHC websites, that launched on 10 September 2020.
- 9.2 Improvements included greater accessibility, search engine optimisations, clarity over the various LHC regions, mobile usage, and consistency of design. Work was ongoing, and further improvements would include a separate London and south east site, an integrated modern methods of construction site, increased language options, news updates, and a member's area for clients and appointed companies.
- 9.3 Members highlighted accessibility issues that required further work, and it was agreed that these would be reviewed.

RESOLVED: That the presentation be noted.

10. DATE AND TIME OF NEXT MEETING

- 10.1 It was confirmed that the next meeting of the Joint Committee of the LHC would take place at 10am on Friday 25 June 2021. It was confirmed that the meeting would retain the ability for Members to attend remotely.

PART II - MEMBERS ONLY AND NOT FOR PUBLICATION

11. FINANCIAL REPORT BY THE GROUP FINANCE MANAGER

- 11.1 Consideration was given to the Director of Corporate Service's financial update, and it was:

RESOLVED: That the information contained in the report be noted.

This item is included in Part II as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and the public interest in withholding the information outweighs the public interest in disclosing it (exempt information under paragraph 3 of part 1 of Schedule 12A to the Local Government [Access to Information] Act 1985 as amended

12 PRESENTATION FROM LB HILLINGDON'S INTERIM DIRECTOR OF CORPORATE RESOURCES AND SERVICES

- 12.1 Consideration was given to presentation by LB Hillingdon's Interim Director of Corporate Resources and Services, and it was:

RESOLVED: That the information contained in the report be noted.

This item is included in Part II as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and the public interest in withholding the information outweighs the public interest in disclosing it (exempt information under paragraph 3 of part 1 of Schedule 12A to the Local Government [Access to Information] Act 1985 as amended

The meeting which began at 10:00am, closed at 12:55pm.

THESE DECISIONS WILL COME INTO EFFECT AND BE IMPLEMENTED BY THE RESPONSIBLE OFFICERS UNLESS CALLED-IN.

THE DEADLINE FOR ANY CALL-IN BY THE EXECUTIVE SCRUTINY COMMITTEE, TO BE NOTIFIED TO THE HEAD OF DEMOCRATIC SERVICES, IS 5PM ON 22 DECEMBER 2020

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Item 3 - To receive and consider the report from the LHC Group Director

1. Recommendations

- For the first time, the Director’s report will be supported by separate reports from each of the seven LHC business units – see item 4.
- The recommendation is that the proposal contained in this report and the seven supporting reports be approved

2. Overview

- I’m pleased to report that we have performed over and above our expectations during the lockdown period which existed in one form or another for the entire 12 months of this operating period, April 1st, 2020 to March 31st, 2021.
- We are now well positioned to recover strongly as lockdown eases. By the end of this period – March 31st 2022 – we will be back on our growth trajectory in all areas of business performance and, in the following year – by March 31st 2023, will have recovered our reserves position to pre-covid levels.

3. Business performance

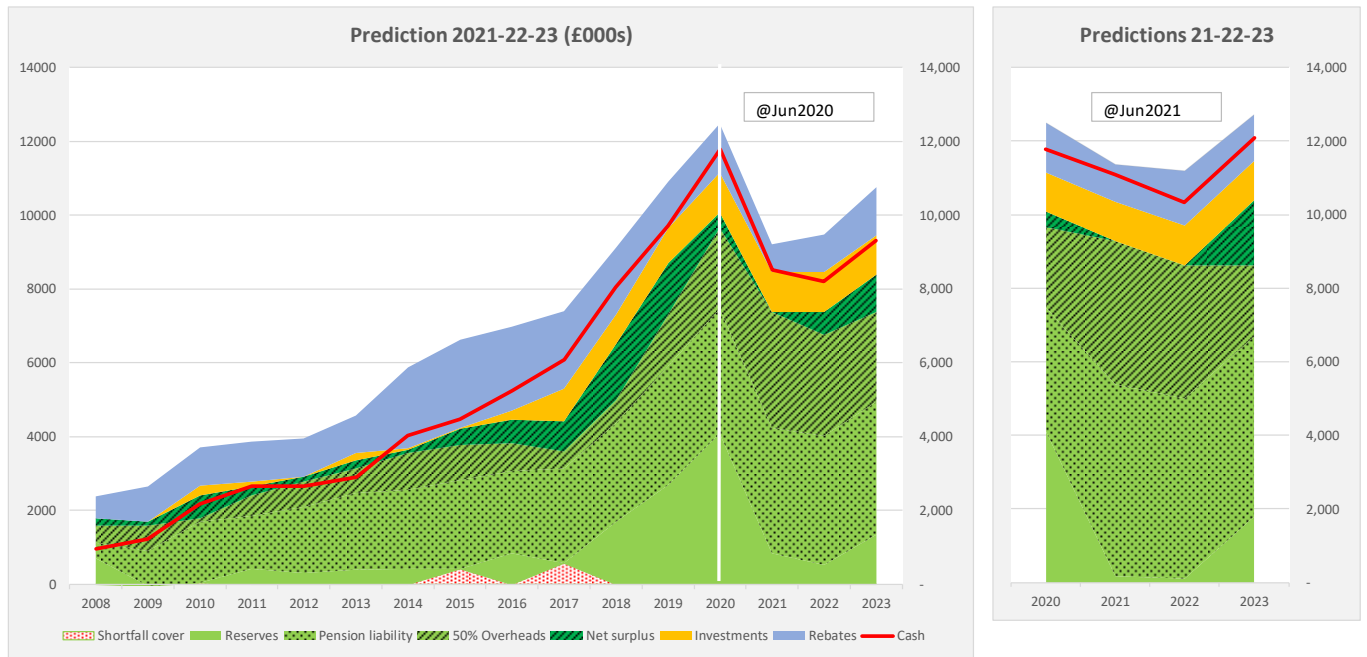
- Our purpose is to deliver better buildings and homes that enhance local communities.

3.1 Business growth indicators

- To track our achievement to this aim we monitor five key indicators as shown below.
- Remarkably, despite covid, we outperformed last year’s results in two of them, including gaining 22 more clients.

LHC GROUP	2019-20 actual	2020-21 actual	% vs last year
Project Leads	1371	1438	105%
New Live LHC Projects	626	592	95%
Clients using LHC Frameworks	279	301	108%
LHC Income	£ 8,411,380	£ 5,540,767	66%
LHC Turnover	£ 347,447,914	£ 293,802,754	85%

- In terms of LHC turnover, we procured almost £300m of new work, just 15% down on last year.
- In terms of LHC income, although we achieved only 66% of last year’s value this is £1.2m higher than the predicted value presented to the LHC Board last June.
- Together with cuts in expenditure in 2020-21, this strong income performance has had a better-than-expected impact on our reserves position (see chart below).



- This shows the growth in LHC reserves from 2008 to 2020 and the predictions for 2021, 2022 and 2023 last year in June 2020 compared to the current predictions (chart on the right-hand side).
- It shows total reserves - the top of the blue area – but most importantly the closing reserves which is all the green area. This is what’s left after we have taken out rebates (blue area) and investment (yellow area).
- The red line shows our cash position after rebates but before investment.
- In June 2020 we expected our reserves to fall by about £3m by March 2021, stay stable to March 2022 and then show reasonable growth to March 2023, but not attaining pre covid levels.
- The outlook today is much better. Reserves have fallen by only around £300,000 to March 2021 but, because of the longer lockdown, will fall again by about £0.5m by March 2022. By March 2023 our total reserves – and cash – position will recover to pre-covid levels.
- The shaded areas in green show our two key provisions for risk – 50% of overheads and our net pension liability. A big impact of covid on the generic pension market, together with our growing workforce, has increased our net pension liability from £3.6m to £5.2m. This is just about covered by our reserves holdings. (See full reserves breakdown in Appendix 9.3 below).

3.2 Staff health and happiness

- During covid we focused relentlessly on maintaining the wellbeing of our workforce with very positive results as shown in the HR report in item 5.
- From our last staff survey 86% of staff feel positive about LHC up from 64% last year.
- Although our absenteeism rate has risen from 1.5 average days per person per year to 1.7, we feel this is a good result given the challenges of covid for everybody.
- We achieved accreditation for the Workplace Wellbeing Charter, a great accolade.

3.3 Community investment

- The review and impact report of the LHC Members Community Benefit Fund is shown in Appendix 3.1. The key headlines are shown below.

- In the first year 166 applications were considered**
- Grants were approved to 23 projects – totalling £118,929**
- 515 people benefited through volunteering on the projects (an average of 36 per project)**
- 3945 people benefited from participation in the projects (an average of 281 per project)**
- 68.5% of the project beneficiaries were from BAME backgrounds (of the projects where it was possible to monitor – 64% of projects)**
- 17% of projects were BAME led or focussed, 9% Disability led or focussed, 22% were youth projects and 13% Environment projects**

- Our Fund agency, Locality, have invited Members to identify key themes/projects to benefit from the 2021-22 allocation of funds as listed below, based on the attendance by Members at the June and December meetings in 2020.

Brent	£10,000
Hackney	£10,000
Haringey	£10,000
Hillingdon	£15,000
Islington	£10,000
Lambeth	£10,000
Enfield	£10,000
Buckingham	£10,000
TOTAL	£85,000

4. LHC transformation change programme

- We're making good progress with the LHC transformational change programme supported by PwC consultancy.
- The aim of the programme is to improve the stakeholder experience of LHC from excellent to exceptional.
- This will be achieved by refreshing our business model and operations model, clarifying responsibilities and accountabilities in all areas and implementing new technology platforms to support business growth over the next 10 years.

5. Risk register

- A summarised risk register is shown in Appendix 3.4.
- This shows two changes:

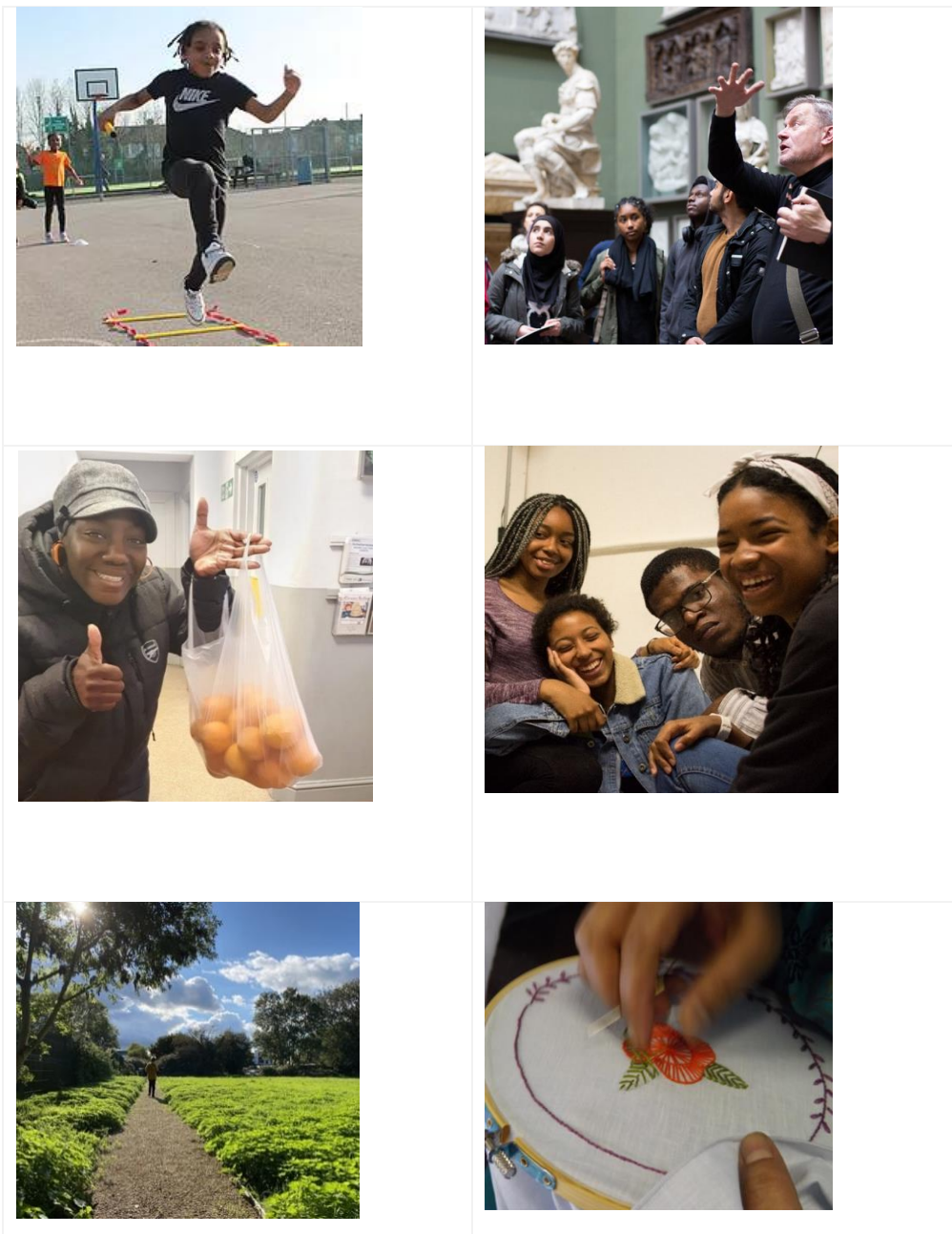
- Increase in risk B from a likelihood of Medium to Medium/High due to the retirement of the LHC Group Director which has triggered a review of governance (see item 6).
- Decrease in risk V from a likelihood of Medium to Medium/Low and a consequence of High to Medium.

6. Retirement of the LHC Group Director

- After 17 years at LHC I have signalled to the Chair and the Directors at Hillingdon of my intention to retire from the business.
- The plans for this are outlined below:
 - For the next 6 to 12 months I will focus on conducting a review of LHC's governance arrangements (see item 6).
 - While this work is underway, LHC will recruit an interim Managing Director to oversee the day-to-day operations of LHC focusing on delivery of the covid recovery plans for which each LHC business unit Directors is accountable. LB Hillingdon is leading this recruitment with a selection panel comprising: The Chair and Vice Chair of LHC, the current LHC Group Director and the HR Director from Hillingdon.
 - Once the long-term governance arrangements of LHC are known, a permanent LHC Managing Director will be appointed to lead the business for the next 5 to 10 years.
- This will be my last attendance at this meeting as the leader of LHC. I would like to take this opportunity to thank the LHC Board for all the support and guidance I have received during my period in office. I have enjoyed it immensely.

LHC Community Benefit Fund: London and South East

Review and impact report Spring 2021



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1. Introduction

1.1 Overview

LHC is public sector procurement consortium providing specialist technical and procurement services to its members (Local Authorities) throughout the UK. As a not-for-profit organisation, any surpluses generated from LHC’s procurement activity are returned to its members. The newly created Community Benefit Fund (CBF) is a further extension of that commitment. Locality was commissioned in 2019 to act as the independent distributor of the Fund

This report looks back at the impact of the first-year grants at a time when most have completed (having being disrupted by the Pandemic), and looks forward to the second full year of delivery at a point where the second year grants have been allocated.

1.2 Social Impact & social value

There is increasing recognition amongst social purpose organisations and indeed in the public and private sectors of a need to evidence the social impact of our work. The Public Services (Social Value) Act 2012 called for all public sector commissioning to factor in economic, social and environmental well-being in connection with public services contracts; and for connected purposes. There are many approaches to and frameworks for impact measurement. A key example of an overarching framework that many can seek to contribute towards are the UN Sustainable Development Goals.



2. What is the fund trying to achieve?

A characteristic of the fund, and a challenge in many ways was that, although the allocation of funds should be independent, it would need to reflect the priorities and complement the delivery mechanisms of the member local authorities – all of which were somewhat different.

Therefore, we had to be quite broad in defining what the fund would try to achieve. A set of impact areas were developed that would be mirrored in all local authority priorities:

- I. **Promoting social inclusion, encouraging independence and developing personal resilience**
- II. **Building positive relations between different groups and communities that will maintain the high levels of community cohesion**
- III. **Increasing wellbeing – particularly amongst more disadvantaged communities**

In year two ‘**Widening Participation**’ was added as a theme to reflect the catalysing effect of the Black Lives Matter movement.

In addition, a number of key features were agreed that the projects should demonstrate:

- **Place based** – supporting strong and sustainable neighbourhoods.
- Contributing to **one or more of the Borough or County Priorities** for their communities
- **Social Innovation** – we are interested in innovative projects (but we will not rule out existing projects that can demonstrate further impact).
- **Social Impact** – projects will be favoured which are likely to be able to clearly demonstrate an increase in positive social impact.
- **Match Funding** – we were also interested in the idea of a small investment with a big effect. Projects were favoured where they could attract further

funding, either as part of a wider funding bid, or where the grant would help the organisation to earn income through trading.

A robust application and assessment process was in place including basic eligibility requirements, due diligence, scoring criteria to reflect the above, electronic application form and independent two stage assessment.

3. How did we approach the Fund distribution?

3.1 Approach

Locality identified and developed relationships with key people - 'champions' - within Local Authorities who would have a well-developed knowledge of community organisations in their areas and knowledge of partnership and funding relationships. We then worked with them to identify potential bidders in broadly one of two ways:

- Where there is a well-developed system of grant making, as long as this fits with our standards we will work alongside this in a proportionate way to ensure that the LHC fund adds value.
- Where the local authority prefers to identify and champion projects, we will support that process.

3.2 First year outputs

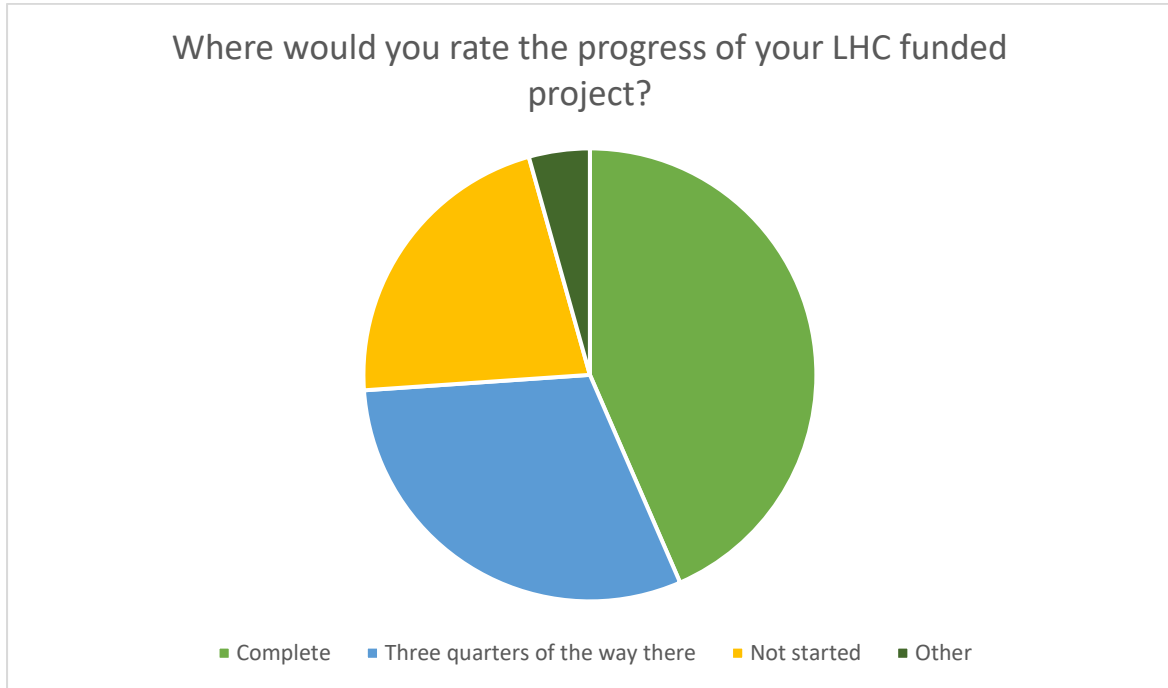
- **In the first year 166 applications were considered**
- **Grants were approved to 23 projects – totalling £118,929**
- **515 people benefited through volunteering on the projects (an average of 36 per project)**
- **3945 people benefited from participation in the projects (an average of 281 per project)**
- **68.5% of the project beneficiaries were from BAME backgrounds (of the projects where it was possible to monitor – 64% of projects)**
- **17% of projects were BAME led or focussed, 9% Disability led or focussed, 22% were youth projects and 13% Environment projects**

3.3 Progress and the effect of the Pandemic

As may be expected the majority of the funded projects were affected by the pandemic. LHC agreed to sign up to the [joint statement](#) by 350 funders pledging to offer flexibility to civil society groups affected by the coronavirus outbreak.

In some cases, projects 'pivoted' to provide direct support, in other cases they were able to adapt their project to the crisis. In other cases, they had to delay.

There are a small proportion of projects that are still to start (e.g. because they are unable to access specialist premises) but most are now complete or well on the way.



4. What changed - what has the Fund achieved?

So far the LHC Community Benefit fund has supported local community groups to deliver in the following areas of benefit:

- Food Poverty
- Social Inclusion
- Wellbeing
- Community Empowerment
- Environment
- Employment and skills

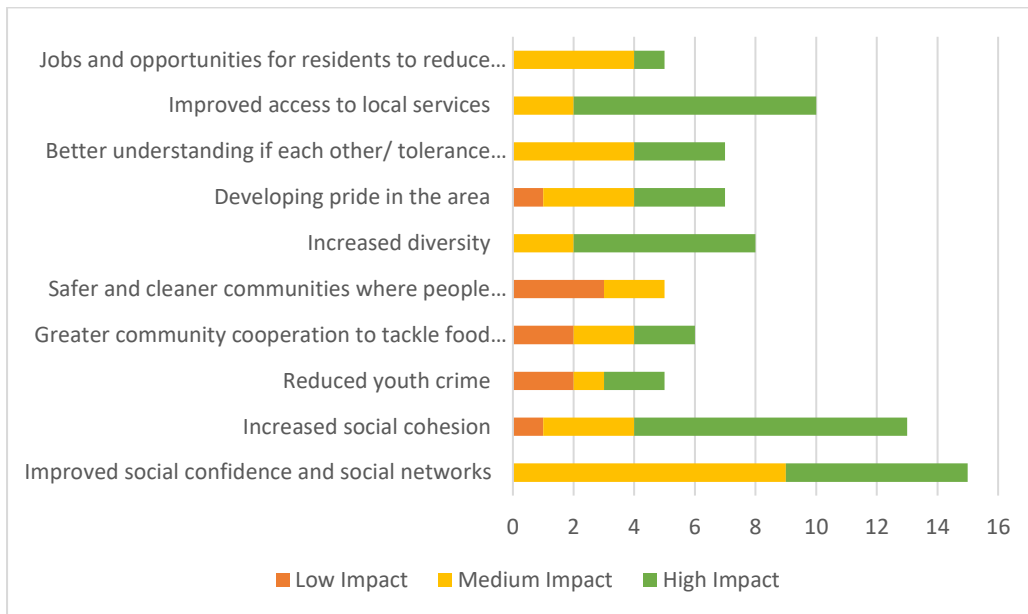
We asked project promoters to assess their impact of their projects over the three impact areas broken down in to sub categories as follows.

4.1 Impact area one: Promoting social inclusion, encouraging independence and developing personal resilience.



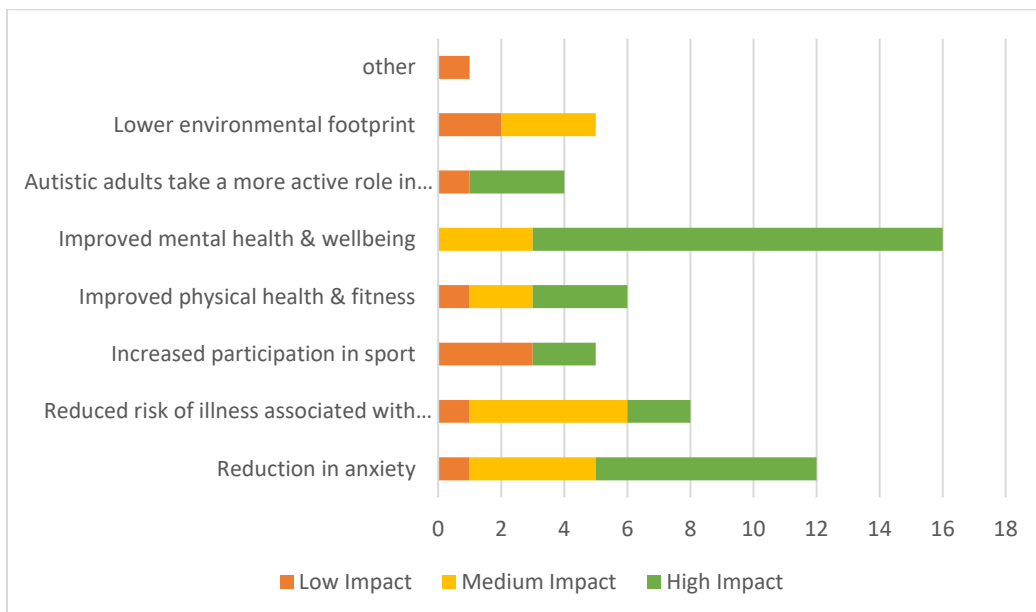
The highest impacts were seen in reducing Isolation and reducing loneliness, followed by supporting and protecting vulnerable people during the pandemic and improving confidence and self-esteem.

4.2 Impact area two: Building positive relations between different groups and communities that will maintain high levels of community cohesion



The highest impacts were seen in increasing social cohesion and improving access to local services, followed by improved confidence and social networks and increased diversity.

4.3 Impact area three: Increasing wellbeing, particularly amongst more disadvantaged communities



Improved mental health and wellbeing and a reduction in anxiety were the standout impacts in this area.

4.4 Match Funding – small investment for a big result

Project delivery organisations were asked if the LHC funding enabled them to raise further funding (or increase your income through trading) and there were several examples of where this was the case, see below:

- *We were able to secure additional funding to set up a peer to peer befriending service for LGBTQI+ people (Wise Thoughts)*
- *We intend to do so once the lockdown is over and we can rent out the edit box. (We Rise)*
- *Having the projector facility will be useful to those groups considering using the building. (Ealing Community Library)*
- *Yes this project contributed to matched funding for the site on which , in total Â£20k was spent. The other funder was the Heritage Lottery who provided funding for the fencing and gates and initial tidy up of the area but not the full circular path. Landscape Partnership Projects from the Heritage Lottery require matched funding to the tune of 34% without which the project as a whole could not go ahead. This small project at Oakside is part of a much larger scheme and this funding has helped us leverage in £2.5m in total over 3 years for the Colne Valley as a whole. (Oakside Open Space)*
- *We secured a small one-off contract of £12500 from the CCG to run a pilot research project identifying the post-diagnostic support needs of autistic adults in Hillingdon. We also secured £50000 from the Youth Futures foundation to deliver further Supported Employment services for 18-25 year olds and £6000 from London Borough of Hillingdon Social Care to provide a pilot supported employment programme for 12 over 25 year olds. (Hillingdon Autistic Care & Support)*
- *It has enabled us to bring in further funding as it provides a clear demonstration of one of the ways in which we work inclusively, by actively reaching out to children and parents who are identified as isolated, and has given other funders confidence to offer us funding for supporting aspects of our project. (Hackney Playbus)*
- *Since securing the LHC grant, All the three centres were able to secure a number of Covid-related emergency grants (e.g. London Community Response Fund wave 1, 2 and 4; Martin Lewis Coronavirus emergency fund,*

National Lottery Covid-19 emergency fund), which enabled us to reach over 1276 unique residents over 11 months through the provision of food and essentials, welfare support and direct support activities (including lockdown doorstep concerts, online coffee mornings, online cooking sessions, etc.).

- *(We're delighted to hear, additionally, that Octopus Community Networks, one of our first investments have gone on to secure £200k from the National Lottery Fund to extend their work on food poverty) (Octopus Community Networks)*
- *For one organisation, Brain Tumour and Injury group they increased awareness of their services which increased fundraising through donations, they also increased their volunteer support which enabled them to recruit a volunteer who focusses on grants and applying for funding, (H4All)*
- *Success in raising funds for and delivering TATI Textiles, has enabled us to apply for other funds, as it showed a track record with delivering and managing projects (Oitij – jo)*
- *It has allowed us to leverage in other monies for the site, ie the Heritage Lottery Landscape Partnership Fund which we have for the Regional Park at the moment only pays 66% of the costs of the project and requires partnership funding. Your help has enabled us to do more at Oakside on a local level but adds to the results of the whole programme thus helping us to achieve our £2.5m improvement programme for the Colne Valley Regional Park (over 3 years). (Oakside Open Space)*

4.5 Processes – how project delivery approach can be a benefit in itself.

Many community-based projects, as well as delivering immediate impact from their activity are working in new innovative ways. These approaches are worthy of support in themselves as they have potential to embed social value in mainstream delivery and often save the public purse. As these approaches are being tried by groups across the country there is also potential to link into larger studies of social impact.

Some of these approaches supported through the Fund this year:

- **Social Prescribing.** Summed up in the phrase '*don't give me Prozac, give me a job*' this approach partners clinicians with community projects to offer activities to patients which will improve their health or wellbeing. This approach has potential

to benefit both the person and save NHS money. This year both the Hackney Playbus and the projects supported in Hillingdon adopted this approach.

- **Co-production.** ‘Doing *with* rather than doing *to*’. There has often been a tendency for the public sector to design interventions *for* communities. Co-production or co-design works towards a more genuine partnership with the communities or beneficiaries. When the people who benefit are involved there is a greater chance of the interventions being successful and there is an embedded benefit in people simply feeling included. We can see this in the work that HACS, in Hillingdon are doing with Autistic adults and in the approach taken to environmental improvements in Open Havelock in Ealing.
- **Community ownership or management of facilities.** In recent years local governments have found themselves having to divest long held and taxpayer funded buildings and assets in order to balance the books or because they cannot afford to run them. Often, with appropriate support, there is the potential for these buildings and assets to be taken over by independent community led groups who can lever in external funding and volunteer effort and therefore retain the facilities. This year the Fund has invested in five community led libraries in Ealing who hope to practice this approach.
- **Mens’ sheds.** This has built into a movement born from the realisation that older men have been less willing to come forward with isolation or mental health problems. Men have felt able to come together, drawing on their collective skills in DIY, engineering etc. and this has knock effects on their wellbeing. Aylesbury Men in Sheds is one such project and we are investing in another in year two.
- **Dementia Care.** Caring for people with dementia is one of society’s most difficult challenges. Recent neurological findings continue to support the claims that regularly involving people in activities which stimulate movement, communication and mental engagement will always be beneficial and ultimately enhance their quality of life. With the support of the LHC Fund, Wendover Dementia Alliance purchased a ‘Magic Table’ to do just this and improve hundreds of people’s quality of life.

5. How do we know? – Measurement techniques

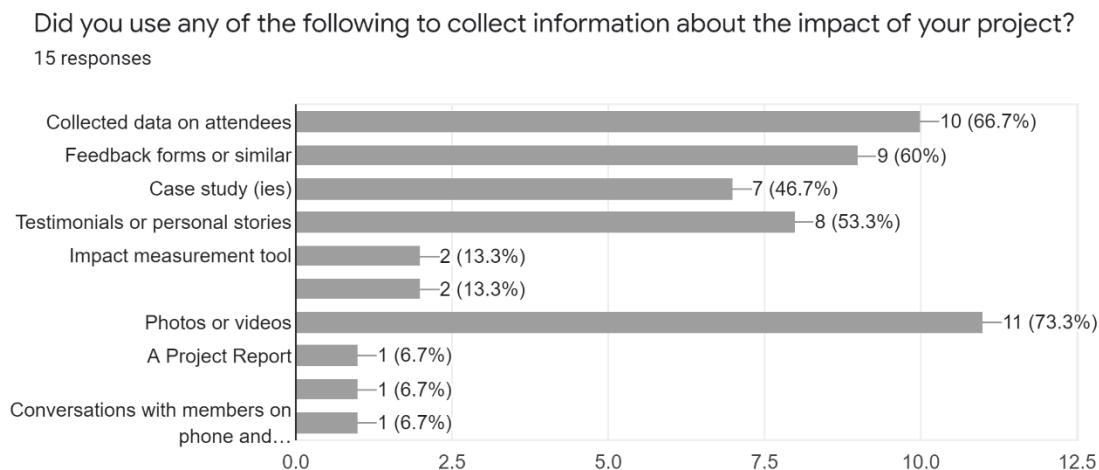
5.1 Our approach

Though notoriously difficult to evidence the social impact of community projects, there are qualitative and quantitative approaches to build up a case that a project has made the intended impact.

Many organisations, including Locality can provide support and advice to groups on measuring and managing their impact. Often approaches are aimed at larger projects than the ones supported by LHC Community Benefit Fund. For example, a Social Return on Investment (SROI) analysis adopts a rigorous approach, often using financial proxies, revealed and stated preference valuations etc. There are also a range of digital tools on the market which aim to help groups collect impact information. We aim to explore these more with groups during the second year of LHC Fund allocation.

5.2 Methods

Year one groups collected data in a variety of ways:



We have combined some of the stories, testimonials and photos with project promoters own estimate of their projects impact across a number of impact areas. This we hope produces a 'snapshot' of the impact of grant giving which covers a wide range of activity.

5.3 Tools for measurement: (validated tools)

A number of project promoters are experimenting with validated tools, of which there are many available, to measure impact. The advantage of these is that, because they are in wide use by peer projects, there is the potential to benchmark against other projects. These include:

- Loneliness measurement tool developed by the national campaign to end loneliness (Health4All)
- Patient Health Questionnaire which captures individuals Mental Health and Wellbeing by recording Generalised Anxiety Disorder score (GAD7) and depression. (Urban MBA)
- Theory of Change and evaluation framework in partnership with Michelle Stewart & Lambeth Made (We Rise)
- Buckinghamshire Evaluation Framework, tools on www.farmgarden.org.uk, Warwick Edinburgh Mental well being scales (Community Transform)

We will follow up on the results from these and will be looking to develop this approach further in future years.

5.4 Stories and Case Studies

Even where we successful use validated tools and objective measures there is great power in hearing stories from projects and their beneficiaries. Here are some we have collected:

“Client E is an asylum seeker living in Haringey who was referred to us by the Refugee Council. She has mobility issues which make it difficult for her to walk We were able to arrange a weekly food parcel delivery for her and her two children. E wrote the following card to our volunteers: “Thank you for your love and support and well wishes of thinking of me. I appreciate and value all your efforts. Life has its trying moments; for your trust, cordiality and unique support; I say a big thank you.”

(Caris)

“Although I am delivering meals for those at risk while observing COVID isolation. I am acting as a physical lifeline and welfare checker for those without friends; family and without access to technology”.

(Antwerp Arms Volunteer)

“Life has its trying moments; for your trust, cordiality and unique support; I say a big thank you.”

“Working with We Rise is fantastic.”

“It’s an amazing experience. More people should experience what we experienced.”

“It really inspires you to visualise your future.”

“You have to work in a team, meet a deadline, that’s what you call real, real work experience.”

“I’ve learnt so much in this one week”

“It’s really opened my eyes, wow there’s more to media than just film making, you have to go out and talk to people, its really interesting.

Doing work experience in normal shops, its not really going to help you as much, whereas jobs like this, where you have to work in a team, meet a deadline, that’s what you call real, real work experience.”

(We Rise)

“I am acting as a physical lifeline and welfare checker for those without friends; family and without access to technology”.

(Antwerp Arms Volunteer)

“Thanks to your funding for new meeting rooms at the library (before there were none, it was all open plan) we now have more safe space to provide confidential support to clients on the Help Through Crisis programme. Other community groups will also be able to use our space and offer confidential support. The library also has a bank of 8 PCs giving valuable internet access to the local community and people who can not afford wifi”.

“We are using the library space to support the census project. The library will open to those who are digitally excluded (appointment only) so that they can share information for the census”.

(Ealing CVS/ West Ealing Community Library)

“You have to work in a team, meet a deadline, that’s what you call real, real work experience.”

(We Rise)

Case study: MN has been receiving support from HACS since 2019. MN had previously been advised by social care that he did not meet the criteria for any social care support. He is NEET and other than attending workshop sessions at HACS and a work placement in our cafe, he does not go out or participate in any activities at all, other than online gaming due to his social communication challenges. MN was also unhappy living at home with his family at age 24 because he wanted independence and worried that he will never be able to live independently outside of the home. HACS supported MN to apply for and secure welfare benefits (universal credit and PIP) to start getting him financially independent and enable regular attendance to the HACS centre. We made a social care referral and advocated for him through the process, which resulted in a full package of care support and placing him on the waiting list for a supported living property. In June 2021, despite the pandemic we were able to safely support MN to move into this new supported living property and access local charity funders to support him with furnishing the property. Throughout the pandemic he has regularly attended our twice-weekly fitness sessions which are the highlight of his week!

(HACS)

“This became a lifeline for many of these member who already faced isolation due to their condition”.

(H4All, Brain Tumour Group)

Adapting to Covid

“We began putting recipes in the food parcels that can be easily made even with limited facilities, produced cooking videos and distributed well balanced cooked meals with the recipes”

(Octopus networks)

“.. the Brain tumour and Injury group devised some creative ways to keep their members connected, and from this connection evolved member led social activities organised and coordinated between members vis what's app, a photography competition members had from photos taken on their daily walks. During the weeks and months of the first lockdown this became a lifeline for many of these member who already faced isolation due to their condition”.

(H4All, Brain Tumour Group)

6. How are we learning and improving with the overall Fund delivery?

6.1 Iterations based on learning

In this report we have presented a snapshot of the LHC Community Benefit Fund's impact in communities where LHC works. The combined stories, survey feedback case studies and research show high levels of impact across all the impact areas.

It has been appropriate to develop the fund delivery on a semi bespoke basis because of its size and the fact that it as it is available in specific boroughs. This has had advantages in that it can closely align and add value to borough priorities, sometimes being able to fill a gap, pilot a new idea or act as key money to lever in further funds.

In year two we responded to feedback and made some changes to the process:

- In response to the reevaluation catalysed by the Black Livers Matters we introduced a new impact area of Widening Participation.
- Whilst we built strong relationship with local authorities via the nominated 'champions', feedback told us that some LHC board members wanted more input, so we built in a consultation 'window'.
- To enable us to track impact better we decided to give fewer and larger grants. In most cases just one grant in each borough.

Going forward there is considerable scope for growth in size and coverage whilst still retaining some of the bespoke nature of the Fund and this is of course is closely tied to LHC's core strategy.

It is worth reflecting on LHC as a key stakeholder both from the point of view of its employees and its alignment with LHCs core purpose.

“For all our employees, the Community Benefit Fund and the impact it has on charity partners is very motivating. It supports the purpose we share across the organisation of enhancing local communities. We will continue to promote the impact of the fund and work hard to increase the total value of projects using our frameworks, to build a bigger surplus for reinvestment in local communities in coming years”.

(LHC annual report)

LHCs core purpose is ‘To build better buildings and homes that enhance local communities’. The infographic below from LHCs annual report tells an interesting ‘virtuous circle’ story about the LHC ethos. We can see that the growth of the core activity and the growth of the Fund can feed into each other. How can we steer the Fund in the future towards this aim?



6.2 Future considerations

One consideration is to explore if the fund criteria and deliverables could be more closely aligned to LHC’s core delivery. As an example in year two, in Southwark, we are supporting a programme to encourage more young people from underrepresented backgrounds to pursue careers in the built environment professions. We can see that developing this focus would also increase LHCs Social Value offer and help demonstrate it’s members performance against the Social Value Act.

If a more rigorous social value measure is desired – such as a SROI analysis then there will need to be tighter criteria and common indicators developed across all the geographies.

Appendix one: Schedule of projects with activity, outputs and outcomes

	Project	Activity	Outputs	Outcomes
Hackney	Hackney Play Bus	Social prescribing via play bus	Number of parents participating and getting social prescription referrals	Parents are better supported by their community and better equipped as parents
	Urban MBA	University for street entrepreneurs: 12-week Open College Network (OCN) accredited Business Diploma Level 2	Number of participants Number getting a qualification. Business startups or trial trading	Increased employment/ enterprise skills.
Islington	Octopus Community	Food projects across three hubs	Number of participants	Increased awareness of food Improved cooking, shopping and budgeting capabilities, Improved social confidence and social networks.
Hillingdon	Health4All capacity building	Capacity building mini projects	Number of organisations supported Number of residents participating (60 – 150)	People feeling less isolated and better engaged in their communities
	HACS	social prescribing for autistic adults	Number of sessions, Number of participants	Reduce social isolation, autistic adults take a more active role in managing their Health & Wellbeing, improved confidence and self-esteem
Haringey	RISE	Community empowerment youth group	Number sessions Number of participants	
	Wise Thoughts	Peer support group for LGBT young people	Number of sessions Number of participants	Improved confidence to pursue jobs
	HR Sports	Young peoples sports project	Number of sessions Number of participants	
	Antwerp Arms	Volunteers cook food and deliver during lockdown.	Number of parcels People supported	

	Caris Haringey	Weekly food parcels to families in Haringey with no recourse to public funds and others in priority need	Families supported: 139, New referrals: 34, Food parcels & toiletries supplied: 505	
Ealing	Open Havelock	Towpath regeneration, access improvements and a volunteer engagement programme		Helps Ealing: have small environmental footprint; economy grow - jobs and opportunities for residents to reduce poverty and increase incomes; strong community that promotes diversity. safe and clean where people want to live; people physically and mentally healthy, active and independent; children & young people grow up safe from harm and fulfil their potential
	Ealing Law Centre	Equipment for Community managed library	Number of Study Zone sessions delivered in Year 1 40, Number of volunteers involved in delivery 20, Number of young people benefitting from access to resources in Year 1 120	See research for benefits of community managed libraries and saving a community space
	Friends of Pitzhanger	Equipment for Community managed library	Activities at the library, number of volunteers	See research for benefits of community managed libraries and saving a community space
	Ealing CVS	Equipment for Community managed library	Activities at the library, number of volunteers	See research for benefits of community managed libraries and saving a community space
	Perivale Community Hive	Equipment for Community managed library	Activities at the library, number of volunteers	See research for benefits of community managed libraries and saving a community space
	Northfields Community Hub	Equipment for Community managed library	Activities at the library, number of volunteers	See research for benefits of community managed libraries and saving a community space
Lambeth	We Rise	New Film editing box for young peoples video training project	- Number of people trained on editing software - Increased income as a result of renting out the editing suite	theory of change and evaluation framework developed in partnership with Lambeth Made and Michelle Stewart, a careers specialist who carried out the external evaluation for our Futures Project. We track the number of young people we work with

			<ul style="list-style-type: none"> - Number of editors who volunteer to work with We Rise - Number of editors who coach young people - Number of local editors who use the suite for community projects - Number of local editors who use the suite for commercial projects 	<p>and measure the impact of our all projects on 12 key employability skills.</p> <p>Increasing young peoples skills for employment</p> <p>A more collaborative culture of community support for young people</p>
Tower Hamlets	Otijo-Jo Project	series of fabric workshops for women	Number of workshops, number of participants	Develop creative skills Improved understanding and tolerance of difference
	Bow Haven	outside meeting places for people with mental health difficulties, communal art project, online platform, online meeting place	Number of participants	Promote reduction of isolation and disadvantage and access to local services, reduce isolation
Buckinghamshire	Community Transform	Community Garden project linked to a community Hub	Number of volunteer hours Size of the harvest!	Social cohesion improved, improvement of individual and community wellbeing. new skills in growing fresh produce, healthy cooking and eating well on a budget. Improvement in mental and physical health and wellbeing, reducing isolation and increasing social networks. • Increased quantity, value and experience of volunteering and neighbourliness, promoting independence, increasing low-level support, developing transferable skills such as team working, negotiating, planning and horticulture
	Oakside Open Space	New path linking the entrance to the woodland. • New interpretation board outlining some of the wildlife present on site. • Assistance given to the creation of a friends of group or residents association. •.	50+ local residents informed and at least 25+ engaged in some way with the site. • 50+ local residents informed and at least 25+ engaged in some way with the site	Increase local people's health & well being Better sense of cohesion within the housing estate Increase children's engagement with the outside world

Men in Sheds	Equipment for a Men’s Shed (a repair service with a difference)	No of repairs No of participants	<ul style="list-style-type: none"> • Local people have the skills to repair and re-use equipment, • Local people have lowered their carbon footprint by reusing equipment. • Wellbeing is improved through learning a new skill and engaging with our volunteers, • Social connectedness is improved for people who make contact with the service,
Wendover Dementia Action Alliance	Interactive table for use by people with dementia	Number of people using the table (500+)	<ul style="list-style-type: none"> • positive changes in emotional stability, overall mood and outlook, sense of self worth and belonging, physical effort and energy levels, social involvement and interaction and the ability to share and enjoy group activities.

Appendix two: Detailed Case Study:

Aiesha (not her real name) is a 30-year-old woman of Caribbean heritage living at a Hackney hostel for homeless families with her 2 year-old daughter and 3.5 year-old son.

Aiesha was referred to Hackney Playbus by Family Action's social prescribing team, in late Sep 2020.

Her referrer said that Aiesha -

“is a sole parent of two young children... She states feeling overwhelmed and disappointed with herself as a parent. She hasn't much support around her and is quite isolated. She would benefit from a confidence boost and perhaps befriending support alongside ideas/activities to do with her children.”

How has Hackney Playbus supported the family?

One-to-one telephone support

From early Oct 2020, Aiesha has been in regular telephone & text contact with us, as part of our telephone support programme, which provides an opportunity for parents and carers to discuss any issues they are facing, so that we can help them access the right support, and to talk about parenting and play.

Aiesha struggles with depression. Around the same time she was referred to Hackney Playbus, she was also referred for counselling by her GP, and she has since been prescribed antidepressants. We check in with Aiesha at least fortnightly, expressing care and concern for her and the children's well-being and asking how she is coping. When Aiesha told us she had missed a counselling appointment, we encouraged her to ring the counselling service and, when she worried that her medication was not working, we encouraged her to speak to her GP.

As it was clear that Aiesha and the children could benefit from additional support, we contacted their Health Visitor to confirm that the family had also been referred to the

family support service at their local children's centre. When they were allocated a family support worker, we talked to Aiesha about what to expect from the service and outlined the various ways they could support her.

The challenges of trying to parent two young children in a hostel has been front and centre in our contact with Aiesha from the very outset. Not only is this family of 3 confined to one small hostel room, with a minimum of space for the children to play, but there is a no visitor policy, which cuts residents off from friends and family, and no WiFi. Since we started speaking to Aiesha, we have supported her to complain to hostel management about a string of problems, including the closure of the hostel's small laundry room at the start of the Covid-19 pandemic, which forces residents to drag their laundry to a laundrette (where they are at increased risk of transmission); that the sides were missing from the children's beds, causing them to fall out at night; that the rear hobs on the cooker in Aiesha's room were out of order, forcing her to cook on the front hobs and increasing the risk to of scalds/burns; and the infestation of Aiesha's room with what appear to be flour mites or weevils. As a result, the cooker and the children's beds have been fixed, but we are now directly in touch with hostel management about the laundrette and the flour mites on Aiesha's behalf.

The hostel where the family live is located near the border between Hackney & Islington and, when we first started supporting them, Aiesha's 2 year-old daughter was home with her full-time, whilst her 3.5 year-old son was enrolled at an Islington nursery. Aiesha expected her 2 year-old daughter to be automatically offered a place at the same nursery but, when we called to check, we were told that Islington children would be prioritised. As their Hackney-based family support worker said they could not assist out of borough, we supported Aiesha to address the issue directly with the nursery. She did, and they eventually offered her daughter a place. As the children's care has since been interrupted by Covid-19/lockdown, we are currently talking with Aiesha about the possibility of arguing that her children should be classed as 'vulnerable' and prioritised for places during the pandemic. Given the stigma attached, both to homelessness and to mental ill-health, having these kinds of conversations with mainstream services is something that many parents/carers understandably avoid.

Through our conversations with Aiesha, we learnt that she was not aware of the need to apply for a school reception place for her 3.5 year-old son by a certain date. We provided information about the application process and local schools, which allowed Aiesha to visit some nearby schools and choose which she would like for her son. She submitted the application independently, in good time.

Aiesha and the children had been barely scraping by on meagre benefits. As part of our telephone support programme, we have regularly referred Aiesha to Little Village (for family hygiene packs), the E5 Baby Bank (for winter wear for the children) and the North London National Food Service (for food support).

Participating in sessions

Given the lack of WiFi at the hostel where Aiesha and the children live, and the fact that she also struggles with mobile signal in their room, it has been difficult for the family to participate in our online Zoom sessions. Nevertheless, Aiesha receives a weekly invite to one of the Zoom groups and has managed to join 3 times, along with one or both of the children. The first time, she needed quite a lot of help from the team to work out how to use Zoom. Unfortunately, no amount of tech support from us could address Aiesha's poor internet connection, and this continues to be a real barrier – particularly to our playworkers' engagement with the children during sessions.

Aiesha and her 2 year-old daughter also attended one of the small outdoor sessions we held at one of our regular Playbus locations, just over 10 minutes walk from the hostel, between the first and the second lockdowns. Aiesha was initially nervous about her daughter running off during the session, but the playworkers reassured her and her daughter demonstrated good listening and attention skills – by returning when called back by her mum - which the team reinforced and celebrated by clapping.

Her daughter clearly enjoyed the outdoor space, having the chance to wander on her own, climbing steps and going down the path while Aiesha chatted to the playworkers and to another parent attending the session.

How has participating in Hackney Playbus activities helped them?

We have linked Aiesha up with much-needed material assistance by referring her to other services who could help with food, clothes and hygiene products for her and the children.

Aiesha's family support worker at the local children's centre has been an effective support for the family and, though this is no doubt also due to the high standards of their family support worker, we helped facilitate this by helping Aiesha to form a clear understanding of what they could offer.

We helped to flag the issue of Aiesha's younger child potentially not being prioritised for a place at the same nursery as her older child and supported her to address it directly with the nursery when family support could not help. Similarly, we provided her the information she needed to choose a school for her 3.5 year old son and to submit a timely application. (Missing this date can have serious ramifications for families, such as being allocated a place at a school that is far from home.)

By really listening, and taking Aiesha's concerns seriously, encouraging her to take them to hostel management - repeatedly - and not to give up, we not only helped her to get some of the problems in her room (the broken hobs and unsafe beds) fixed but, perhaps even more importantly, built her confidence to assert herself and to take action to change her conditions for the better.

In terms of her mental health, we have encouraged Aiesha to get help when she needs it and to engage fully with mental health services. The member of our team who is Aiesha's telephone support contact has built trust with her over the past few months, and has been an important source of emotional support - particularly around parenting.

Telephone support and participation in Hackney Playbus sessions - on Zoom and in real life – have contributed to reducing Aiesha's isolation and helped her to feel more connected to other parents/carers. Online sessions have provided the whole family with opportunities to do something fun together and learn new songs and the outdoor session provided the 2 year-old daughter with an unusual opportunity for exploration and learning.

We hope to continue to support Aiesha and to be able to welcome her and her daughter to regular Hackney Playbus sessions once we are able to start these up safely again.

Please describe any observations you noted about changes to the participant's behaviour/attitude/knowledge/skills during the project:

Aiesha has grown in her confidence, as a parent and as a person. It is also notable that, whereas it took many attempts over the course of about 2 weeks to have an initial telephone conversation with her, she now always answers our calls and engages actively with us.

Please include any comments from the participant about their experience of Hackney Playbus services:

Aiesha often thanks us for calling her to check in, following up by text about something we discussed on the phone or referring her on to other organisations for support.

Appendix three: year two grants

	Project	Grant	Activity
Brent	Brent CVS	£10,000	Capacity Building Mutual Aid Groups
Haringey	Sister System	£10,000	Early intervention for females affected by care
Hillingdon	Health4All	£15,000	Capacity Building VCS groups
Islington	Finsbury Park Trust	£10,000	Refurbish kitchen and food project
Lambeth	School Grounds Sound	£6,187	Impact measurement for youth project
	Art4Space	£3,128	Impact measurement for youth project
Tower Hamlets	Outside Edge Theatre	£10,000	Theatre project for people with addiction issues
Buckinghamshire	Wycombe Multi Cultural Association	£6,376	Kitchen refurbishment & expansion
	Oasis Partnership	£6,376	Men's Shed activities as part of new community hub.
Southwark	Open City	£10,000	Workshops and mentoring for young people in the built environment industries

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LHC Work Programme

Dated 14/05/21

DELAY CP/NHC Stakeholder Collaboration
CP/NHC Combined with other procurement
CP OFFER Previous Framework Expiry
NEW



LHC Work Programme				20-21				21-22				22-23																		
Ref	Value (m)	Expiry	Description	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
FS1		31/3/23	Fire Consultant																											
FS1		30/6/23	Passive Fire Measures																											
WH2	234	Non-Consec 01/03/24	Whole House Refurb																											
N8		Feb-20	Energy Efficiency CAN 09/11/20 Live 09/11/20																											
N8C		Feb-20	Energy Efficiency																											
K7	7.25	31/8/22	Kitchen Supply																											
A7	18.2	Sep-19	Aluminium Windows & Doors																											
C8	38.2	01/02/2020 & 04/21	Communal & Dwelling Entrance doorsets CAN 10/03/21 Live 01/04/21																											
WD2	38.4	31/07/2022	PVC-U Windows & Doors																											
RS4	41.2	PR4 30/06/20 FR3 30/03/21(ext.24/06)	Roofing Systems (Flat/Pitch) CAN 23/04/21 Live 28/04/21																											
HS2-EW	6.42	Apr-21	Heating services																											
AS3	13.95	May-22 England & Aug-22 WPA/SPA	Asbestos Works & Services																											
WM2	3.72	Aug-21	Water Maintenance																											
V8	7.38	Jun-22	Vacant Property Services																											
NH3	85	30/04/23 (all regions on NH2)	Offsite Housing																											
H2	233.5	H1S 20/04/22 - H1SW/W 22/09/22	Housing Construction To go Live 5-10 months ahead of H1S/SW/W-PA																											
OPI1		28/02/2026	Off-site Project Integrator																											
MDC1		H1S 31/12/22 - H1SW/W 31/01/23	Multi Disciplinary Consultancy Services Tgt 1/1/23 4 or 6 years?																											
MB2	98.5	30/04/2021	Modular Buildings Targeted CAN 10/05/21 Live 07/05/21																											
PB3 (ex SCB2)	250	30/06/2021	Schools & Community Bldgs Targeted CAN 18/06/21 Live 01/07/21																											
LHC Partnerships & RBU Specialist Programme																														
H1NW		19/04/2024	North & Mid Wales New Housing																											
ADS (1.1)		31/12/2027 ?	LB Southwark Consultants																											
DPS HCSWa			Housing Construction South Wales DPS																											
DPS WH		13/02/2027	Whole House DPS																											
MDC1/LSE		New CPC/LSE exp 04-05/27 (6 years)	Consultancy Consider to dovetail with MDC2																											
EIS/LSE			Engineering Inspection Services																											
CP		01/03/2022	Fire Safety (LHC's FS1- CP replacement) NOT STARTED																											
CP		01/03/2031	HVAC+R, Drainage and Plumbing (LHC's H51 replacement)																											
CP		30/04/2024	Asbestos Legionella & Mould (LHC's AS2 & WM1 replacement)																											
CP		01/04/2023	Property Safety & Security (V8)																											
CP		01/11/2020	Adaptations - Product Only																											
CP		01/06/2023	Passenger Lifts																											
CP		01/04/2022	Stair Lifts & Lifting Equipment																											
CP		01/11/2023	Tech Enabled Care Services																											
CP		01/04/2023	Commercial Insurance																											
CP		01/07/2023	E Payment Services																											
CP		01/03/2021	Tennants Contents Insurance																											
CP			To Follow																											

20/21 Procurement activity concluded MB2, C8 & RS4.

All 20/21 procurements were issued extensions due to COVID resourcing as well as Factory visits affected, consuming all available programme flex and concertinaing programme resources
 C8 (Combined Doors Framework Fire/Standard & Communal) delayed by 8 weeks due to outstanding fire certification availability. C7 expired Feb 2020 - not renewed do to lack of re-certified fire doorsets
 PB3 procurement from 20/21 affected by previous procurement delays by 6 weeks additionally 100% increase in submissions (73) - approx 12 week delay - mitigated by SCB3 extension via PPN 01/20
 H2 procurement also delayed due to above comments - At final regional sign off stage pre-ITT issue - H1 SPA expires 04/22

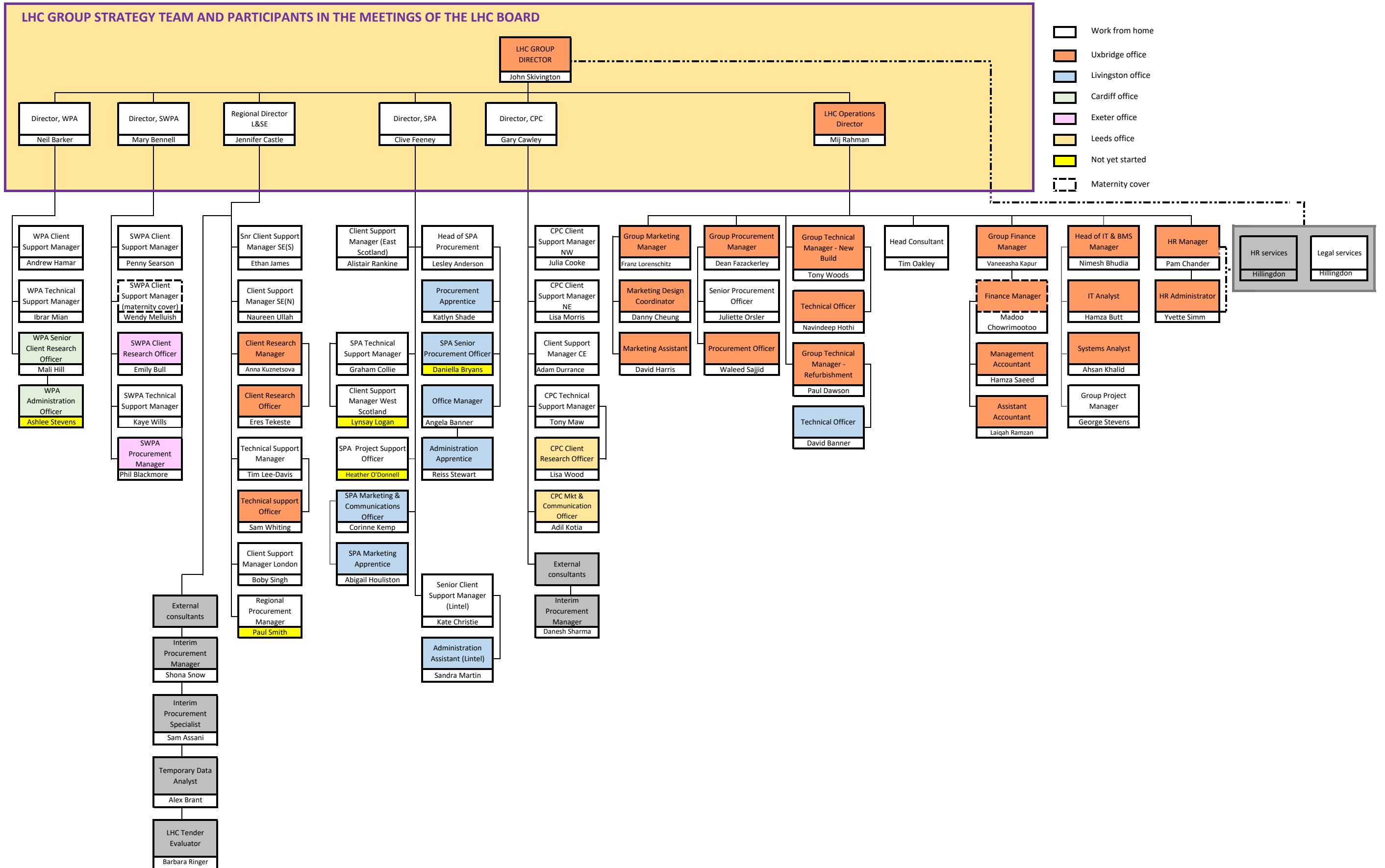
New Group 21/22 procurements:

- FS1 (Fire Safety Works) to be re-procured by LHC in agreement with CP due to increasing focus of ongoing Technical assurance requirements
- FS1 (Consultancy) will be included as a workstream in LHC's Multi-Disciplinary Consultancy Framework (MDC1)
- MDC1 will corrral all lone framework under single offer with various consultancy workstreams inc:
 - General(exc. CPC/LSE), Housing, Fire safety & re-consider energy efficiency as traction grows
- U11/T5 PVCu/Timber widnows - Increased focus will on embodied carbon, sustainability/recycling, support for low energy buildings
- K7 Kitchen supply re-procurement

Regional 21/22 procurements:

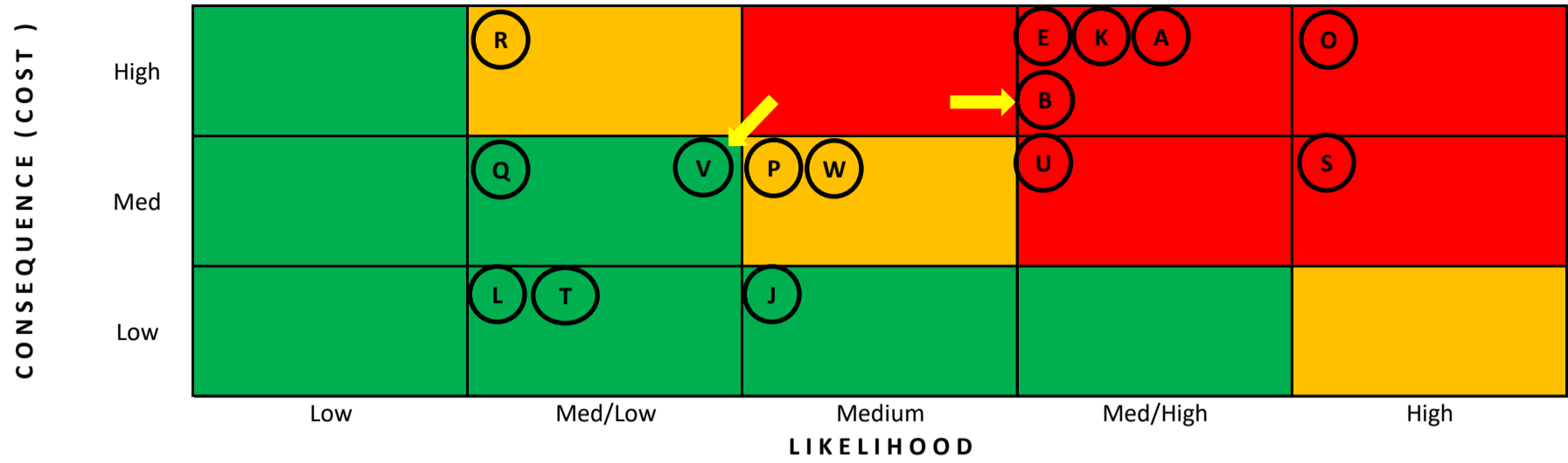
- MDC1 LSE/CPC General consultancy only on track
- Architectural Design Services (ADS) Expansion and Engineering Inspection Services (EIS) on track

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Risk elements (after implementation of mitigating actions)



A Increasing competition for pre-tendered frameworks

B Lack of interest of LHC Constituent Members - especially Hillingdon as lead authority and employer

E Increasing trend to use local supply chains

J British exit from EU will nullify requirement to follow EU procurement directive

K Devolution argument extends to membership of London-based LHC (see also risks B & E)

L Damage to reputation of declining levels of client satisfaction with LHC appointed companies

O Housing Associations relieved of their 'public body' status

P Lack of career progression opportunities for LHC staff

Q Cyber attack on LHC systems

R Loss of business in Scotland

S Loss of business due to impact of Grenfell on spending plans

T Damage to reputation of lack of information resulting from deletion of inboxes of ex-employees

U Damage to reputation of incomplete records relating to the Grenfell Inquiry

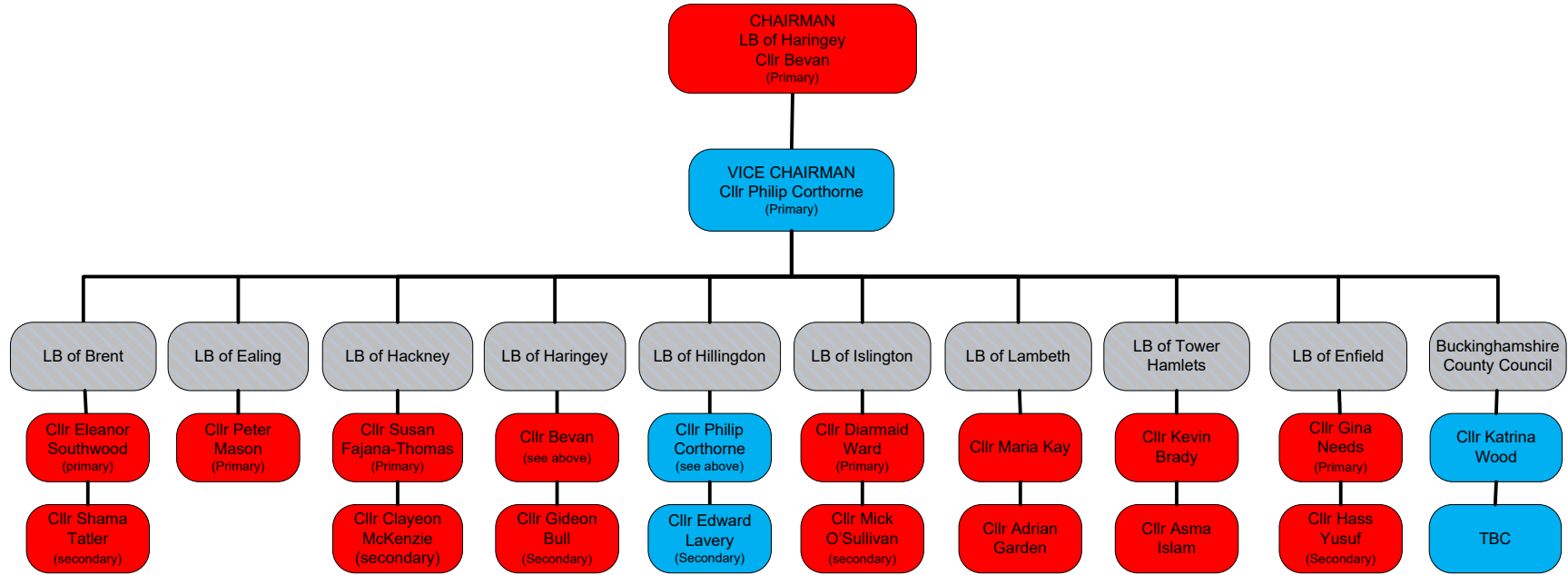
V Impact on LHC finances of a prolonged lack of investment in public sector housing and construction, post covid-19.

W Reduced staff and business performance due to prolonged continuation of lockdown restrictions

NB The above risks are corporate risks - deemed to have an impact on the whole organisation.
An operational risk register exists for all other risks

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FULL MEMBERS ORGANISATION CHART
As at 20 May 21



Keys

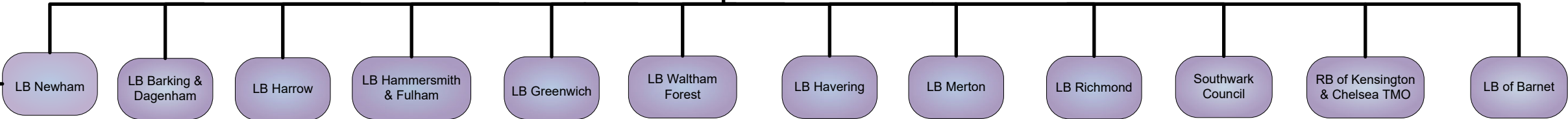
● Conservative = 4

● Labour = 15

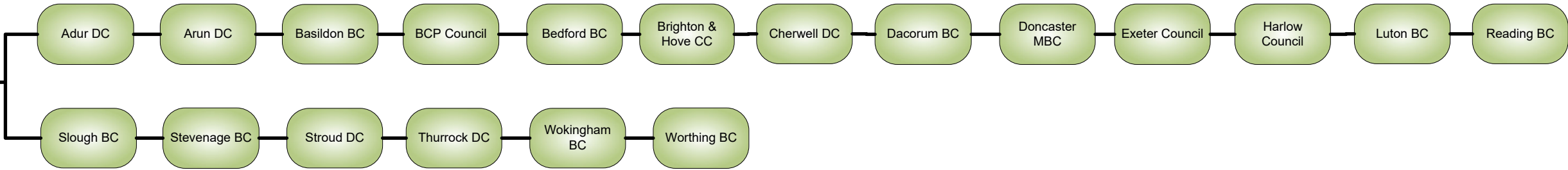
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LSE Associate Members
92 Appointed Organisations

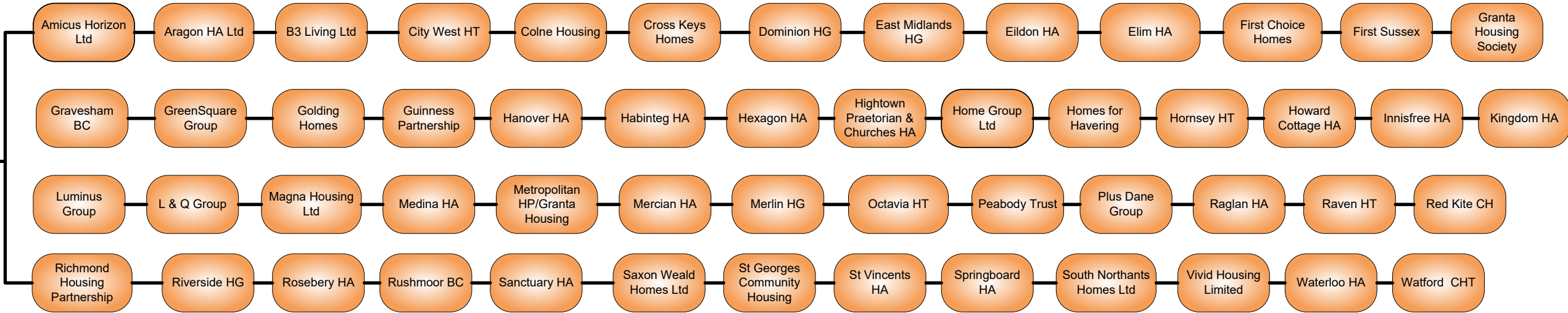
Local Authorities (London)
 12 Organisation



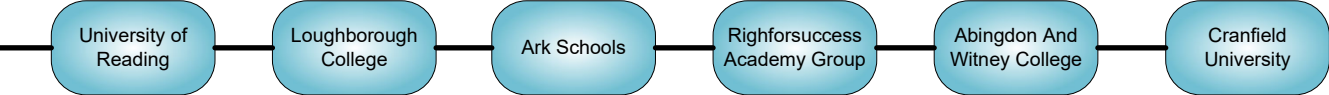
Other Local Authorities
 19 Organisation



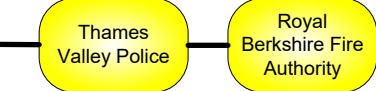
Housing Association and all other Housing Groups
 53 Organisation



Schools, Colleges & Academy Trusts
 6 Organisation



Police & Fire Authority
 2 Organisation

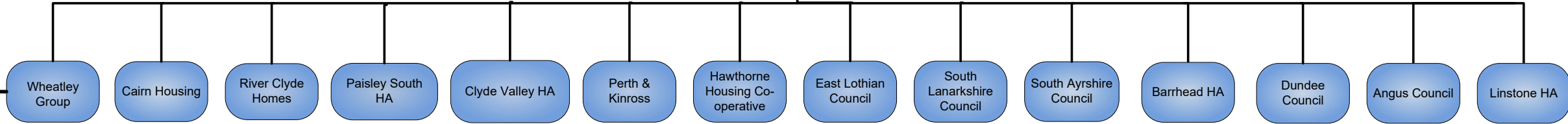


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**SPA Founder Partner/Executive Partners
and SPA Partners**

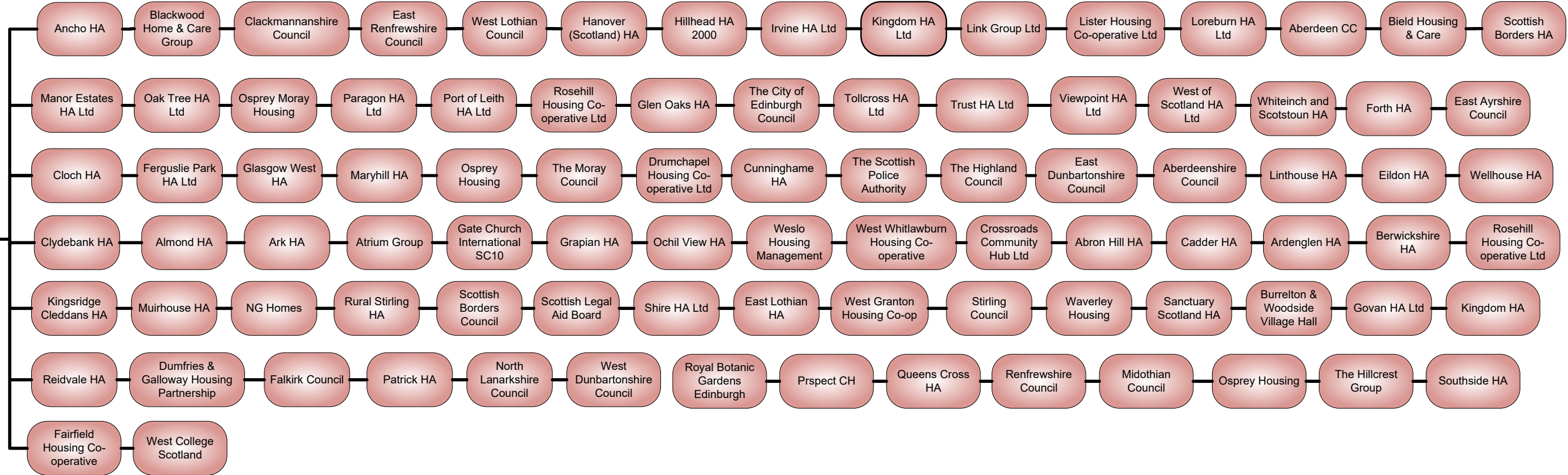
105 Appointed Organisations

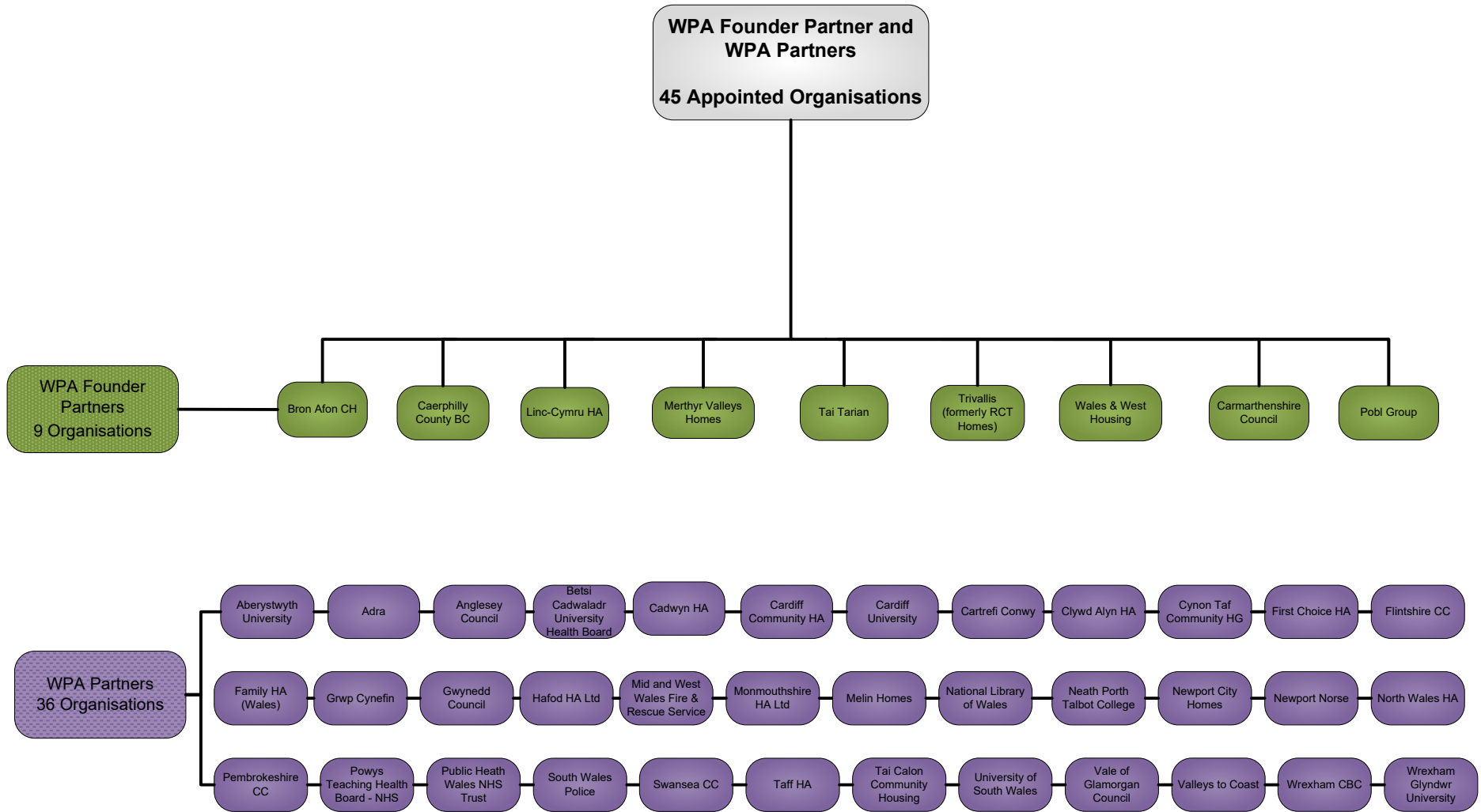
**Founder Partners
And
Executive Partners**
14 Organisations



Page 59

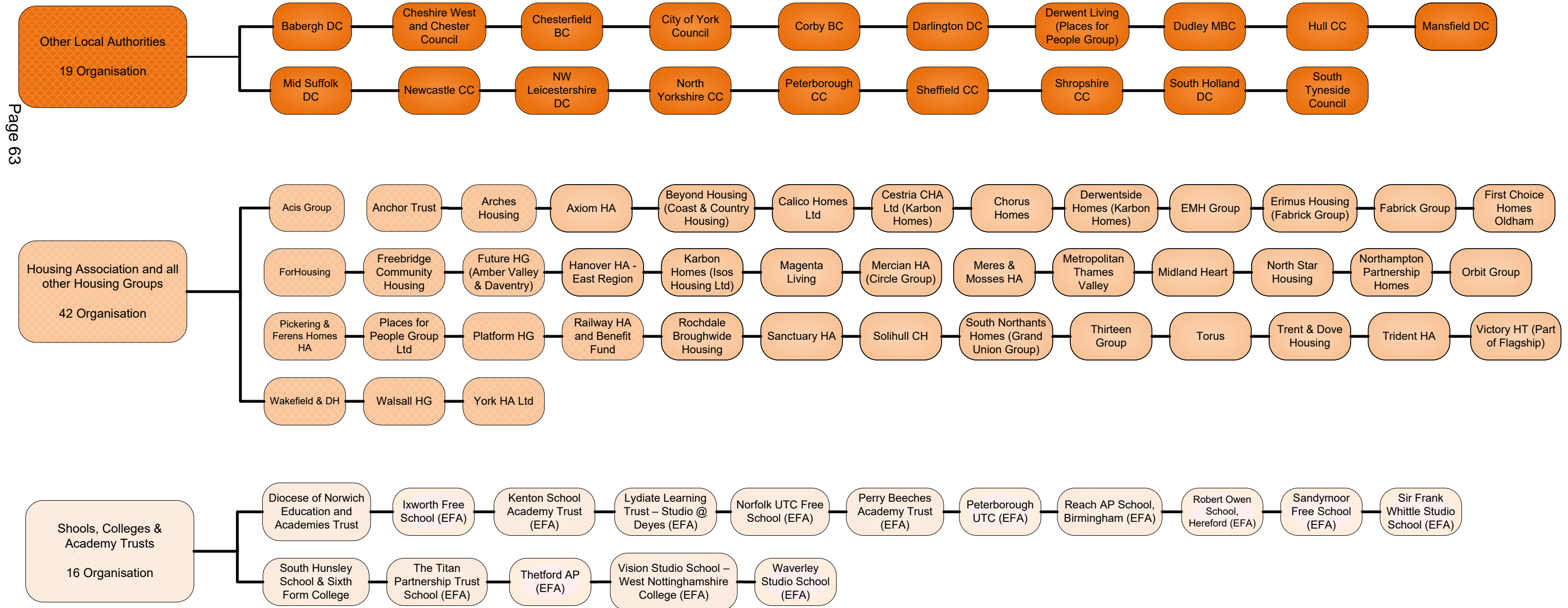
SPA Partners
91 Organisations





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CPC Partners
77 Appointed Organisations

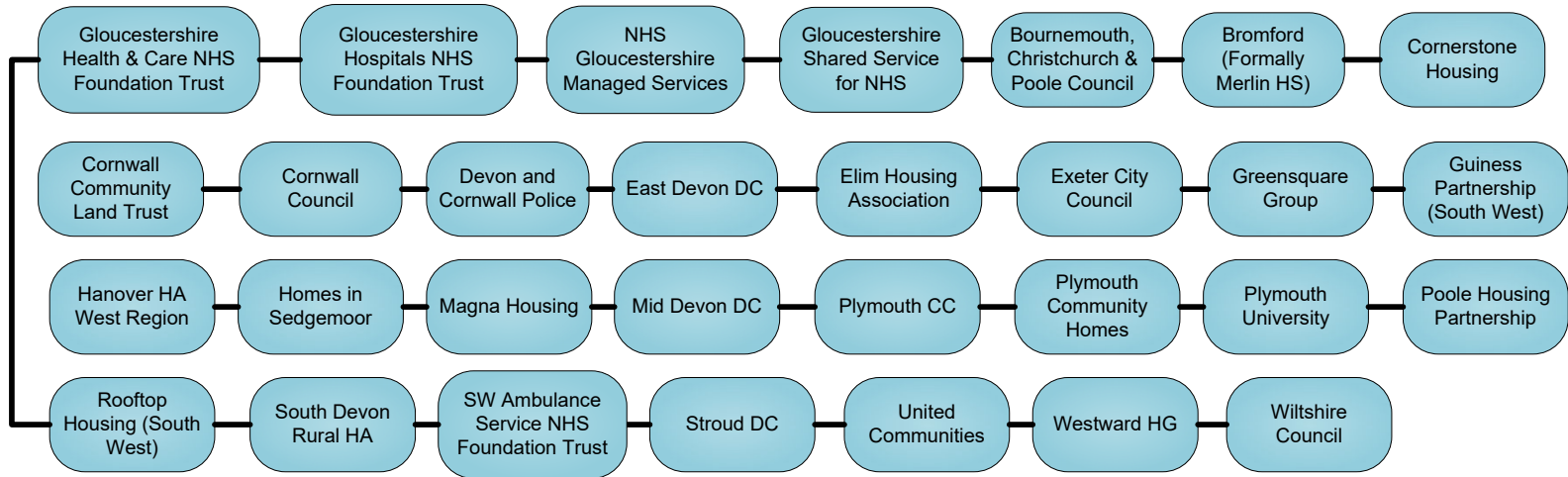


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SWPA Partners

30 Appointed Organisations

SWPA Partners 30 Organisations



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Item 4 – reports from LHC Business Operations**Board Report from LHC Operations: 2020-21**

This paper brings together the high-level updates and seeks to provide an overview from across LHC's Central Operations Department.

Note other agenda items in the board paper cover detailed updates on key activities.

HR/Finance & IT:**People**

- LHC HR team will be trained to assist in LHC Job grading, providing expert insights to create the right job description/package to attract the best candidates in a competitive market environment.
- Successful HR & IT deployment for onboarding of 21 new members of staff
- Interim Finance Manager (FM) recruited for Group Finance Managers maternity cover
- Both Junior finance team members progressing well with training for chartered status
- Health & Happiness score best results in decade, since 2010 when initiative started.
- 'Excellence' level of health and safety policies/management, as recognised by Wellbeing Charter. Supporting staff through COVID, from office closures and home working and controlled/safe return to work where practical.
- Wellbeing group playing a key role over past year, with online group activities (group John O'Groats challenge) and yammer channel dedicating each month to key themes such as environment, health, nutrition etc.
- Mandatory training rolled out covering health & safety, EDI, Mental Health awareness, confident communications for women

Projects

- Comprehensive Performance Management Guide launched, with updated policies to support managers/staff throughout employee lifecycle.
- Wellbeing Charter Accreditation status received on 1st attempt – now work towards achieving top status of Excellence.
- Psychometric testing of new recruits through Thomas International is being piloted at SPA, assessing suitability of candidates to the role and team – future use could also be deployed for existing talent development.
- Continued maintenance of ISO9001 & 27001 certification
- Completed Statutory Account and received successful 'clean' audit outcomes

Partners

- Following on the internal EDI assessment presented December '20, to continue improvements in this area, Building People a built environment platform focusing on diversity, has been partnered with. The platform consists of 35+ organisations that are committed to supporting diverse communities.

Technical Procurement Operations (TPO) and Group Marketing:**People**

- 20/21 approved structure fully in place from January 2021 – delays linked to COVID
- Positive outcome of activity, considering interim project teams solely working remotely on shared product development activity

- 21/22 approved structure for onboarding Head of Technical Procurement commenced – to consolidate management and oversight to a single accountable leader
- New organisation wide monthly training sessions introduced covering technical/procurement subjects
- Priority focus on ‘Raising the Bar’ and planning roll out of required accredited training (CIPS & BSI) for LHC staff to provide assurance on fire safety competencies
- Junior TPO member completed CIPS level 4
- Focusing on growing marketing talent, junior staff embarking on Chartered Institute of Marketing Diploma as well as digital & design expertise to provide in house support
- Greater marketing collaboration achieved with regional teams through effective working groups – shared benefits across different brands and needs
- Developed internal marketing service level agreements, which promotes and effective and efficient service from the centre to all internal clients

Projects

- Introduction and development of co-creation strategy with accountable officers form regional businesses informing framework design with local intelligence and needs
- Group contributions to, Environmental Audit Committee and Public Procurement Green Paper consultations
- Framework Alliance Contracts improved and issued with all new frameworks
- EDI data of bidders’ representation collected in current procurements – analysis to follow
- Website improvements underway to improve regional brands and future website management, whilst compliance (RNIB) with accessibility requirements complete - visits increasing year on year
- Improved and consistent brand guidelines as well as brand assets being developed
- Competitor analysis underway to assist with improved market intelligence to inform procurements and other activity
- Live Regulations and Guidance tracker launched incorporated within TPO Risk Register
- Review of procurement platforms to support transformational change activities

Products

- ITT documentation (quality and structure) revised for clarity and improved bidder experience increasing focus on regional capability – next phase will be improving tech/pricing schedules
- Framework foundations improved through ‘LHC Lifetime Values’ - comprise a set of social, community and environmental measures. Framework design, specification and evaluation consider seeks to assess bidders’ responses supporting the achievement of these values
- Marketing activities re-mobilised and adapted well to COVID restrictions moving to fully remote pre-tender engagement and product launch activities
- 50-100% increase in tender submissions received for all procurements
- Fire Doors, Modular Buildings and Roofing frameworks progressed successfully during Covid restrictions – which where disadvantaged by factory inspection challenges

Partners

- Supporting Modular & Portable Buildings Association -part of Technical committee reviewing standards and regulations
- ‘Mobilising the Adoption of Off-site’ working group launched – to demystify and develop an accessible knowledge hub that benefits the sector in general
- Key contributor to Independent Review of Public Sector Construction Frameworks – Kings College

- Group PR via Liz Male Consulting has delivered 18 press releases and 8 comment/thought leadership articles to improve LHC reputation in the sector

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Item 4 – Reports from LHC Business Operations

Board Report from LHC London and South East: 2020-21

Jennifer Castle, London and South East Director

Report to be presented by video

The London and South East regional business unit was formed in 2019 to work closer with our clients to ensure the LHC products and services made a difference in delivering better buildings and homes that enhance our local communities.

Maximising on the 50-year heritage of LHC and our strong existing relationships, by focusing on targeted client and supplier requirements, the London and South East Regional Business Unit has been able to offer a full end to end service that guarantees additional value to the public sector.

People

It is important to the London and South East team who are working within the community to reflect the people that we are ultimately serving. We have been conscious in ensuring we have a diverse team of excellent people with specific skillsets available to our clients. We have developed a happy and healthy team that work together well, are interdependent and feel valued. With guidance and strategic leadership, this team work with one another to ensure the products we offer exceed expectations and that our work with LHC Group is fully effective within the region.

Performance

Despite a challenging year, the London and South East team have maintained excellent client relationships and developed in areas previously underperforming due to lack of resource. We were able to finish 20-21 with a financial surplus, with 90 clients with newly declared projects and over 370 leads. The total value of works going through our frameworks in our region currently is circa £350,000,000 over 321 active projects which demonstrates a significant impact to the built environment in our region.

Projects

This year we have seen a fantastic increase in the uptake of our Off Site Construction of New Homes framework, with clients like London Borough of Bromley and Maidstone Borough Council using it to access specialist volumetric manufacturers with enhanced energy efficiency products to provide social or temporary housing for those in need of homes. We have a number of projects being tendered to support the London Affordable Rent scheme, notably with London Borough of Enfield who are mid-tender for a 35-unit pilot scheme. We have also supported our clients in the Public Decarbonisation Scheme to meet ambitious carbon neutrality plans. London Borough of Hounslow have invested £1M into four schools for the replacement of Aluminium Windows and Doors to achieve higher energy efficiency levels accessing our Aluminium Windows Framework; whilst Portsmouth City Council have accessed our Energy Efficiency Framework to complete much needed External Wall Insulation projects.

We are also seeing an increased uptake in the Non-Housing Sector with clients such as NHS Milton Keynes undertaking extensive roof replacement works through our Flat Roofing Framework.

Products and Partners

During the Financial year of 19-20 the London and South East Regional Business Unit Partnered with London Borough of Southwark to create a framework to procure innovative Architect Design Services. This framework achieved fantastic results, attracting new companies not on other frameworks and providing a mix of micros and SMEs giving London clients access to new and exciting design opportunities. This is not only being used by London Borough of Southwark, but also across London. However, the

results of this framework were unacceptable in terms of lack of racial diversity and so we saw an opportunity and a social obligation to investigate how we can improve the procurement process to make

effective change. We are now in the process of procuring an expansion to this framework specifically designed to attract diverse organisations. We have completed extensive work in identifying potential bidders and ensuring the process reduces barriers for those inexperienced in public sector contracts. This approach has also informed further regional procurements which will ensure our products are fair, proportionate and reflect our society:

Architect Design Services For London (Sept 21) | Engineering Inspection Services (Sept 21) | Multi-disciplinary Consultancy Services (Jan 22)

Item 4 – Reports from LHC Business Operations

Board Report from Scottish Procurement Alliance (SPA): 2020-21

Clive Feeney, SPA Director

The alliance was established following extensive consultation with the Scottish public sector, including Housing Associations and the 32 Local Authorities throughout Scotland. It was recognised that there was opportunity for a collaborative, innovative organisation to support the goals and aspirations of the Scottish public sector. It was clear there was synergy between these aspirations and those of LHC in the delivery of better homes that enhance local communities. SPA was launched in 2016, we celebrated our 5th birthday in March this year.

Executive Committee

SPA is supported in its activities by an Executive Committee of 15 organisations made up of contracting authorities of all sizes and representing a variety of communities throughout Scotland. These range from small, housing co-operatives to Wheatley Group; one of the largest social landlords in the UK.

Partners

Due to the size of the Scottish public sector, the opportunity for engagement is limited to 150 contracting authorities. Of these, SPA now has 103 signed up partners, committed to supporting our aims and ambitions.

Strategic Alliances

Along with the support of our partners, we have formalised key, strategic relationships with influential organisations to help support and drive our ambitions. These include - Scottish Federation of Housing associations (SFHA), Supplier Development Programme (SDP), Construction Scotland Innovation Centre (CSIC) and The Chartered institute of Procurement & Supply (CIPS)

People

SPA is a high performing business, but only as good as its people. We strive to ensure the SPA team are healthy, happy and have the necessary skills and knowledge to be the best they can be. The team has grown with the addition of 3 apprentices, who are all taking formal education / professional qualifications. Each has been a fantastic addition to the team. We are proud of the recent LHC Health & Happiness survey which reported that the SPA team were joint highest scorers amongst individual LHC teams.

Performance

Prior to the Covid Pandemic, SPA performance had grown impressively year on year, from a 2016 performance of £37m turnover, £1m income and 100 projects to a 19/20 performance delivering £220m turnover, £4.8m income and 450 projects. We took a hit during 20/21 due to the pandemic but were proud to support LHC by delivering £199m turnover, £2.8m income and 445 projects. We currently have over £1bn worth of projects in progress within SPA and are forecasting a return to pre-Pandemic levels during 2022-23.

Key Impact

We are focussed on supporting Scottish Governments ambitions for new home delivery and net zero by 2045. We have already delivered over 10% of Scot Govts target, with over 126 projects, 3,500 new homes, equating to over £0.7bn of construction. We will continue this focus and support the decarbonisation, net zero goal through our current and new products.

Community Benefit & Social Value

SPA has driven the implementation of Community Benefit and Social Value through our activities, pioneering the delivery of the Community Benefit Fund (CBF) through a third party. We chose to work with Lintel Trust, formerly the charitable partner of the Scottish housing sector. To date, we have distributed over £550,000 through SPA, secured a further £365,000 of match funding, enabling over 50 individual projects, supporting over 23,000 individuals. The success of these activities saw Lintel Trust join the LHC Group in January 2021.

More information on Lintel Trust can be found in the Lintel Trust Board report.

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Item 4 – Reports from LHC Business Operations

Board Report from Intel Trust: 2020-21

Clive Feeney, Director and Trustee

Intel Trust is an un-endowed Scottish Charitable Incorporated Organisation (SCIO), which has been operational in Scotland for 40 years. Since inception, the charity has given out over £2 million in grants to thousands of housing related projects to help people experiencing disadvantage in social housing. The organisation is the only charity in Scotland to focus on the provision of small grants to help social housing and community-based projects.

History

In 2015, the charity joined the Link Group of registered social landlords, social enterprises and voluntary organisations. The inclusion of Intel into the Link Group allowed Intel to continue and augment its work across Scotland.

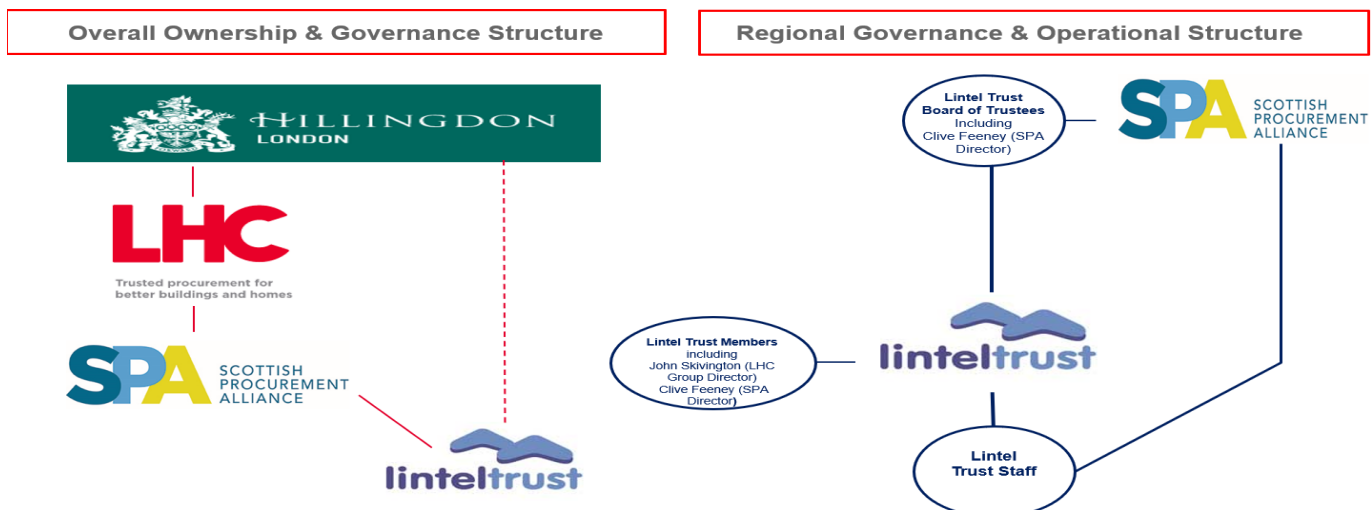
In 2017, Intel Trust entered into a partnership with the Scottish Procurement Alliance (SPA) to manage and deliver their Community Benefit Fund and became involved in the world of community benefits achievable through procurement.

In 2021, Intel Trust moved parent group to join SPA as part of the LHC Group, under the ownership of London Borough of Hillingdon (LBH).

The move was part of a wider LHC Group aim to develop its community benefit services and grow its social value impact.



Management and Governance



Accounting & Audit

Lintel is treated as a separate legal entity and does not require consolidated accounts, so these are being completed in accordance to regulatory timelines. In consultation with Lintel Trustees, timelines have been staggered to avoid clashing with the end year LHC Group accounts and will be undertaken in line with the Trust's AGM in August.

Item 4 – Reports from LHC Business Operations

Board Report from Consortium Procurement Construction (CPC): 2020-21

Gary Cawley, CPC Director

CPC was established in August 2019 with the ambition to work together with the public sector across the North of England to deliver better buildings and homes that enhance our local communities.

The coronavirus pandemic has emphasised the relevance of some of CPC's key activities and concentrated our minds on how we work together in a collaborative manner to accelerate the pace of change in our industry, delivering real and sustainable social value for our local communities. CPC has been operating for just over 18 months and we are now seeing a real momentum in the North of England around levelling up standards and finding innovative ways to tackle carbon reduction and housing challenges, decent standard homes and climate change is a top priority for our social landlords.

CPC a unique part of the LHC group

Born in 2019, we've grown out of a collaboration between LHC and the Northern Housing Consortium (NHC), existing to serve members of both organisations and the wider social housing sector across the North of England and the Midlands. That means that our clients and suppliers get the best of both worlds when they work through us – the expert, technical knowledge of LHC, which has more than 50 years of procurement experience, and the local knowledge and understanding of NHC, which acts as the political voice of the housing sector in the North.

Our Performance

The last year has been a challenging period for us all however CPC has seen its income increase to £649,198 up from the previous year figures of £436,368, which is a 33% increase. Over the last 12 months we have also established a strong pipeline of new leads and opportunities based on a strengthening relationship with our clients and Approved Companies which creates high levels of confidence that our rapid growth will continue into the future.

Our People

When founding a new organisation, bringing a completely new team onboard is the most important aspect, so it has to be done right – to get the right people mix with the right skills, and make sure they are ready to hit the ground running. The pandemic has made this a tricky task – some of our team joined just as the first lockdown was announced, meaning they have had no time at all in the office, while others have been recruited in the midst of the stay-at-home decree and have never met their teammates face to face. And yet, CPC has thrived in its first 18 months, and it's all thanks to our amazing team.

Our Projects

We have completed several significant projects during 2020-21 which includes Helping Sheffield City council successfully use Modern Methods of Construction to accelerate its new house-building programme using our Offsite Construction of New Homes (NH2) framework. Supporting Middlesbrough council to create an attractive, inspiring workspace for the Boho campus in the commercial quarter for the town's digital media and technology sector using our Modular Build (MB1) Framework, helping university of Warwick to create a new state-of-the-art Degree Apprentice Centre for students, which consisted of a three-storey building with an IT Teaching Lab, small amount of meeting rooms using CPC's Schools and Community Buildings (SCB2) framework.

Conclusions

Looking to the future, our collaborative working outlook doesn't stop at our existing partnerships, within just the past few weeks, CPC, along with NHC, has announced that we're to become key partners in NEECCo – the North East England Climate Coalition – which is seeking to make the region England's greenest. Housing providers have a huge part to play in helping the country to become net zero by 2050 – it's estimated that over a third of greenhouse gas emissions come from the country's buildings, with most of those being domestic. It's a heavy challenge, particularly in the face of the other pressing issues of having to provide new homes and meet forthcoming safety standards but CPC are ready to play our part.

Item 4 – Reports from LHC Business Operations

Board Report from South West Procurement Alliance (SWPA) : 2020-21

LHC South West was rebranded as South West Procurement Alliance in October 2019. Our aim in addition to the LHC goals are to ‘support the South West economy and communities ‘and ‘become the procurement solution for the South West ‘

The Team

- Mary Bennell - Director, appointed Sept 2018
- Emily Bull - Client Research Officer, appointed May 2019
- Wendy Melliush - Client Support Manager, maternity cover appointed Sept 2020
- Kaye Wills -Technical Support Manager, appointed Nov 2020
- Phillip Blackmore -Regional Procurement Manager, appointed Dec 2020

We are based in Exeter in a shared office building on the Quay.

Where we operate: We cover the counties of Cornwall and the Isles of Scilly, Devon, Dorset, Somerset, Bristol, Gloucester, and Wiltshire. The South West is a beautiful part of the country to live in but there are several key challenges/features such as the low waged economy, reliance on tourism and lack of transport connectivity. South West clients are focused on environmental sustainability and zero carbon, many have made the commitment to be carbon neutral by 2030.

Promotion and Marketing: Since our rebrand in 2019 we have increased our profile through active engagement and networking in the region. We tweet and post regularly and have held several knowledge sharing events on Social Value, Offsite Construction, and Collaboration. We are active members of Constructing Excellence South West and South West Women in Construction.

Clients and Projects: The SWPA client base is relatively small with approximately 140 identified public sector clients. We are actively engaged either through registered projects, leads or ongoing dialogue with 72 of them. We have 109 projects underway and last year 85 new projects were registered as opposed to 8 in 2017/18. We had, at the end of March 2021 a pipeline of 217 active leads registered in 2021/22. There are 29 signed up SWPA members and we plan to set up a steering group in SWPA this financial year, inviting our most active clients to become part of that steering group.

Products: In 2017/18 only 3 of our frameworks were being used by clients. In 2020/21, 13 frameworks were being used on 109 projects. This past year we have spent much time focusing on Modern Methods of Construction /Offsite Construction of New Homes working with lead clients and appointed companies to promote the adoption of this construction method to other South West clients .We are currently working in partnership with a consortium based in Bristol to deliver a Low Carbon MMC Dynamic Purchasing System that will provide clients with access to a wide range of suppliers and allow them to match their initial requirements against supplier capabilities using an innovative digital toolkit .We are predicting a steady increase in income and turnover going forward although the growth rate in terms of turnover will reduce due to the lower percentage levy on major construction projects. Income in 2021/21 was £284,000 and is predicted to be £560,000 this year which means we will cover our expenditure before central office overheads.

SWPA Community Benefit Fund: We distribute £12,00 per annum to projects nominated by SWPA client members who have active projects. Each grant is for up to £1000 and we focus on small charities who find it hard to access funding. The vetting of the charities is carried out on our behalf by South West Community Matters. In 2020 /21 we supported amongst other the Bristol Baby Bank Network - delivering emergency clothing and nappies to families during lockdown and provided outdoor seating for the Safe and Sound Café in Chippenham that focuses on mental health counselling for young people.

Item 4 – Reports from LHC Business Operations

Board Report from Welsh Procurement Alliance (WPA) : 2020-21

Neil Barker, WPA Director

WPA was established in April 2017 with the ambition to have an impact and to make a difference in Wales.

People

- Population of Wales is 3.15 million
- Size of Welsh public sector is small when compared to the sector in our other regions
- WPA align strategy with Welsh Govt policy
- Specific local requirements require us to tailor our services offer
- We have to bear in mind the Wellbeing of Future Generations Act that guides strategy in Wales
- Working with Welsh suppliers is critical

In terms of people our aim is to create and maintain a high-performing team around a healthy workplace.

- Mali – Administration and local marketing
- Andrew – Client support and business development
- Ibrar – Technical support and pre-tender supplier engagement
- Neil – Support and guide the WPA team and work with LHC Group to ensure that our product and services offer is ‘Wales friendly’

The **WPA Executive Committee** was established in July 2017 with six Welsh client organisations as a steering group to help guide our strategy and give the WPA extra credibility. The Executive Committee now has 9 members and we also have a further 36 associate members.

Projects

During the last year that we operated in Wales as ‘LHC’ (2016-17) only 3 new projects were registered. Since WPA was established in April 2017 the client base has grown each year and we now have 224 project Opportunities in progress (at 1 April 2021). 40% of these are producing levy income. We have a healthy pipeline and 125 new projects were registered during 2020-21 by 36 clients using 17 frameworks.

Products

New-build housing requirement, identified by the WPA Executive Committee, necessitated the development of some Wales-specific products:

- Housing Construction Framework for Wales and South West England (launched in 2018)
- Housing Construction framework for North Wales (launched in 2019)
- Housing Construction DPS South Wales (launched in 2020)

All schools in Wales are under Local Authority control and use Welsh Govt frameworks so WPA currently do very little in the education sector.

Projected growth in turnover during the next few years will be substantially down to our involvement in the delivery of new-build social housing and retrofit programmes for decarbonisation and energy efficiency works.

WPA Community Benefit Fund

- The WPA Community Benefit Fund was established to enable WPA to distribute income generated in Wales.
- The nine WPA Executive Committee members share in our fund which is managed by Community Foundation Wales (CFW).
- As we generate surplus income, we may be able to extend the fund to include associate members.
- £238,600 distributed to fund CB projects since 2018.
- Latest Community Benefit Fund project stories will be collected and publicised during 2021.

Item 5 - HR Report by the HR Manager

Recommendation

That the information contained in the HR report below be noted.

1.0 Staff Statistics (April 2020 to March 2021)

a. Headcount

At the end of the March 2021, LHC employed 58 permanent staff and 3 contractors.

b. New starters

Since April 2020, 21 new staff have been recruited, 18 permanent and 3 contractors

c. Leavers

9 staff have left the organisation since April 2020, 7 permanent staff and 2 contractors. Reasons are listed below:

Department	
Technical Procurement	2
Corporate Services	1
SPA	1
CPC	2
SWPA	1
LSE	2

Leaver reason	
Resigned	5
Unsuccessful Probation	1
End of contract	2
Redundancy	1

d. Length of Service

The table below shows the length of service. As at the end of March 2020, 28% staff had less than 1 years' service, 53% staff had between 1 and 5 years' service and 19% staff had been with LHC for 6 years and above.

less than 1 year	16	28%
1 to 5 years	31	53%
6 to 10 years	5	9%
11 to 15 years	2	3%
16 to 20 years	3	5%
21 years +	1	2%
	58	

e. Sickness and Absence

LHC staff absences totalled 364 working days since 1st April 2020. This is an average of 1.7 days per employee per year. The previous year, the average was 1.5 days.

49% of the absences related to stress, 20% was digestive/stomach related and the rest was cough/colds and other.

2.0 Staff Wellbeing

2.1 Workplace Wellbeing Charter

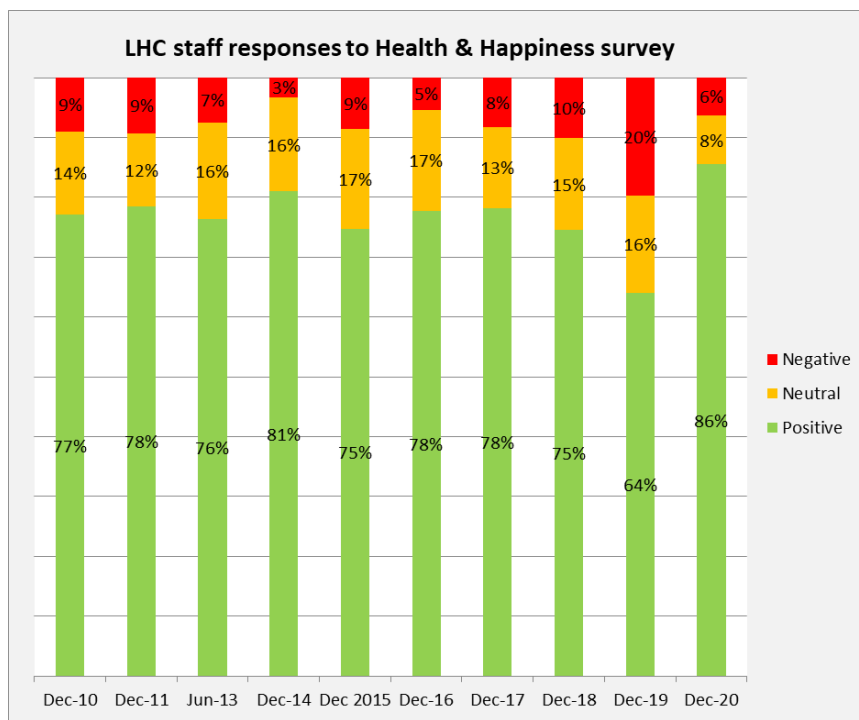
LHC have recently achieved the workplace wellbeing charter accreditation. Each standard is awarded an overall score of either commitment, achievement, or excellence. The wellbeing group shared evidence with Health at Work who assessed LHC against these areas, the outcome of this is shown below:

- Leadership – Achievement
- Absence Management – Commitment
- Health & Safety – Excellence
- Mental Health – Achievement
- Smoking – Achievement
- Physical Activity – Achievement
- Healthy Eating – Achievement
- Alcohol – Achievement

The group have provided awareness of key topics to support staff wellbeing, ie nutrition, importance of physical activity, mental health and continue to do so with key topics arranged for future months.

2.2 Health and Happiness Survey

LHC Health and Happiness survey results have been the best in December 2020 since the last 10 years with an overall score of 4.23 out of 5. Staff engagement levels during a period of uncertainty has been positive which evidences the work the wellbeing group has put in as well as the support provided by line managers and their teams.



2.3 Health and Safety

Safety measures have been implemented at all our sites complying with the Covid guidelines. As well as ensuring Covid risk assessments are completed and staff feel safe to return to the workplace when they were able to, the Health and Safety Policy has been updated and shared with all staff. DSE workstation assessments have also been completed by all staff to ensure they are working safely and have the correct IT equipment to allow this.

3.0 Performance Management

3.1 Performance Management Guide

A Performance Management Guide was launched to all staff and managers in April 2021. This incorporates the staff members employment journey from recruitment, induction, probation and PADA reviews. A flowchart illustrates this with links to the appropriated documentation and policies. The core competencies have been updated to remove duplication and be more streamlined. Managers will be assessed against leadership competencies.

3.2 Performance and Development Appraisal - PADA

Annual PADAs have been completed by all managers for their teams. All staff will have 2 PADA reviews per year during October and April. The average PADA score per employee is 41.5. Last year the average score was 40.

4.0 Learning and Development

Mandatory training courses have been completed by all staff including new starters during induction. These include Health and Safety and Equality, Diversity, and Inclusion.

All staff have recently completed Mental Health awareness training and managers have completed the line managers training to manage mental health issues.

5.0 Equality Diversity and Inclusion

Diversity data has not been collated for this report as the previous data was reviewed less than 6 months ago so there would be very little change to the statistics. The data will be presented following a 12-month review in December 2021, illustrating any changes and positive impacts from the actions taken below to support diversity and inclusion within the group.

5.1 Building People

To ensure we recruit candidates from diverse backgrounds, LHC has joined Building People which has a network of 35+ organisations that support diverse communities. All job adverts will be placed on this platform.

5.2 Confident communication for women training

All female staff were offered the opportunity to attend confident communication for women training. This is to support them to progress into senior roles within the organization. Those that attended found this course very useful and the feedback has been very positive.

5.3 Women's Network

A women's group will be set up for our female colleagues to discuss topics pertinent to them, to share ideas and support each other.

6.0 Local Government Pension Scheme – LGPS

In April 2021 we had 51 staff members in the LGPS scheme compared to 40 in April 2020. There are an additional 11 staff in the scheme, this is made up with 17 new members offset by 5 leavers and 1 opt-out.

Pam Chander
HR Manager



Proposal for a review of LHC’s governance arrangements

1. Recommendations

- That the proposal in this report be approved.

2. Reasons for the governance review

- The issue was raised by Members at the December 2020 meeting (see minute 7.2).
- As noted in the risk register, the position of London Borough of Hillingdon as lead authority is not unconditionally assured. A condition of Hillingdon’s membership of LHC – as its lead authority – is that:

“...other options for the legal framework and governance structure of the LHC be fully explored and that a further report, detailing the options, be submitted to a future meeting of Cabinet for its consideration.”

This risk has increased with the change of leadership in Hillingdon in January 2021 and the potential departure from the LHC Board of Cllr Corthorne – the Hillingdon representative and Vice Chair of LHC.

- During the last 17 years, LHC has benefitted from the personal drive and commitment of the LHC Chair, Cllr Bevan. This will be severely missed if, for any reason, Cllr Bevan cannot continue in this role.
- The LHC Group Director, John Skivington, has signalled to the LHC Chair and Vice Chair and the Directors at Hillingdon his intention to retire from the business.
- Given that the continuity of this 17 year working relationship between the Chair, Vice Chair and Group Director is about to end, it is recommended that a review of LHC’s governance arrangements takes place while the three individuals are still in place.

3. Proposed action

- It is proposed that the LHC Group Director continues to be employed by LHC to undertake a review of governance arrangements.
- This would be in two parts:
 - Preparation of an options appraisal of alternative governance arrangements to be presented to the LHC Board in December 2021.
 - If required, implementation of the preferred governance arrangements in early 2022.
- It is proposed that a steering committee is set up to oversee this work, comprising:
 - The Chair and the Vice Chair of the LHC Board (Cllrs Bevan and Corthorne)
 - The three most senior officers of LHC: New Interim MD, LHC Operations Director (Mij Rahman) and the SPA Director (Clive Feeney).

4. Estimated costs

	Min	Max
Governance review		
Legal costs - options	£15,000	£25,000
Legal costs - implementation	£25,000	£40,000
Total	£40,000	£65,000

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Item 7

Register of Gifts and Hospitality & Register of Interest

Period: April 2021 – Mar 2022

Register of Gifts and Hospitality

Received by	Event/Gift	From	Date
NIL			

Register of Interest

Received by	Item	From	Date
NIL			

Declined Gifts & Hospitality

Period: April 2021 – Mar 2022

Received by	Event/Gift	From	Date
Nil			

Any Other Business

Notes

ITEM	COMMENT

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Trusted procurement for
better buildings and homes

Item 8

Date and time of next meeting (scheduled for Friday 3rd December 2021)

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Agenda Item 9

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LHC