



London Borough of Hammersmith & Fulham

Cabinet

Agenda

**THURSDAY
2 SEPTEMBER 2010
7.00 pm**

**COURTYARD ROOM
HAMMERSMITH
TOWN HALL
KING STREET
LONDON W6 9JU**

Membership

Councillor Stephen Greenhalgh, Leader
Councillor Nicholas Botterill, Deputy Leader (+Environment and Asset Management)
Councillor Mark Loveday, Cabinet Member for Strategy
Councillor Helen Binmore, Cabinet Member for Children's Services
Councillor Joe Carlebach, Cabinet Member for Community Care
Councillor Harry Phibbs, Cabinet Member for Community Engagement
Councillor Lucy Ivimy, Cabinet Member for Housing
Councillor Greg Smith, Cabinet Member for Residents Services

**Date Issued
20 August 2010**

If you require further information relating to this agenda please contact:
David Viles, Committee Co-ordinator, Councillors Services, tel: 020 8753 2063 or email: David.Viles@lbhf.gov.uk

Reports on the open Cabinet agenda are available on the Council's website: http://www.lbhf.gov.uk/Directory/Council_and_Democracy

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4-10** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to David Viles at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Thursday 26 August 2010.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Monday 6 September 2010**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Thursday 9 September at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Thursday 9 September**.

**Members of the Public are welcome to attend.
A loop system for hearing impairment is provided, together with disabled
access to the building**

Cabinet Agenda

2 September 2010

<u>Item</u>		<u>Pages</u>
1.	MINUTES OF THE CABINET MEETING HELD ON 15 JULY 2010	1 - 5
2.	APOLOGIES FOR ABSENCE	
3.	DECLARATION OF INTERESTS	
	<p>If a Councillor has any prejudicial or personal interest in a particular report he/she should declare the existence and nature of the interest at the commencement of the consideration of the item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a prejudicial interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken, unless a dispensation has been obtained from the Standards Committee.</p> <p>Where members of the public are not allowed to be in attendance, then the Councillor with a prejudicial interest should withdraw from the meeting whilst the matter is under consideration, unless the disability has been removed by the Standards Committee.</p>	
4.	2010/11 REVENUE BUDGET- MONTH 2 AMENDMENTS	6 - 10
5.	TREASURY MANAGEMENT OUTTURN REPORT 09-10	11 - 17
6.	IT STRATEGY 2010-2013	18 - 69
7.	BUILDING REGULATIONS CHARGING SCHEME - NEW REGULATIONS FOR CHARGEABLE ELEMENTS OF BUILDING CONTROL SERVICES	70 - 74
8.	MATCH DAY PARKING SCHEME PROPOSALS FOR ZONES SOUTH OF THE TALGARTH ROAD	75 - 98
9.	RESIDENTS SERVICES CHANGES TO FEES AND CHARGES EFFECTIVE FROM 1 OCTOBER 2010	99 - 107

10.	BISHOPS PARK AND FULHAM PALACE GROUNDS RESTORATION PROJECT - APPOINTMENT OF WORKS CONTRACTOR	108 - 114
11.	FORWARD PLAN OF KEY DECISIONS	115 - 121
12.	SUMMARY OF OPEN DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION	122 - 125
13.	SUMMARY OF URGENT DECISION TAKEN BY THE LEADER, REPORTED TO THE CABINET FOR INFORMATION	126
14.	EXCLUSION OF PRESS AND PUBLIC	
15.	BISHOPS PARK AND FULHAM PALACE GROUNDS RESTORATION PROJECT - APPOINTMENT OF WORKS CONTRACTOR : EXEMPT ASPECTS (E)	

Agenda Item 1

London Borough of Hammersmith & Fulham



Cabinet

Minutes

Thursday 15 July 2010

PRESENT

Councillor Stephen Greenhalgh, Leader
Councillor Helen Binmore, Cabinet Member for Children's Services
Councillor Joe Carlebach, Cabinet Member for Community Care
Councillor Harry Phibbs, Cabinet Member for Community Engagement
Councillor Lucy Ivimy, Cabinet Member for Housing
Councillor Greg Smith, Cabinet Member for Residents Services

ALSO PRESENT

Councillor Elaine Chumnerly
Councillor Rory Vaughan
Councillor Andrew Jones
Councillor Iain Coleman
Councillor Michael Cartwright
Councillor Colin Aherne
Councillor Steve Hamilton
Councillor PJ Murphy

1. MINUTES OF THE CABINET MEETING HELD ON 17 JUNE 2010

RESOLVED:

That the minutes of the meeting of the Cabinet held on 17 June 2010 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Nicholas Botterill and Mark Loveday.

3. DECLARATION OF INTERESTS

Councillor Joe Carlebach declared a personal and prejudicial interest in respect of the item concerning the 3rd Sector Investment Fund Allocation by virtue of his position as a Trustee of one of the applicants for funding, the Hammersmith &

Fulham Volunteer Centre. As a consequence he withdrew from the meeting during consideration of the matter.

4. 3RD SECTOR INVESTMENT FUND ALLOCATION

RESOLVED:

The Cabinet gave consideration to the allocation of the 3rd Sector Investment Fund from October 2010 in respect of the following service areas;

- Infrastructure
- Children, Families and Young People
- Economic Wellbeing and Opportunity
- Health and Wellbeing (older people)

It was noted that the 3rd Sector played a significant role in achieving the Council's borough of opportunity vision and aspirations, added value to the cultural, social and economic quality of life, helped to shape social and economic regeneration and contributed to civic renewal. Nevertheless, in the current economic climate the Investment Fund would have to deliver efficiencies in the same way as all other Council budgets. To this end it was considered prudent to reflect the anticipated reductions in local government funding in the allocations to the 3rd sector over the following three years. Funded organisations would, like the Council itself, be expected to seek different ways of working and develop more effective systems that would enable efficiencies to be achieved with minimal impact on front line services. The assessment process had applied the same set of requirements and procedures to all applicants and each bid had undergone at least three independent assessments.

With the permission of the Chairman, deputations from the following Third Sector organisations were permitted to address the Cabinet for 5 minutes each, having submitted deputation requests:

- Trustee Shepherds Bush Families Project
- Iranian Association
- Grove Neighbourhood Centre
- Hammersmith & Fulham Law Centre
- Threshold Housing Advice
- Hammersmith & Fulham Refugee Forum

RESOLVED:

1. That allocation of the 3rd Sector Investment Fund across the areas of:

- Infrastructure
- Children, Families & Young People
- Economic Wellbeing & Opportunity
- Health & Wellbeing (older people)

as set out in this report be approved.

2. That, where there is a lack of fundable applications to deliver particular outcomes sought, authority be delegated to the appropriate departmental Director to retender or reallocate the remainder of the budget.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

Councillor Joe Carlebach - Personal and Prejudicial as set out in item 3 above.

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

None.

5. FUNDING DRAWDOWN FOR CORPORATE ROLLOUT OF SMARTWORKING

RESOLVED:

1. That progress of the programme to date be noted.
2. That Stage C, the corporate rollout of SmartWorking, at a total cost of £2,120,846, be approved.
3. That the draw down of an initial sum of £1,454,512 from the Invest to Save fund, specifically to pay for two key projects within the programme, namely Barclay House and Environment, as well as the required IT and telephony for Stage C, be approved.
4. That a report be submitted to Cabinet after the delivery of the Barclay House and Environment projects detailing progress made and outcomes achieved, and requesting a draw down of £666,334 for the remaining rollout of Stage C.
5. That it is noted that funding required for the removal costs associated with Stage C is requested when needed during the course of the programme.
6. That settlement of the dilapidations claim relating to the termination of the Barclay House lease be delegated to the Director of Environment and Director of Finance and Corporate Services.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

**6. EARL'S COURT WEST KENSINGTON OPPORTUNITY AREA:
PREPARATION OF SUPPLEMENTARY PLANNING DOCUMENT**

RESOLVED:

That approval be given to expenditure of up to £350K to meet additional costs for the preparation of a Supplementary Planning Document (to be carried out jointly with the Royal Borough of Kensington & Chelsea and the GLA), as set out in para. 3.2 of the report, the costs to be met:

- either by Capital & Counties plc as part of a planning performance agreement;
- or, if funding from Capital & Counties is not confirmed, the Council's share of the additional costs (up to £175K) to be met from the S106 Agreement specified in the report.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

7. FORWARD PLAN OF KEY DECISIONS

The Forward Plan was noted.

8. SUMMARY OF OPEN DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION

The summary was noted.

9. **EXCLUSION OF PRESS AND PUBLIC**

RESOLVED:

That under Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the remaining items of business on the grounds that they contain information relating to [the financial or business affairs of a person (including the authority)] as defined in paragraph 3 of Schedule 12A of the Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

[The following is a public summary of the exempt information under S.100C (2) of the Local Government Act 1972. Exempt minutes exist as a separate document.]

10. **EXEMPT MINUTES OF THE CABINET MEETING HELD ON 17 JUNE 2010 (E)**

RESOLVED:

That the exempt minutes of the meeting of the Cabinet held on 17 June 2010 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

11. **SUMMARY OF EXEMPT DECISION TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION (E)**

The summary was noted.

Meeting started: 7.00 pm
Meeting ended: 7.45 pm

Chairman



London Borough of Hammersmith & Fulham

Cabinet

2 SEPTEMBER 2010

LEADER

Councillor Stephen Greenhalgh

**2010/11 REVENUE BUDGETS – MONTH 2 Wards
AMENDMENTS.**

All

The purpose of this report is to seek approval for changes to the Revenue Budget.

CONTRIBUTORS

All Departments

Recommendation:

That a revenue virement totalling £3,865,000, as set out in Appendix 1, be approved.

**HAS A PEIA BEEN
COMPLETED?
YES**

1. SUMMARY

1.1 This report sets out proposed amendments to the Revenue Estimates as at Month 2.

2. REVENUE BUDGET ADJUSTMENT

2.1 Cabinet is required to approve all budget virements that exceed £100,000. At month 2, approval is requested for eight virements totalling £3,865,000. The virement requests are set out in Appendix 1 and summarised below:

Transfer of Budgets between Departments

- Strategic regeneration: Net Cost of Borrowing – transfer from Housing Options And Regeneration to Centrally Managed Budgets due to funding no longer required because alternative sources of funding for the Strategic Regeneration Team have been identified.
- Transfer of budget to fund London Skill Council permanent staff in Hammersmith due to the abolition of the London Skill Council.
- Transfer of budget from Community Services to fund 3rd Sector projects and initiatives within Regeneration and Housing Options.
- Budgetary adjustment to fund clinical waste transferred from Community Services to Residents Services.
- Funding for Occupational Therapy and Adaptations transferred from Regeneration And Housing Options.

Changes in Government Rules

- Due to the relaxation of Government funding rules; specific grants within Children Services and Community Services Grant conditions re-allocated to take advantage of the greater flexibility permitted.

Realignment Within Department

- Transfer of funding from the HRA Working Balances to correct parking income already provided for within H& F Management fees.

Budget Strategy

- As part of the 2010/11 budget strategy a provision of £1.2m was made within Centrally Managed Budgets for the loss of grant associated with the concessionary fares scheme. A sum of £0.6m is no longer required in the current year and it is proposed that this underspend be used to fund Corporate IT infrastructure projects. This will allow savings to be made in the capital programme and help meet debt reduction targets.

Apart from the use of the concessionary fares savings to fund a capital project; the above transfers are moving resources from one budgetary head to another without changing the purpose for which the budgetary allocations were made.

2.2 Virements below £50,000 are subject to approval by the Director of Finance whilst virements from £50,000 to £100,000 require a Cabinet Member decision.

3. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

3.1 These are contained in the body of this report.

4. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

4.1 There are no direct legal implications in relation to this report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Brief Description of Background Papers	Name/Ext. of holder of file/copy	Department
1.	Revenue Monitoring Documents	James Arthur Ext. 2562	Corporate Finance Room 5 , Town Hall

APPENDIX 1 - VIREMENT REQUEST FORM**BUDGET REVENUE MONITORING REPORT – PERIOD 2**

Details of Virement	Amount (£000)	Department	Virement Classification
Strategic Regeneration- Net Cost of Borrowing: Transfer to Centrally Managed Budget	284	Centrally Managed Budgets-	Transfer of Funding
Net Cost of Borrowing – transfer from Housing Options & Regeneration; as budget funding no longer required as other sources of funding have been identified to fund the Strategic Regeneration Team	(284)	Housing Regeneration & Options	Transfer of Funding
Budget transfer for London Skill Council (LSC) permanent staff in Hammersmith & Fulham	268	Children's Services	Transfer of Funding
Following the abolition of the LSC; funding is now provided from CMB for staff transferred to Hammersmith & Fulham	(268)	Centrally Managed Budgets- Contingency	Transfer of Funding
Funding for 3 rd Sector projects & initiatives from Community Services	100	Regeneration & Housing Options	Transfer of Funding
3 rd Sector investment to Regeneration & Housing Options	(100)	Community Services- Adult Social Care	Transfer of Funding
Funding for Clinical Waste Services due to Direction of Travel	180	Residents Services	Transfer of Service
Direction of Travel and therefore budget transfer to Residents Services for Clinical Waste	(180)	Community Services- Adult Social Care	Transfer of Service
Budget transfer for Occupational Therapy and Adaptations due to Direction of Travel	1,599	Community Services- Adult Social Care	Transfer of Service
Funding for Occupational Therapy and Adaptations transferred to follow Direction of Travel	(1,599)	Regeneration & Housing Options	Transfer of Service

Contribution to capital to fund IT infrastructure projects	600	Capital Programme	Transfer of Revenue Resources to Capital
Release of savings on concessionary fares to fund IT infrastructure schemes	(600)	Centrally Managed Budgets-Contingency	Transfer of Revenue Resources to Capital
Grant no longer for specific issues – can use on wider issues due to government relaxation of funding rules	584	Children's Services	Grant Conditions relaxed to increase usage
Grant no longer for specific issues – can use on wider issues due to government relaxation of funding rules	90	Community Services	Grant Conditions relaxed to increase usage
In order to maximise the flexibility on the use of grants; the ring fencing on specific grants within Centrally Managed Budgets have been removed	(674)	Centrally Managed Budgets	Grant Conditions relaxed to increase usage
Transfer from Working Balance to correct income target	160	Housing Revenue Account	Budget Realignment
Correction of Parking Fines income target already included in H & F Homes Management fees	(160)	Housing Revenue Account	Budget Realignment
TOTAL of Requested Virements (Debits)	3,865		

Agenda Item 5



London Borough of Hammersmith & Fulham

Cabinet

2 SEPTEMBER 2010

LEADER

*Councillor Stephen
Greenhalgh*

**TREASURY MANAGEMENT OUTTURN
REPORT**

**Wards:
All**

This report provides information on the Council's debt, borrowing and investment activity for the financial year ending 31st March 2010

CONTRIBUTORS

DFCS
ADLDS

Recommendation:

That the borrowing and investment activity for the period 1 April 2009 to 31 March 2010 be noted.

1. INTRODUCTION AND BACKGROUND

1.1 The Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management 2009 was adopted by this Council in February 2010, and this Council fully complies with its requirements.

1.2 The primary requirements of the Code are as follows:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
- Receipt by the Full Council of an annual treasury management strategy report for the year ahead, a midyear review report, and an annual review report of the previous year.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body which in this Council is the Audit and Pensions Committee.

2. THIS ANNUAL REPORT COVERS:

- The Council's treasury position as at 31 March 2010 (Para. 3)
- Economic review (Para.4)
- Borrowing rates (Para. 5)
- Borrowing outturn for 2009/10 (Para. 6)
- Investment outturn for 2009/10 (Para. 7)
- Debt rescheduling (Para. 8)
- Compliance with treasury limits and Prudential Indicators (Para. 9)

3. CURRENT TREASURY POSITION

3.1 The Council's borrowing position at the beginning and end of the year is set out in Table 1.

Table 1 – Outstanding Debt

	31 March 2009		31 March 2010	
	Principal	Ave. Rate	Principal	Ave. Rate
	£000's		£000's	
Fixed Rate - PWLB	398,520		475,520	
Variable Rate - PWLB	Nil		Nil	
Market & Temporary Loans	Nil		Nil	
Total	398,520	6.06%	475,520	5.93%
Total Investments	76,000	4.94%	137,000	1.24%

3.2 The General Fund Capital Finance Requirement (CFR) is £133 million as at 31/03/10 compared to £137 million as 31/03/09 a reduction of £4 million. The HRA CFR is £405 million as at 31/03/10 compared to £353 million as at 31/03/09 an increase of £52 million. The increase in the HRA CFR is due to the delivery of the Decent Homes programme. Total CFR is £538 million as at 31/03/10.

3.3 The CFR represents the underlying borrowing need of the HRA and General Fund. The reason why actual borrowing is lower than the CFR is because the Council has affectively borrowed from its internal resources.

4. ECONOMIC REVIEW

4.1 During 2009/10 the Monetary Policy Committee (MPC) was focused on helping the economy to turn around from plunging into the deepest and longest recession the UK economy had experienced for many years.

4.2 Despite keeping Bank Rate at an unprecedented historical low of 0.5% all year, the MPC also had to resort to extreme measures in terms of pumping liquidity into the economy through quantitative easing by purchasing £200bn gilts and corporate bonds. This had the effect of boosting prices for gilts and corporate bonds and therefore bringing down yields, so also reducing borrowing costs for both the corporate and public sector.

4.3 It was notable that the increase in money supply in the economy generated by this programme brought the credit crunch-induced spread between Bank Rates and 3 months LIBID (investment rate that depositors could earn) down from 0.95% at the beginning of the financial year to zero during August 2009.

4.4 The dominant focus in 2009/10 was on quarterly GDP growth figures. The recession bottomed out in quarter 1 for 2009. There was then major disappointment that the end of the recession failed to materialize in quarter 3 2009 but the fourth quarter of 2009 did then see economic growth at +0.4%.

- 4.5 CPI inflation has not been a major concern of the MPC as it fell back below the 2% target level from June to November. However, it did spike upwards to reach 3.5% on the back of the unwinding of the temporary cut in VAT to 15% on January 2010. This was not seen as a cause for alarm as this spike was expected to fall out of the inflation index and inflation was forecast by the Bank of England to fall back under target by the end of 2010.
- 4.6 More recent figures have been released which show UK CPI inflation peaked at 3.7% in April and slowed to 3.4% in May which is the first decline for three months as lower costs of items from food and transport eased price pressures in the economy. Although the CPI figure fell on the month, it is still well above the 2% target rate due to the VAT restored to 17.5% in January.
- 4.7 The latest data would suggest that CPI inflation may have peaked in the short term and the spare capacity in the economy should pull down inflation going forward. In 'normal time' such high inflation would trigger a series of rate rises from the MPC; however the Committee is likely to remain cautious given the outlook for growth and the troubles in the Euro area.

5. BORROWING RATES 2009/10

- 5.1 Variations in most PWLB rates this year have been within a fairly limited band compared to previous years with the largest spread being 1.12% in the 10 year.
- 5.2 **5 Year PWLB rate.** This started the year at 2.54% and then fell to a low for the year of 2.47% before then rising sharply to hit a peak of 3.29% in July. From there it fell until reaching 2.54% in October and then rose back up to a peak 3.13% in January. It finished the year at 2.89%.
- 5.3 **10 Year PWLB rate.** This started the year at 3.36% and then fell to a low for the year of 3.30% before then rising sharply and rose to hit a peak of 4.15% in July. From there it fell until reaching 3.55% in October and then rose back up to a peak of 4.42% in February. It finished the year at 4.19%.
- 5.4 **25 Year PWLB rate.** This started the year at 4.28% and then peaked in the 4.70%'s during June – August before falling to a bottom of 4.07% in October. From there it rose again towards the end of the year to return to the 4.70's and peaked at 4.83% in February. It finished the year at 4.67%.
- 5.5 **50 Year PWLB rate.** This started the year at 4.57% and then peaked a 4.85% in June before falling back to a low of 4.18% in October. From there it rose again towards the end of the year and peaked at 4.79% in March. It finished the year at 4.70%.

6. BORROWING OUTTURN FOR 2009/10

- 6.1 As a result of the H&F Homes bid in 2005/06 for £192 million to the DCLG for supported borrowing for the Decent Homes Initiative there was a borrowing

requirement of £77 million. It was decided to take advantage of low long term rates and reduce expose to fluctuations in short term interest rates that borrowing would be taken in November 2009. This borrowing will be supported through the Housing Revenue Account Subsidy.

6.2 To balance the Council's debt maturity portfolio this was taken over the following periods

- 7 Million at 3.95% for 10 years
- 20 Million at 4.04% for 11 years
- 20 million at 4.31% for 19 years
- 20 Million at 4.25% for 15 years
- 10 Million at 4.32% for 21 years

6.3 Debt Performance - As shown in para 3 the average debt portfolio rate has reduced over the course of the year from 6.06% to 5.93%.

6.4 An analysis of the Council's long term (PWLB) borrowings by maturity (i.e. date of repayment) is as follows:

PWLB	31 March 2009 £000s	31 March 2010 £000s
Up to two years	0	16,000
Between two and five years	36,430	25,533
Between five and ten years	66,026	77,923
More than ten years	<u>296,064</u>	<u>356,064</u>
Total	<u>398,520</u>	<u>475,520</u>

6.5 An analysis of movements on loans and investments during the period is shown below:

	Balance 31.03.09 £000s	Loans/Invs Raised £000s	Loans/Invs Repaid £000s	Balance 31.03.10 £000s
PWLB	398,520	77,000	0	475,520
Temporary loans	0	0	0	0
Total debt	<u>398,520</u>	<u>77,000</u>	<u>0</u>	<u>475,520</u>
Investments	<u>76,000</u>	<u>973,950</u>	<u>912,950</u>	<u>137,000</u>

7. INVESTMENT OUTTURN FOR 2009/10

7.1 At the start of 2009/10, investment rates were enhanced by a credit crunch-induced margin. However, the Bank of England's quantitative easing

operations had the desired effect of improving the supply of credit in the economy and so these margins were eliminated by half way through the year. Consequently, investment rates fell markedly during the first half of the year.

- 7.2 **Overnight rate:** this varied little during the year within a range of 0.38 – 0.49%.
- 7.3 **3 month rate:** from a high point for the year of 1.50% on 01.4.09, the rate fell gradually to reach a low of 0.42% in September before finishing the year at 0.52%.
- 7.4 **12 month rate:** this started the year at a credit crunch-enhanced rate of 1.85% and fell steadily until reaching 0.85% in September. Since then, it has risen to finish the year at 1.15% as the market looked ahead to when the MPC would have to start raising Bank Rate from its then current rate of 0.50%.
- 7.5 Investment Performance – The Council manages its investments in-house and invests with the institutions listed in the Council’s approved lending list. The Council invests for a range of periods from over night to 364 days, dependent on the Council’s cash flow, its interest rate view and the interest rates on offer.

	Average Investment	Average Interest Rate	Benchmark Return
Internally Managed	£103,700,000	1.24%	0.37%

- 7.6 The benchmark for internally managed funds is the weighted average 7-day LIBID rate sourced from the Financial Times.
- 7.7 Investments as at 31 March 2010 stood at £137,000,000, whilst the average for the year was £103,700,000. The Council exceeded the benchmark return by 0.87%.
- 7.8 The Council has also strengthened its credit criteria by using all three credit rating agencies Fitch, Moody’s and Standard and Poor rating plus data on movements in credit default swaps. Credit ratings, alerts and changes are notified to treasury officers on a daily basis and these are acted upon immediately. In addition, officers monitor the financial press and economic reports. The Council is alerted to changes to ratings of all three agencies through its use of Sector’s creditworthiness service. This methodology was approved at Council on 24 February 2010.
- 7.9 Since the report to Council in February 2010, the banking sector has remained an area of uncertainty and the current policy is that whilst we maintain our lending list in accordance with the agreed methodology, we continue to operate a more restricted lending list and only lend to UK Government guaranteed institutions and the UK Government.

8. DEBT RESCHEDULING

- 8.1 On 1st November 2007 the PWLB imposed two rates for each period, one for new borrowing and a new, significantly lower rate for early repayment of debt. The differential between the two rates ranged from 26bp (basis points) in the shorter dated maturities to over 40bp in the longer ones. They also introduced daily movements of 1bp instead of 5bp and rates in half year periods throughout the maturity range (previously had been mainly in 5 year bands). These changes effectively meant that restructuring the portfolio into new PWLB borrowing would not produce savings.

9. COMPLIANCE WITH TREASURY LIMITS AND PRUDENTIAL INDICATORS

- 9.1 During the financial year, the Council operated within its treasury limits and Prudential Indicators as set out in the Council's Treasury Strategy Report.

10. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 10.1 The comments of the Director of Finance and Corporate Services are contained within this report.

11. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 11.1 There are no direct legal implications for the purpose of this report.

12. RECOMMENDATION

- 13.1 To note the borrowing and investment activity for the period 1 April 2009 to 31 March 2010.

LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS**

No.	Brief Description of Background Papers	Name/Ext. of holder of file/copy	Department/Location
1.	Loans and Investments Ledger	Rosie Watson Ext: 2563	Room 4, Ground Floor, Town Hall
2.	Treasury Management documents	Rosie Watson Ext: 2563	Room 4, Ground Floor, Town Hall



London Borough of Hammersmith & Fulham

Cabinet

2 SEPTEMBER 2010

LEADER

Councillor Stephen Greenhalgh

IT STRATEGY 2010-2013

Seeking approval to the Council's IT Strategy , ensuring that the IT provision is aligned with the Council's key priorities and assists the achievement of the Council's value for money objectives.

Wards

All

CONTRIBUTORS

H&F and HFBP
ADLDS
DFCS

Recommendation:

That approval be given to the direction of travel for the next three years as set out in the Information Technology Strategy in this report.

<p>HAS A PEIA BEEN COMPLETED? YES</p>
--

1. BACKGROUND

- 1.1 The Information Technology Strategy has been developed jointly between the Council and Hammersmith & Fulham Bridge Partnership through workshops and a process of consultation.
- 1.2 This strategy describes how IT will enable the Council to meet the current key challenges of effective asset management, budgetary control and cost reduction by establishing a sound platform of key enablers and deploying a range of initiatives to deliver operational advantage and improved efficiency. Individual business cases will be brought forward for these initiatives, demonstrating business justification and value for money.

2. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 2.1 There are no direct legal implications in this report

3. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 3.1 There are no direct financial implications. The action plan in section 7 outlines the potential funding requirements for the delivery of the IT Strategy, but business areas will bring forward their business cases and plans for individual projects which will be decided through the Council's normal decision making process.

LOCAL GOVERNMENT ACT 2000 **BACKGROUND PAPERS**

Description of Background Papers	Name / Ext. of Holder of File/Copy	Department / Location
IT strategy 2010-2013 getting the basics right infrastructure renewal	Jackie Hudson, Head of IT Strategy 2946	Business Technology office, Town Hall SmartSpace, 3 rd floor

Hammersmith and Fulham

IT Strategy 2010 - 2013

Enabling transformation
through efficiency



Table of Contents

1 Executive Summary	1
2 Council Priorities and Programmes	7
Council Key Priorities.....	8
Operating Context.....	9
Key Strategic Programmes.....	10
3 The IT Vision	12
Customer focus.....	13
New ways of working.....	13
Every service mobile.....	13
Jericho style security.....	14
Managing information better.....	14
Rationalisation of applications – reducing, reusing and recycling.....	14
Opportunities.....	14
Key Features.....	15
4 IT Governance	16
Maturity Model and Transformation of Service.....	18
5 IT Initiatives	20
<i>Transforming health care and social care:</i>	22
Supporting Your Choice.....	22
Child Index.....	22
Integrating Public Services and safeguarding children.....	22
Working together across organisations.....	22
Transforming education through technology.....	22
<i>Transforming Neighbourhoods and Access to Opportunities:</i>	23
Crime Prevention.....	23
Sharing services with our partners.....	23
Incident Reporting.....	23
Cleaner, Greener IT.....	23
Community Co-production.....	24
<i>Transforming the way we do Business:</i>	25
Self Service and E-enablement.....	25
Personalisation.....	26
My H&F Card.....	26
Tell us Once.....	26
Multiple Engagement Channels.....	27
Business Opportunities.....	27



Table of Contents

Information Sharing Framework.....	27
Business Insight and Intelligence.....	28
Enabling World Class Financial Management.....	30
Single Property View.....	30
Smart Working.....	31
E-learning.....	31
6 IT Enablers.....	32
Strategic IT Framework (SIF).....	34
Virtualisation.....	36
Cloud Computing.....	36
Rationalisation of Applications.....	36
Business Continuity.....	37
Workplace (Desktop) Strategy.....	37
Security.....	38
Telephone handsets.....	39
Networks.....	39
Technology Roadmap.....	39
7 Action Plan, Timetable and funding the IT strategy.....	40
7.1 Key achievements to date.....	41
7.2 Future roadmap.....	41
8 Link to Appendices.....	46
<i>Appendix 1 – List of Referenced Council Documents.....</i>	<i>47</i>
<i>Appendix 2 – Action Plans To Achieve IT Initiatives.....</i>	<i>47</i>
<i>Appendix 3 – H&F Bridge Partnership – working together with the council.....</i>	<i>47</i>
<i>Appendix 4 – Glossary.....</i>	<i>47</i>
<i>Appendix 5 – IT Infrastructure (Detailed).....</i>	<i>47</i>
<i>Appendix 6 – Website integration and usability policy.....</i>	<i>47</i>
<i>Appendix 7 – Future Scenarios.....</i>	<i>47</i>
<i>Appendix 8 – Technology Roadmap.....</i>	<i>47</i>

1. Executive Summary



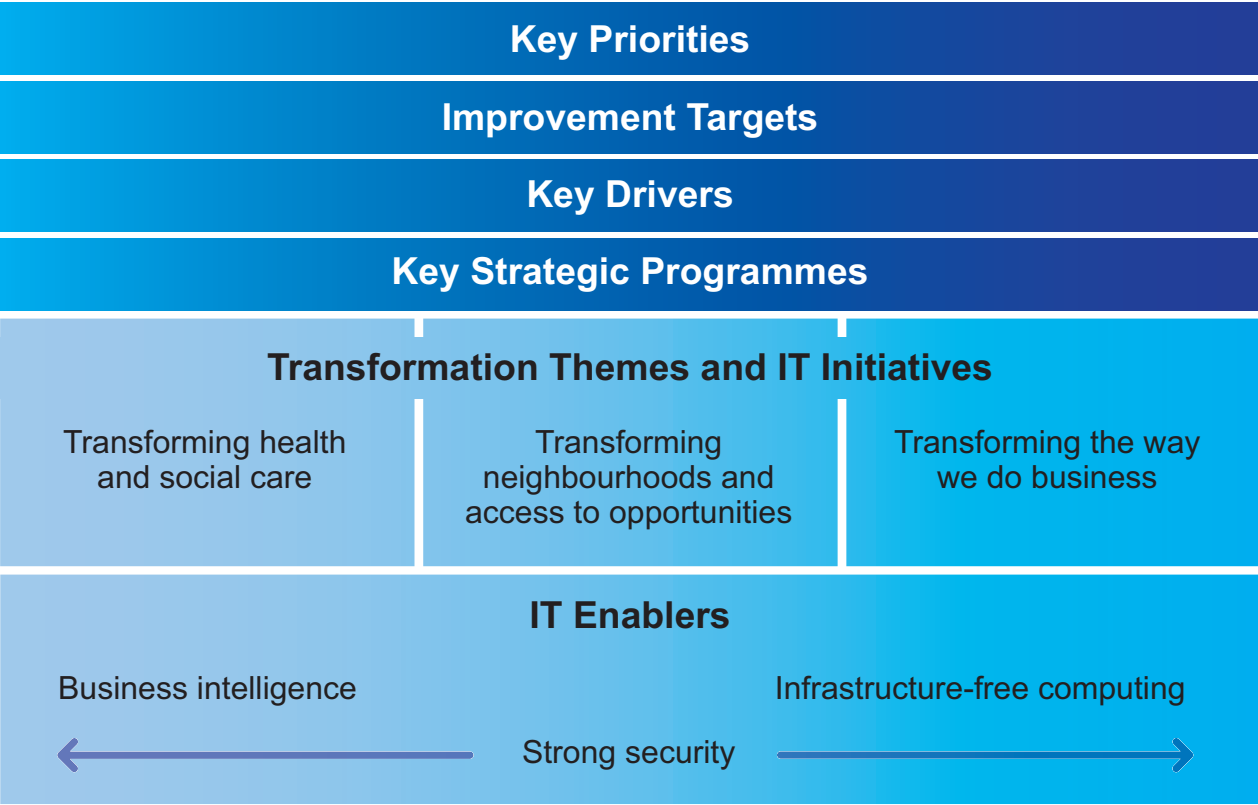
1. Executive Summary

The council faces significant financial and operational challenges and requires IT to support its response. This strategy sets out the context within which the council operates. Key drivers are asset management, budgetary control and cost reduction. This strategy describes how IT will enable it to rise to meet those challenges through establishing a sound platform of key enablers and deploying a range of

initiatives to deliver operational advantage.

- The council’s corporate plan sets out the following transformation themes through which it addresses the challenges (section 2)
- Transforming health care and social care;
 - Transforming neighbourhoods and access to opportunities;
 - Transforming the way we do business

Figure 1. IT Strategy Overview





These support the council's seven priorities (section 2.1).

Its transformation agenda focuses on improving resident satisfaction through increased quality and responsiveness of services, while at the same time dramatically reducing cost. Smart IT has a key role to play in helping H&F work together with residents, within the council, across the borough, with neighbouring boroughs and across public services generally.

The IT strategy overview in Figure 1 above sets out the context within which the strategy has been developed emphasising the importance of having a sound platform on which to build Smart IT which is simpler, better connected and easier to use to provide operational advantage.

Smart IT will deliver better use of technology to enable public services that have an impact on residents' daily lives;

through greater choice and personalisation, giving frontline staff the tools to deliver better public services through effective partnership working.

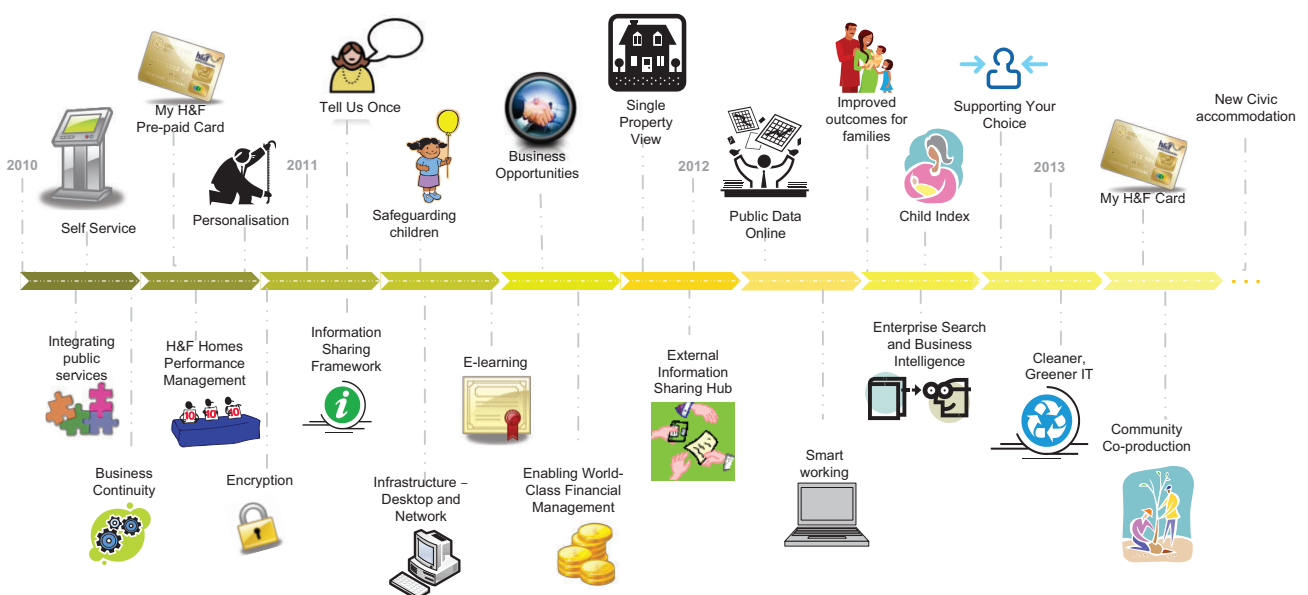
The vision of this IT strategy is in summary (section 3.2):

- Enabling a customer focus by providing the right tools
- Making every service mobile to deliver convenient and responsive services
- Supporting new ways of working through information and technology
- Building Jericho style security to meet modern demands for accessibility
- Managing information better to realise better value from its investment
- Rationalising applications – reducing, reusing and recycling

The IT strategy seeks to achieve this by enabling:

- Productivity improvements through improving transactional services, and by

Figure 2. Future Roadmap



helping front line staff to be more effective with information readily available where and when needed getting it right first time every time;

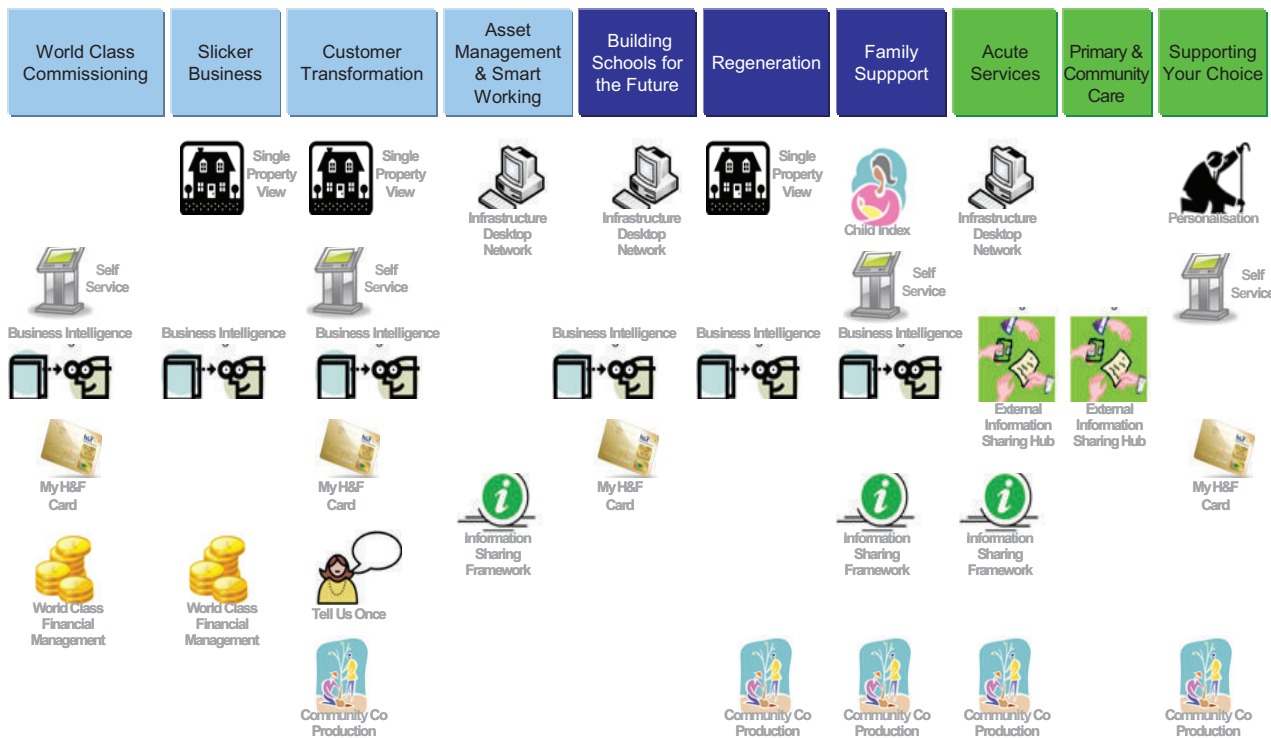
- Facilitating cost-effective services through channel migration, with further web transactions for customer self service, collaboration, and co-production leading to better targeted services.

The key milestones on the path to deliver the IT initiatives (section 5) and IT enablers (section 6) that realise this strategy are illustrated in the roadmap above and supported by a funding plan.

Some IT initiatives have been mapped against H&F transformation programme in Figure 3 to illustrate that some initiatives will support multiple programmes.

Figure 3. IT initiatives supporting the Transformation Programmes

Supporting the Transformation





The proposed IT initiatives on the future roadmap are mapped in Figure 4 against the transformation themes they support.

Success in delivering the IT strategy is dependant on having the right skills and expertise to realise the council’s vision. In 2006 the council laid the basis for successful

delivery by establishing H&F Bridge Partnership as the council’s strategic partner and IT service provider, (section 4). They will continue to support the council’s objectives by

- Reducing the costs in the IT operation, providing investment for the current transformation programme and supporting programme delivery

Figure 4. IT Initiatives and Transformation themes

Themes	IT Initiatives
Transforming health care and social care	<ul style="list-style-type: none"> ✓ Supporting your choice: Giving service users control of the support they need through choice on provisioning of the services. ✓ Child Index: Extending customer insight to children and their families, to assist the support of residents and protection of vulnerable children. ✓ Integrating public services: Supporting collaboration across organisations to deliver joined-up services. ✓ Safeguarding children: Enabling a holistic approach across services and organisation boundaries in promoting the welfare and safety of children. ✓ Managed learning environments: Engaging pupils, parents and carers in advancing academic progress.
Transforming neighbourhoods and access to opportunities	<ul style="list-style-type: none"> ✓ Crime prevention: Sharing information assets with the police; using crime analysis applications to interrogate police data. ✓ Sharing services with our partners: Collaborating with other public sector organisations including the West London Alliance to leverage best practice, knowledge sharing and potential efficiencies across neighbouring organisations. ✓ Incident reporting: Enabling the public to report street scene incidents online with more efficient resolution. ✓ Cleaner, Greener IT: Meeting greening IT targets; reducing travel through increased SmartWorking. Improving energy management on equipment to reduce CO2 emissions. ✓ Community co-production: Engaging residents through social media to become co-producers with the council to improve services and encourage community engagement and cohesion.
Transforming the way we do business	<ul style="list-style-type: none"> ✓ Self-service & e-enablement: Responding to customer demands for convenience, 24*7 online services to improve the customer experience and reduce operational support costs. ✓ Personalisation: Design of services that identify residents and recognise their individual needs. ✓ My H&F card: A multi-function pre-pay card promoting services relevant to residents' needs, extending and promoting the use of local businesses and community services. ✓ Tell us once, use many: Residents engaging with the council will have appropriate information securely shared across the council and partners to make it easier to deal with the organisation. ✓ Multiple engagement channels: Delivery of high quality first time resolution of customers needs irrespective of the access channel. ✓ Business insight and intelligence: Improving the use of information and management reporting to promote better decision making. ✓ Enabling world class financial management: Improving budget management across organisation. ✓ Single property view: Holistic view of street and property assets in the borough to inform council operations. ✓ SmartWorking: Enabling flexible working, knowledge sharing and collaboration to improve efficiency. ✓ E-learning: Performance management supplemented by role-based training and accessible e-learning to drive individual and organisational performance.

Social and Economic Constraints



- Reducing the cost of council services through enhanced IT provision supporting the council's broader plans for transformation, commercialisation and the strategic programmes
- Proactively identifying technology opportunities for H&F to exploit, deploying innovation to provide a flexible platform to respond to a dynamic social and political environment
- Leveraging the wider shared service capabilities and synergies within the Agilisys group

- Developing business opportunities across the public sector in London, a key focus being development and implementation of shared services, to bring income into H&F

Effective IT governance combined with effective project management will deliver the required benefits, enabled by the Corporate Programme Management Office (PMO).



2. Council Priorities and Programmes



2. Council Priorities and Programmes

Council Key Priorities

2.1 The council has an over-riding objective of putting residents first and delivering the following priorities:

Figure 5. H&F Council Priorities





2.2 These priorities and the actions to put them into practice have been brought together in the council's **Corporate Plan 2009/2012** ([Appendix 1](#)) and in departmental business plans. The plan sets ten challenging improvement targets.

Operating Context

2.3 *Resident satisfaction*: in 2009 the Government published the outcomes of the national Place Survey undertaken in all local authority areas. Resident satisfaction with the way H&F runs things improved by 6% to 59%, compared with the last national survey in 2006. This outcome places H&F 10% above the national average and within the top five authorities in London for resident satisfaction. H&F is also in the top five London authorities for satisfaction with value for money.

2.4 *Asset Management*: the council will continue to reduce its requirement for property by better use of premises, disposing of those that are surplus to requirements. SmartWorking and Electronic Document Management System will further reduce the requirement for expensive office space and the council will continue to consolidate civic operations in the Hammersmith hub ahead of the completion of the new Civic Accommodation.

2.5 *Budgetary control*: finance is expected to be even more testing in the next few years, with significant reductions in general government grants expected to reduce year on year to levels well below previous years. H&F aspires to continue its reduction

in council tax and deliver further efficiencies by including value for money as a key target. IT will contribute by enabling further efficiencies in service delivery and provide managers with the relevant information to control budgets effectively.

2.6 *Cost reduction*: the council will use business intelligence and customer insight to ensure services are appropriately targeted and commercially provided. It will also reduce costs through category and vendor management and competition. In addition, the council through HFBP can trade IT services and provide shared services and facilities like pre-paid cards to other local authorities.

2.7 *Localism*: sets out a whole area approach to public services which will benefit residents by streamlining funding and removing barriers to co-operation. The new localism also sets out new freedoms from central performance and financial controls for the strongest performing places to deliver improved outcomes, drive growth and realise additional savings.

2.8 *Integrating Public Services*: aims to improve resident and customer satisfaction with public services in H&F by aligning two organisations to deliver high quality, timely, effective services, with best value for money; delivering real, early benefits that will make a difference to residents; supporting both organisations, NHS HF and H&F, to achieve and maintain excellence in delivering their functions; and, over the long term, reduce health inequalities and regenerate neighbourhoods.

2.9 *Government freedom, fairness and responsibility agenda:* the council will deploy appropriate technology to allow local engagement and policy determination. Delivery of services like Support Your Choice will be enabled through delivering market making technology.

Key Strategic Programmes

2.10 The key strategic programmes required to meet the improvement targets are outlined below.

Transforming health and social care:

- *Primary and community care:* developing integrated commissioning services for residents which improve patient and service outcomes across organisational boundaries and reduce unnecessary admissions to hospital and reliance on statutory services through preventive and targeted services delivered in the most appropriate settings at the most appropriate time;
- *Reproviding acute services:* working to deliver healthcare closer to home in the most appropriate settings;
- *Supporting your choice:* offering service users more choice and control about how their allocated funding is used to meet their needs. Increasing personalisation of services and avoiding unnecessary dependency; improving the quality of signposting and information to the whole population.

Figure 6. H&F Transformation Programmes



Transforming neighbourhoods and access to opportunities:

- *Regeneration:* encompassing physical, social and economic regeneration, this seeks to build decent neighbourhoods by addressing housing, educational and health needs, making H&F a borough of opportunity for the local economy, improving residents' perception and making H&F a cleaner, greener borough;
- *Family support:* coordinating the response to the multiple housing, educational, social and health issues affecting the most deprived families, with a focus on prevention and early intervention to break the cycle of poverty and dependency and to help them secure better opportunities;



- *Building schools for the future*: reviewing the way forward for our schools over the next 10 years. The original programme is on hold.

Transforming the way we do business:

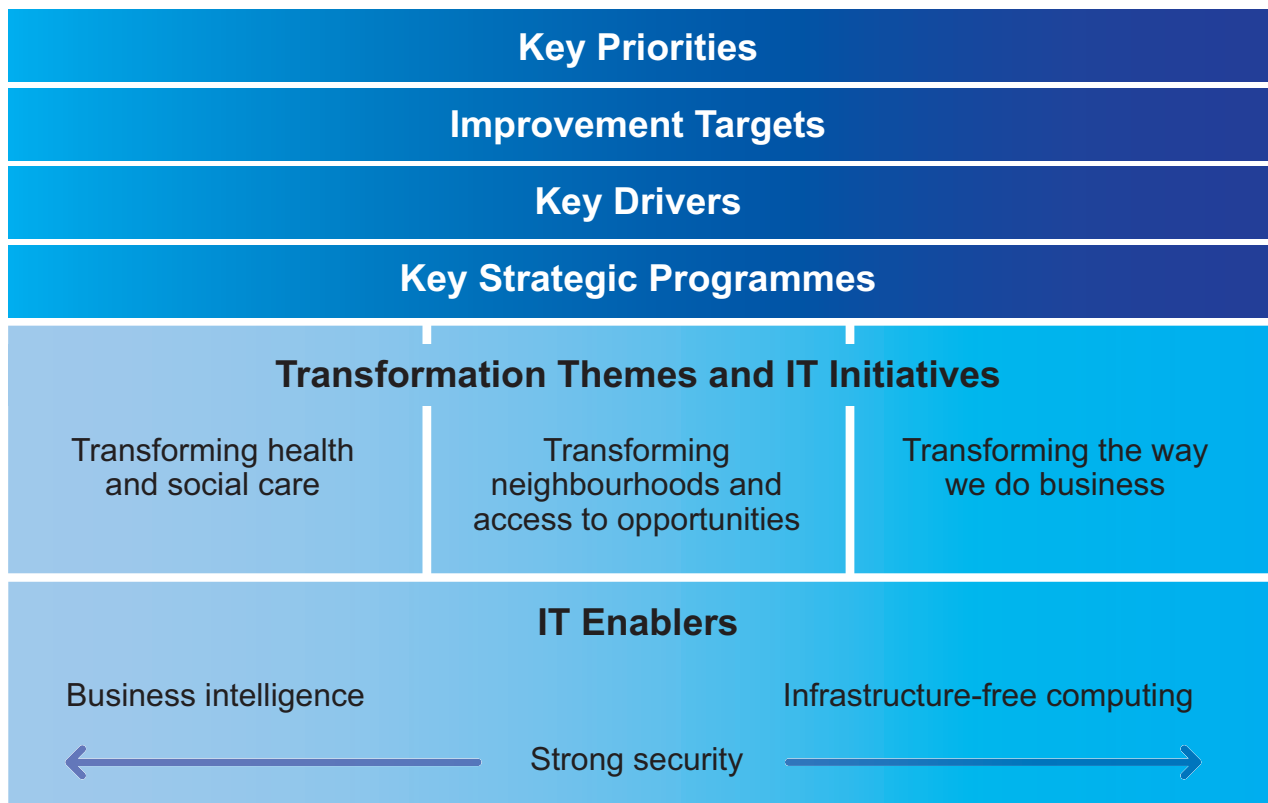
- *Customer transformation*: building on the customer access strategy work to align people, processes and technology so that customers (including residents and businesses) are clearly at the heart of how H&F works, making the council both easier and faster to do business with but also delivering efficiency;
- *Slicker business*: improving the efficiency of core administrative processes through initiatives such as exploring opportunities to share services with neighbouring organisations on a tactical or strategic basis,

implementing the corporate services review, improving procurement capability and world class financial management to allow us to focus on core activities and avoid duplication;

- *Efficient use of assets (Corporate Accommodation)*: driving through improvements in the use of assets such as buildings through SmartWorking, and facilities management, transforming the way the council works and optimising use of property;

- *World class commissioning (WCC)*: achieving the competencies, and behavioural changes to enable commissioning that delivers better health and wellbeing for the population, improved health outcomes and reduced health inequalities.

Figure 7. IT Strategy Overview





3. The IT Vision



3. The IT Vision

3.1 As well as continuing to deliver its key priorities, the council is embarking on significant transformational change and sees this business change being enabled by technology. Technology alone will not transform the council, but the council cannot transform to meet residents' expectations without it.

3.2 The vision of this IT strategy is in summary:

- Customer focus
- Every service mobile
- New ways of working
- Jericho style security
- Managing information better
- Rationalisation of applications – reducing, reusing and recycling

Customer focus

3.3 There will be a paradigm shift in interaction with our residents. Eliminating the need for face to face interactions will be a priority but key to that is really knowing customers, holding a single public service record for our residents and delivering a shared identity service. This will in turn enable tailored service provision, clear and relevant communication and the potential for cross selling and commercialisation of services as well as the targeting of those who would normally be digitally excluded.

The council's brand will therefore be critical to promote but how services are provisioned will be irrelevant as long as the quality and brand is maintained.

New ways of working

3.4 With commodity computing it will be possible to eliminate desktop devices and desktop phones. Staff are then freed to work wherever and whenever they need to. Technologies like presence/availability, videoconferencing, collaboration, unified messaging, social networking, and smart meetings will deliver a SmartWorking environment, enabling staff to work together across space and time.

Every service mobile

3.5 Residents will be able to access any service on the move e.g. via an iPhone. In an increasingly interactive world, this in turn means H&F needs to ensure it can respond to its residents and customers demands and enable efficient information exchange through open and secure information portals and supporting business applications – for example, '*Supporting your choice*'.

3.6 Deploying services across a range of platforms will also enable front-line workers to work efficiently and responsively in

providing services to residents by providing information where and how it is needed.

Jericho style security

3.7 Jericho style security offers a solution by removing the perimeter, or outer security boundary from the organisation. It protects systems and data on multiple levels by using a mixture of encryption, inherently-secure computer systems and data-level authentication rather than relying on protecting the network boundary.

3.8 A more mature approach to security than the current stance embedded in Government Connect codes of connection will become the norm. Supported by information classification, personal information will be better managed. A central point of truth for identity will be established building residents trust to hold, process and share securely data about them.

Managing information better

3.9 Information is a key resource i.e. valuable and essential for the proper conduct of all aspects of the council's business.

- Staff need information to do their jobs efficiently and effectively – information and information technology **support the business objectives;**
- Data requires a strong framework to ensure consistency internally and with relevant national standards – information will operate within a **centrally managed framework** offering a more holistic view of information across its services and better information to identify opportunities for service improvements and process efficiencies;

- In order to operate efficiently, data must be secure and available – information will be **securely available where required.**

3.10 This will be developed further through a Council-wide information management strategy.

Rationalisation of applications – reducing, reusing and recycling

3.11 The principle of consolidating and reducing the number of applications H&F is using will be adopted to reduce complexity and enforce a more standardised approach, thus facilitating more shared services. Staff will only have access to the functionality of an application that they need. These measures will simplify training requirements, improve data quality and reduce support costs. This will be further supported by improving systems integration to remove duplication of data entry and the consequent problems of data integrity.

Opportunities

3.12 The specific opportunities for transformation through efficiency are detailed in section 4. Overall this technology-enabled transformation will help ensure that:

- Residents and businesses have choice and personalisation;
- Residents find it easier to deal with the council;
- Residents feel more engaged;
- Residents benefit from efficiencies;
- Managers are able to free resources from back office to the frontline;
- Frontline staff have better tools to undertake their jobs, and the opportunity



to provide better service as a result;

- Council provides value for money services as these are configured in the most efficient way possible.
- Council can maximise the commercial potential of the way services are provided while offering choice to customers.

Key Features

3.13 The key features of the IT vision include:

- An **integrated** approach to capturing and using data, with no duplication of data entry and a common user interface;
- Fast and **efficient data entry** and retrieval;
- Secure **access to information wherever it is required**. This is likely to require continued and increased investment in devices such as laptops and PDAs;
- Virtually **paperless** operation – recording and accessing data electronically;
- **Reliable hardware, software and networks** with minimal downtime and effective support;
- A **computer literate and well-trained workforce** who are confident about using technology.



4. IT Governance

4. IT Governance



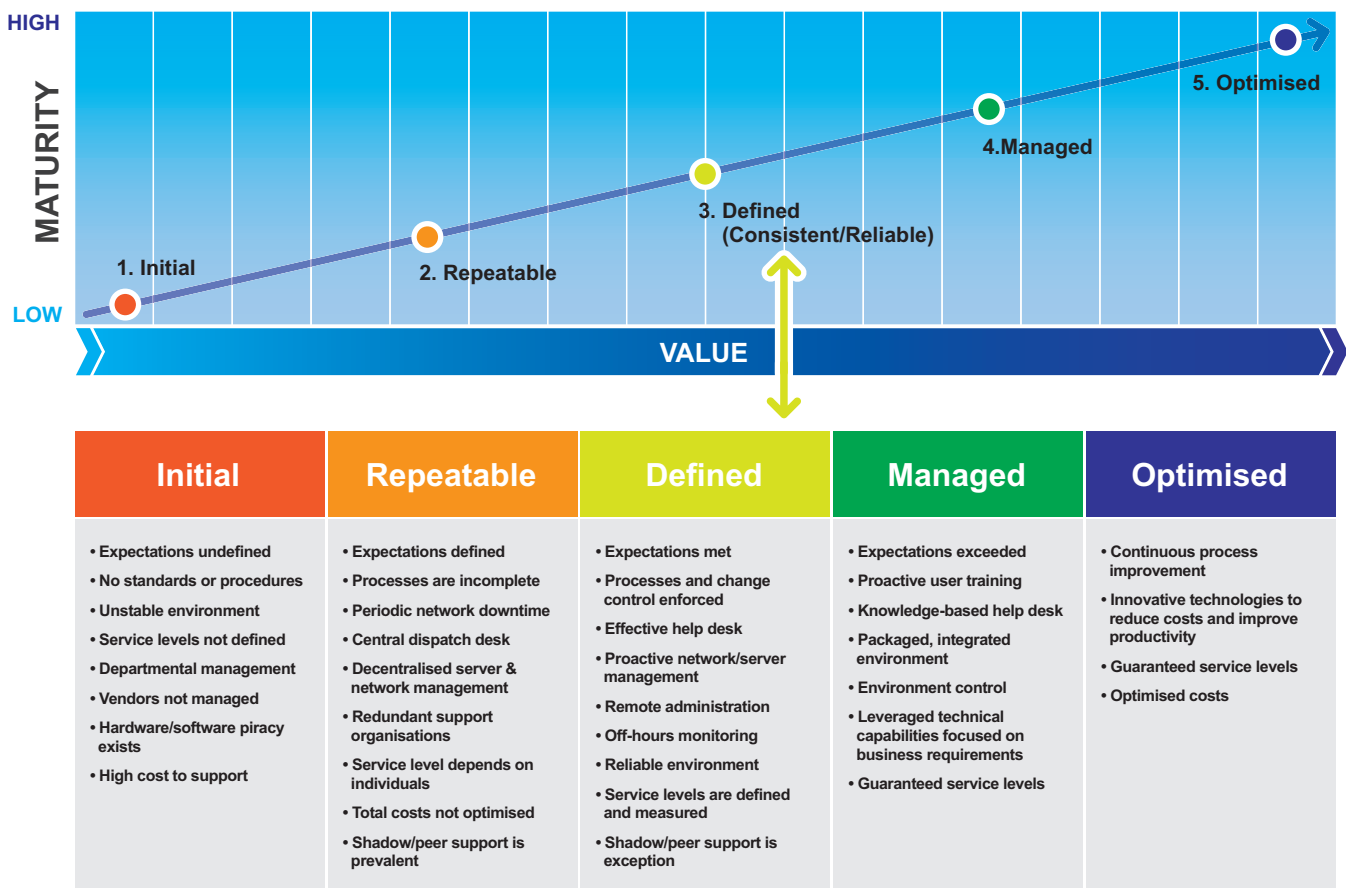
- 4.1 H&F IT services have been provided through a joint venture company (JVC), H&F Bridge Partnership, since November 2006. The mutually agreed vision between H&F and Agilisys in creating HFBP was to act as strategic partners rather than acting independently, strengthening both organisations. A JVC model was selected to exploit shared service opportunities, both at H&F and across the public sector in London.
- 4.2 The main goals for HFBP are:
- reducing costs in the IT operation, providing investment for the current transformation programme and supporting programme delivery, thereby securing its position as the service provider of choice for H&F as IT delivery and projects partner;
 - reducing the cost of council services through enhanced IT provision, supporting the council's broader plans for transformation and the strategic programmes;
 - proactively identifying technology opportunities for H&F to exploit, deploying innovation to provide a flexible platform to respond to a dynamic social and political environment;
 - leveraging the wider shared service capabilities and synergies within the Agilisys group;
- 4.3 Effective IT governance combined with effective project management will deliver the required benefits. The Corporate Programme Management Office (PMO) has a crucial role to play in developing effective programme and project management across a range of initiatives:
- the H&F "Centre of Excellence" for programme and project management, developing the skills required
 - the H&F Project Management Toolkit and Programme Management Framework providing effective support for programme and project managers and sponsors
 - the Programme and Project Management Governance Framework, providing effective selection and prioritisation of initiatives and subsequent management and escalation of risks and issues.
- 4.3 Effective IT governance combined with effective project management will deliver the required benefits. The Corporate Programme Management Office (PMO) has a crucial role to play in developing effective programme and project management across a range of initiatives:
- developing business opportunities across the public sector in London, a key focus being development and implementation of shared services, to bring income into H&F. See [Appendix 3](#) for further details.

Maturity Model and Transformation of Service

- 4.4 The council has a good IT technical infrastructure which is well placed to grow and develop as delivery of the IT service moves up the maturity curve (illustrated in Figure 8 below). The overarching industry trend is that organisations want to concentrate on their core business and move away from providing an IT service.
- 4.5 As of April 2010, the technical infrastructure arm of HFBP is now part of the Agilisys Managed Service and it will be able to leverage the best from both organizations to provide a more mature technology model moving forward.

- 4.6 During a recent council audit, it was observed that the existing charging mechanism for file storage was impressive because it makes transparent to the client the cost and consumption of unstructured storage.
- 4.7 As part of the maturity model all computing resources will be migrated from the traditional model into a cost per unit of consumption. This will allow the council to pay for its IT infrastructure as a service (IaaS), and further improve the transparency of its IT budgets.

Figure 8. IT Operational Maturity Model





4.8 Delivering the optimised band on the IT operational maturity model will include:

- improved metrics on service delivery
- reduced costs by leveraging efficiencies from virtualization and other innovations
- standardisation of processes
- improving resilience in the service and reducing application downtime, whether planned or unplanned
- further improving the SLA on number of calls resolved at first point of contact
- implementation of a Technical Design Authority
- technical roadmap which will proactively deliver the benefits of new technologies.



5. IT Initiatives



5. IT Initiatives

5.1 This section details the IT initiatives that have been created to help enable the council’s strategic programmes, grouped by the three themes identified below.

Themes	IT Initiatives
<p>Transforming health care and social care</p>	<ul style="list-style-type: none"> ✓ Supporting your choice: Giving service users control of the support they need through choice on provisioning of the services. ✓ Child Index: Extending customer insight to children and their families, to assist the support of residents and protection of vulnerable children. ✓ Integrating public services: Supporting collaboration across organisations to deliver joined-up services. ✓ Safeguarding children: Enabling a holistic approach across services and organisation boundaries in promoting the welfare and safety of children. ✓ Managed learning environments: Engaging pupils, parents and carers in advancing academic progress.
<p>Transforming neighbourhoods and access to opportunities</p>	<ul style="list-style-type: none"> ✓ Crime prevention: Sharing information assets with the police; using crime analysis applications to interrogate police data. ✓ Sharing services with our partners: Collaborating with other public sector organisations including the West London Alliance to leverage best practice, knowledge sharing and potential efficiencies across neighbouring organisations. ✓ Incident reporting: Enabling the public to report street scene incidents online with more efficient resolution. ✓ Cleaner, Greener IT: Meeting greening IT targets; reducing travel through increased SmartWorking. Improving energy management on equipment to reduce CO2 emissions. ✓ Community co-production: Engaging residents through social media to become co-producers with the council to improve services and encourage community engagement and cohesion.
<p>Transforming the way we do business</p>	<ul style="list-style-type: none"> ✓ Self-service & e-enablement: Responding to customer demands for convenience, 24*7 online services to improve the customer experience and reduce operational support costs. ✓ Personalisation: Design of services that identify residents and recognise their individual needs. ✓ My H&F card: A multi-function pre-pay card promoting services relevant to residents' needs, extending and promoting the use of local businesses and community services. ✓ Tell us once, use many: Residents engaging with the council will have appropriate information securely shared across the council and partners to make it easier to deal with the organisation. ✓ Multiple engagement channels: Delivery of high quality first time resolution of customers needs irrespective of the access channel. ✓ Business insight and intelligence: Improving the use of information and management reporting to promote better decision making. ✓ Enabling world class financial management: Improving budget management across organisation. ✓ Single property view: Holistic view of street and property assets in the borough to inform council operations. ✓ SmartWorking: Enabling flexible working, knowledge sharing and collaboration to improve efficiency. ✓ E-learning: Performance management supplemented by role-based training and accessible e-learning to drive individual and organisational performance.



Figure 9. H&F Transformation Programmes and Initiatives



5.20 Community co-production involves residents participating in decisions about policies and funding priorities, giving communities the ability to take control of budgets through community-led debates, neighbourhood votes and public meetings. This gives residents an opportunity to have their say on council services for their neighbourhood, ranging from community wardens to tackle anti-social behaviour through to new play areas for children or better transport solutions.

5.21 People want access to information and online tools which allow them to participate and engage with the council rather than having a passive relationship with them e.g. the cycling accident hotspot website where cyclists themselves have fed back on safer routes and helped councils redesign routes more safely. The established access channels will be supplemented by web-based engagement channels to promote residents' involvement in co-production with the council.

5.22 Elected members will be provided with tools to enable them to engage effectively and securely with their constituents, including having visibility of enquiries, complaints and compliments.

Transforming the way we do Business:

Self Service and E-enablement

5.23 The council places its customers at the heart of its services and future plans. With a rise in social networking and tailored communications around the needs and



interests of the individual and of specific interest groups, there is recognition of a paradigm shift in the way people interact and collaborate. The council aims to exploit the social networking medium to interact and collaborate with its customers, for example, using Facebook to communicate with staff and customers in emergencies or using Twitter for complaints.

5.24 The council aims to develop the website as a key customer channel whose importance can only dramatically increase. Website development will respond to the needs of the community, providing a portal to access services on-line. The website needs to be developed inline with 'One Website' Integration and Usability Policy ([Appendix 6](#)).



5.25 The council aims to improve significantly the customer experience on the H&F website by providing the ability for residents to transact with direct access to their council tax account, and/or their housing benefits account together with the ability to complete a visitor parking permit application. Further personalisation, accessibility and usability improvements are also aims.

5.26 Other projects include developing self assessment processes for disabled people registering for housing and adaptations; contact centre and web improvements for tenants to order repairs, make payments, book appointments, and log faults; continuing to rollout across all parking zones electronic permits, SmartVisitors and electronic blue badges to reduce the growing problem of their theft and misuse.



Transforming health care and social care:

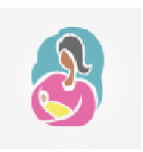
Supporting Your Choice

5.2 Residents will have more control and choice about the services they receive, through selection of providers for the services they need. The WLA authorities will match residents' needs with providers' offerings through an online brokerage service enabling the council to robustly monitor the quality, performance and value for money of the services delivered.



Child Index

5.3 Customer insight will be extended to include children and families in the borough in the form of a child index, giving those areas with appropriate security rights the relevant information to provide prompt and appropriate support.



Integrating public services and safeguarding children

5.4 A holistic approach to providing care and council services means improving interactions with service users and collaborating with external agencies on the welfare of residents. IT will enable the integration of public services by sharing information and systems to facilitate collaboration. As part of the work being undertaken locally to reduce the risks in relation to safeguarding children, improvements in IT systems, in particular reporting, are intended to reduce the amount of time spent on administration or processing data, thus providing more time for face to face time and other best social work practice, including:



- More direct contact with children and families;
- Undertaking risk analysis and assessment;
- Formulating (with managers) appropriate plans and interventions.

Working together across organisations

5.5 There is a need to exchange information securely with other organisations such as the third sector. Many of the frontline workers jointly deliver services to vulnerable children and adults with the third sector, comprising charities, charitable companies, social enterprises and entrepreneurs, volunteers and not-for profit organisations. This generates specific requirements for secure access to and transmission of sensitive information. We need to work closely with external partner organisations to provide efficient and effective services to our residents. Standardisation of information and communications will enable data and services to be shared between organisations as they build and share extranets.



Transforming education through technology

5.6 H&F will look to transform teaching and learning for children and young people living in the borough, seeking ways to enable personalised learning regardless of location, and making it possible for students and teachers to collaborate with each other and connect to the resources they need, simply, quickly and securely, putting children on the super highway by giving them access to suitable devices.





Transforming Neighbourhoods and Access to Opportunities:

Crime Prevention

5.7 Analysis currently undertaken of adult crime is to be expanded to include youth crime. Existing crime analysis applications can be used. Patterns and frequencies of adult and youth crime, and comparisons of deprivation or other resident characteristics can inform decisions on service provision. Other data from the police, such as sources of 999 calls, can also be mapped to show distributions of emergencies, which, in turn, can be used by relevant business areas.

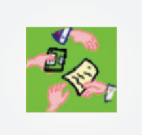


5.8 Improved liaison between the metropolitan police and H&F Homes (HFH) anti-social behaviour (ASB) officers and/or Legal services would reduce the need for police to review paper files. The adoption of an electronic hub approach to facilitate data sharing, similar to the way NHS HF shares data with external organisations, will be investigated.



Sharing services with our partners

5.9 The council is committed to shared solutions with other public sector bodies and is actively working with the Royal Borough of Kensington & Chelsea (RBK&C), Westminster, Rochdale MBC, WLA, Capital Ambition, Bexley and Wandsworth on a series of programmes. It is essential for public sector bodies to adopt standard policies and processes so that the economies of scale can be realised. IT will be a key enabler in delivering such shared services building on a potential shared network for London. The most



advanced initiatives are the contact centre, legal, highways, parking back office, schools improvement, commissioning adult social care, CCTV for community safety and parking, and integration between the council and NHS HF.

Incident Reporting

5.10 Systems will be implemented to enable residents to view and report street scene incidents online while linkages to back-office applications will be improved, so issues can be handled and resolved promptly, while providing residents feedback on resolution to incidents cleared and hot spots.



5.11 Currently there is a two-way link between the contact centre's primary business application, Lagan Frontline, and the back-end system, Confirm. However, each incident could be more effectively dealt with if spatial data were to be captured to pinpoint the actual site through the Geographic Information System (GIS) and passed to Confirm. The council's officers responsible for inspections will also be collecting location-specific data via their hand-held devices linked via GPRS to the back-end Confirm system, using maps on the hand-held to increase spatial accuracy.



Cleaner, Greener IT

5.12 The council has a strong green agenda. IT can help to reduce the large carbon footprint contributing towards global warming, for example by efficient document storage and power management in IT equipment. Technology enables SmartWorking, eliminating unnecessary travel, saving and optimising the use of





5.27 Tactically enriching the website will provide communities of interest with the opportunity to work together to build and own their services. The resulting portal should be clearly branded and state the Council's ethos and way of working, offering a commitment on what the Council will do in return for a pattern of behaviour from the customer.

5.28 The public will be able find information themselves without submitting a Request for Information (RFI). Common RFI data such as council spend or parking ticket volumes issued can be published on the website so customers can self serve. FOI RFI's previously answered will be resolved more quickly by directing customers to the published information on the website reducing staff effort.



Personalisation

5.29 Residents will have better access to information and services through a personalised customer portal with online and mobile self-service capabilities.



5.30 This builds a platform for the new localism agenda and for future online transactions, and to enable higher take up of targeted services through reducing barriers for customers.

5.31 Personalisation and registration also offer the opportunity to market to residents interested in specific services and to keep them up to date with current topics of interest and enhances the council's ability to understand the needs and concerns of residents.

5.32 The council's 6 methods of online registration will gradually reduce to one through the self service portal - while this does not realise savings in itself, it avoids future cost in building further point registration for each service and removes a deterrent to customers wishing to use the website.

My H&F Card

5.33 A multi-function My H&F card will promote services and local businesses to residents, while providing improved customer insight needed to tailor service delivery. H&F cards with a prepaid facility will be made available so that residents can conveniently access the services that they want. Mobile devices will be used to view balances and top up cards to improve customer convenience further, reducing the need to physically go to locations that provide top-up facilities.



5.34 The H&F card will also provide residents access to services - sporting facilities, libraries, parking in the borough as examples. This card will also be programmable to fit different user profiles based on research into what most delivers value to our customers. Examples include concessions, entitlement or access to facilities, rewards, shop local and payments.

Tell us Once

5.35 Tell us Once is a major programme being led by the Department for Work and Pensions (DWP) on behalf of Government as a whole to transform the way in which people can tell Government (central and local) about changes to their





accommodation. SmartWorking also improves staff productivity through increased availability, overcoming the restrictions of location and traditional working hours. A number of key carbon reduction initiatives have been implemented since 2008.

5.13 The government has set targets for local authorities to reduce carbon emissions. The council's carbon management project is both monitoring the NI185 target on use of energy and delivering on the council's carbon commitment to reduce carbon by 40% over 5 years.

5.14 The data centre service supplier has opened its first Energy Centre, a carbon neutral data centre in the Netherlands, which now has double the power previously available with zero effect on the environment. This adopted 'free cooling' techniques, using outside air to cool the equipment inside. The council will consider whether to relocate its services to a carbon neutral data centre.

5.15 Another technology that can be deployed is one for the telephony and data networks that will power off these services when not in use, for example overnight, but not to the extent of jeopardising service where really needed.



5.16 Smart building software (an extension of that described above) can also be deployed particularly in new buildings and is recommended for the new Civic Accommodation. This permits central management and monitoring of all facilities

– power, data and phone network, lifts, security access, heating, ventilation and lighting etc. from one central location, which can be anywhere in the world by using Internet Protocol (IP) technology.

5.17 Although the council is reviewing its workplace strategy, to date thin client deployment has made power environmental savings in preserving the use of otherwise outdated PCs beyond their natural lifecycle. The WEEE regulations have done much to encourage proper disposal of equipment, and to encourage re-use where possible. Thin client technology not only prolongs the life of hardware, but helps with security issues such as using Government Connect.

5.18 Desktop workstations should be used for as long as possible and recycled internally based on fitness for purpose. So far this has pushed the lifetime of the average workstation up to 8 years (previously 3 years) resulting in both efficiencies and carbon emission savings.



Community Co-production

5.19 The localism agenda looks to devolve powers from national and regional levels to local councils and looks to ways in which councils can be made more accountable to local people rather than to national regulatory bodies and central government. Public attitudes are changing: increasingly people expect to be informed and consulted about how services are going to be run and how their money is going to be raised and spent.





circumstances. At its heart is the proposition that people should only have to tell us things – like a birth or death – once and the information will be shared with all the government departments and agencies that need to know.

5.36 The council aims to reuse existing data held on customers within the client index. A single proof of identity for residents can be presented and maintained across the organisation, saving the customer time, for example when processing school applications. By linking the school applications system to the council tax record via the client index, it should simplify the school applications process and enhance residents’ experience of the service. Instances of fraudulent applications could also be highlighted.

Multiple Engagement Channels

5.37 We aim to tailor communications to residents based on their needs. To do this, we need to use customer insight provided through the integration of the client index, gazetteer and relevant datasets across business areas.

Business Opportunities

5.38 Potential uses for targeted communications are:

- Customers paying business rates can be targeted about trade waste, and potential customers can be identified by joining up data;
- Residents registering for a marriage certificate can be provided with brochures for council-owned wedding venues such as Fulham Palace;

- Information packs targeting specific life-events, e.g. “welcome to the borough” packs for residents moving within or into the borough, can provide key information;
- Payment points in the borough such as nearby post offices can be highlighted to residents via eGIS either online or via post.

5.39 The council will support residents in how they want to communicate, e.g. online or mobile devices. Quality face to face communication for those residents who require it will be supported by integrated access to information.

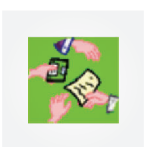
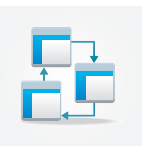
Information Sharing Framework

5.40 The council aims to make better use of its assets. Information is one of its key assets and IT can promote slicker business by ensuring that access to data is appropriate, and that the data itself is accurate and available in a timely manner - right access, right information, right time.

5.41 Maintaining web information currency is critical to the credibility of the service the council provides and will be a key task for information management.


5.42 Sharing data between public sector bodies is crucial to enable effective services. We aim to ensure that information will be securely shared across business areas and external partners, in line with DPA and other legislative requirements.

5.43 Sharing information across business areas will provide a holistic view and therefore allow staff to make informed decisions and provide a better service to customers. In



order to achieve this, the council needs a corporate framework of agreed principles for data sharing across business areas and with external organisations. The DPA must not be used to justify unnecessary barriers to sharing information.

5.44 Building a corporate data sharing framework requires:

- 
- A catalogue of information within H&F, detailing who owns it and who the information is shared with (including systems);
 - Information classification tools which assess data sensitivity within an agreed security framework, ensuring that the access is appropriate to the data;
 - Effective information management based on evaluation of best of breed functionality in relation to records management and enterprise wide search;
 - The ability to share data for all purposes by ensuring consistent and appropriate customer declarations when the data is captured (Fair Processing) ;
 - A supporting technology framework meeting appropriate obligations and guidelines.

5.45 Some examples of data sharing benefits are detailed below:

- The council tax team would be able to make an informed decision on not pursuing non-payments where it is impossible to collect council tax, if HFH points out arrears in rents;
- Sharing data on diversity, vulnerability, high support needs and mental health problems across HFH and health, will enable HFH to allocate correct housing;

- Delighting customers by not having to answer the same questions to staff from different departments.

5.46 A corporate electronic document management system (EDMS) is used to manage documents and workflow by storing and retrieving document images and is integrated with line of business applications used by some business areas such as social care and revenues and benefits.

5.47 Rolling out the corporate EDMS more aggressively to other business areas, such as finance, environment and human resources, will realize further benefits. By linking the EDMS to an offsite physical document storage facility, frequently retrieved documents can be digitised and placed online for faster retrieval.

Business Insight and Intelligence

5.48 Knowledge management and sharing (KM) involves using the ideas, knowledge and experience of employees, customers and suppliers to improve an organisation's performance. Without KM, people in organisations tend to remain fixed in silos, poorly knitted together, with little sharing of good practice and prone to duplicating work. This proves time-consuming, costly, and can lead to disappointing results. H&F needs to invest in KM to provide a set of practical approaches and collaboration tools to ensure that we learn from past experiences and share these lessons. This will help to build the council's knowledge.

5.49 Learning to work within the council's frameworks requires considerable effort,



because of the inherent complexity of all the knowledge that is needed. Use of systems is an essential part of the skill set required to undertake specific roles. The intranet is a useful tool for knowledge management and sharing. The council will investigate the use of wikis for business areas such as finance and the use of blogs to share knowledge and experiences. Proper knowledge management requires dedicated resources with the right skills and therefore investment.

5.50 There is a need to create networking opportunities appropriate to a distributed workforce using technology opportunities such as forums and social networking sites. This depends as much on culture as it does on technology.



5.51 The council has a number of datasets that should be seen as organisation-wide assets, including customer, property and geographic information. Re-using these existing datasets is more cost-effective. By linking up data and broadening its use, the council has a better understanding of the customer's needs.

5.52 The council aims to improve reporting by allowing business areas to more easily produce reports from multiple data sources. Rationalisation of database reporting tools is required to optimise the licensing costs, as well as enabling a holistic view across H&F. This must be supported by investment in council-side report-writing skills. Rationalising tools will enable report writing expertise to be more widely available, across the council.



5.53 The council's geographic information system (GIS) contains a range of spatial information - maps, graphs or data - that can help analysis and inform decision-making. It helps to identify where features, services and needs may be by mapping them to locations and can demonstrate trends and correlations graphically to help improve service delivery and planning. Geographic information is available for public access via the H&F website while eGIS is used internally across the whole council.


5.54 Accurate and up-to-date geographic information is essential to support decision-making and for H&F to maintain an accurate representation of its services and other public sector services in the borough. The council can use GIS for example on analysis of concentrations of road traffic accidents against planned developments for areas of highway in high concentration zones. This can be used for planning preventative action.

5.55 The client index helps the council understand its customers. Data is fed from 8 key business areas into the client index which is then matched and merged into one single view of the customer which enables key business areas to view and update customer data.

5.56 The council aims to improve the accuracy of the information on our customers to design our services around their needs of the population. This will be done by aggregating data from libraries, school applications and potentially violent service users (PVSU) to the client index, allowing

more business areas to have better customer insight.

Enabling World Class Financial Management

- 
- 5.57 This will improve processes and presentation of integrated finance and activity information to ensure best in class performance levels, enabling managers to self-serve with financial reports. A number of transformation programmes create the need for the council to change and/or create sophisticated workflows and decision engines which will assist in providing self-documenting processes that are refined over time. There will be a significant shift towards a learning organisation as the benefits of self-documenting processes are realised and promoted.

Single Property View

- 5.58 H&F maintains property and street gazetteers as the core address and street information for the borough. Maintaining the accuracy of the gazetteer is crucial to responsive and reliable service delivery by H&F and other providers to our customers, such as the blue light emergency services. Business areas such as the contact centre and parking have systems linked to the property gazetteer, and highways use the street equivalent. Each property is referenced by a Unique Property Reference Number (UPRN) and each street by a Unique Street Reference Number (USRN).
- 5.59 The council aims to make the property gazetteer the main source of property data across the council in order to enable efficient

and integrated service delivery, achieving the goal of “capture once, use many times”. To do so, we need to ensure that the gazetteer is complete and up-to-date by comparing it with other address datasets such as those in electoral registration and council tax, addressing anomalies.

- 5.60 The street naming and numbering process also needs to be reviewed to accommodate the business needs of different departments; for example, the process should allow for referencing of locations earlier in the address life-cycle, before formal creation in the gazetteer.
- 5.61 This will involve:
- Providing a Single Property View - a property dashboard based on data from key prioritised applications.
 - Providing access to all documents held on specific properties by indexing documents in the council’s EDMS based on the gazetteer’s UPRN;
 - Identifying all key applications using and storing property addresses that will benefit from an address look-up to gazetteer;
 - Developing a gazetteer search function for these applications to utilise.
 - Introducing changes to systems holding addresses, to capture the UPRN;
 - Matching and cleansing existing address data in these applications against the gazetteer, resolving any data discrepancies such as missing UPRNs. Where appropriate, the address format could be standardised to the gazetteer master for consistency;
 - Incorporating the gazetteer search function into back office systems in order



to look up address data at the point of data entry.

Smart Working

- 5.62 Through the SmartWorking programme, the council is working to create a more flexible, versatile and therefore more efficient workforce. To achieve this, H&F is introducing new technology, and different working practices in a way that can deliver substantial benefits in employee motivation, productivity and service delivery. This in turn will realise accommodation savings while increasing the options in attracting and retaining the right people, improving customer service and increasing residents' satisfaction with the service we provide. It is recognised that this will require a different level of IT support service.



- 5.63 The council aims to make staff more effective by providing them with access from any location to real time information and the systems to help them do their work.

E-learning

- 5.64 e-Learning allows more cost-effective provision of mandatory and skills enhancing training. This requires multimedia and development of the workplace strategy, together with course content. The requirement for role based training originates in the need to guide individuals in learning the required skills for being able to work more productively and efficiently armed with a better understanding of the systems capabilities available to them.






6. IT Enablers

6. IT Enablers

6.1 H&F currently has over 3,800 staff with IT access using more than 3,900 workplace devices around 400 of which are laptops or tablet PCs. Over 1500 staff are able to SmartWork. 2,500 mobile phones and more than 700 Blackberries are in use. IT is deployed at 55 sites across the H&F corporate network with additional services provided for remote access and third party providers via the Internet, GCSX & N3 networks. Service is provided from one out of borough data centre and one computer room in the borough.

6.2 Key features of the IT strategy are set out below:

- 
- Business intelligence based on a centralised information sharing framework enabling information to be entered once and used many times within an IT integration hub, thus improving data quality, enabling efficiencies in data collection and enabling a resident-centric perspective of service provision;
 - Standardisation of applications and hardware, reducing diversity and complexity, allowing fewer staff to concentrate on delivering a higher quality service with greater availability;
 - Multi-channel applications ensuring that services are available through mobile devices, web browsers, e-mail and

and telephone as appropriate. Single sign-on, personalisation and device awareness make it easy for residents and staff alike to interact with different applications through different channels as they wish to get their tasks done;

- Strong security underpins the service.

6.3 These features are set out in the Strategic IT Framework (SIF), which represents a blueprint for technological change. This is underpinned by developments to provide a reliable, flexible and cost-effective IT infrastructure that responds to the changing business requirements, based on:

- Network links provided as a service rather than through dedicated hardware;
- Improved security arrangements supporting collaboration and mobile data;
- Business continuity service providing resilience for thirty critical applications;
- Enabling sound and vision to the desktop enabling access to training materials or staff briefings;
- A new workplace strategy, to improve functionality and performance
- Cloud computing, offering secure, cost-effective and scalable data storage;

6.4 To realise the vision, the following innovations in IT will be needed.



6.17 Interoperability, open standards and service oriented perspectives are key requirements for applications in order to meet H&F's goals of integrating public services. Significant progress has been made through the Strategic IT Framework (SIF) blueprint for change, and this will continue to be developed to reduce the number and complexity of interfaces, increase consistency of data, reduce the number of applications and increase the opportunities for shared data and services.

6.18 Application purchasing will focus on applications which meet and migrate rapidly to this strategy by eliminating diversity. Costs will be driven down by robust vendor management, contract renegotiation and the use of competition for IT service.

6.19 The council will increase collaboration, with partners, reduce costs and increase flexibility and innovation by making use of open source software wherever it is possible. It will look specifically at the potential use of Open Office as a free alternative to the Microsoft Office suite of interrelated desktop applications. The council will also reduce costs by making optimum use of publicly available open standards, particularly around component based design.

6.20 The current strategy for deploying Linux workstations will be reviewed in the context of the Council's new Enterprise Agreement with Microsoft.

6.21 Open source has been used where possible within the application infrastructure. Currently Apache is used as the web server for both Frameworki and Trent; Tomcat is used to a limited extent within Trent and Academy. Use of these platforms is restricted by application vendor support.

Business Continuity

6.22 Business continuity will be implemented to give H&F resilience for around thirty first order applications, determined by their criticality to business operations.

6.23 Modern networks allow distribution of data and services across multiple sites for business continuity thereby providing a single pool of capacity in a virtual data centre which ensures cost effectiveness by using all servers all of the time. With this infrastructure in place whole server mirroring can be employed, where necessary, to provide high availability protection for legacy applications.

6.24 Overall, these approaches deliver reduced costs and higher availability of end user services to meet the developing 24x7 perspective of residents and the increased flexibility that benefits all users.

Workplace (Desktop) Strategy

6.25 Currently the council is committed to thin client or standard PCs as the most cost effective way to deploy services. A new strategy is under development to make it easier for staff to roam between devices and so optimise use of accommodation.





6.5 Smart IT has a key role to play in helping H&F work together with residents, within the council, across the borough and with neighbouring boroughs. Smart IT is simpler, better connected and easier to use.

6.6 Delivering the IT to run the business depends on a reliable, flexible and cost-effective IT infrastructure that responds to the changing business requirements.

6.7 This will be based on further virtualisation, encompassing everything from desktops through to the network, plus incorporating more resilience in the design of new technology provision. This will mitigate the relatively high support costs and maintenance associated with the current infrastructure, by:

- Enabling more flexibility around installing different software versions;
- Thin provisioning of data to make more efficient use of storage;
- Supporting a distributed business continuity solution for increased resilience.

Strategic IT Framework (SIF)

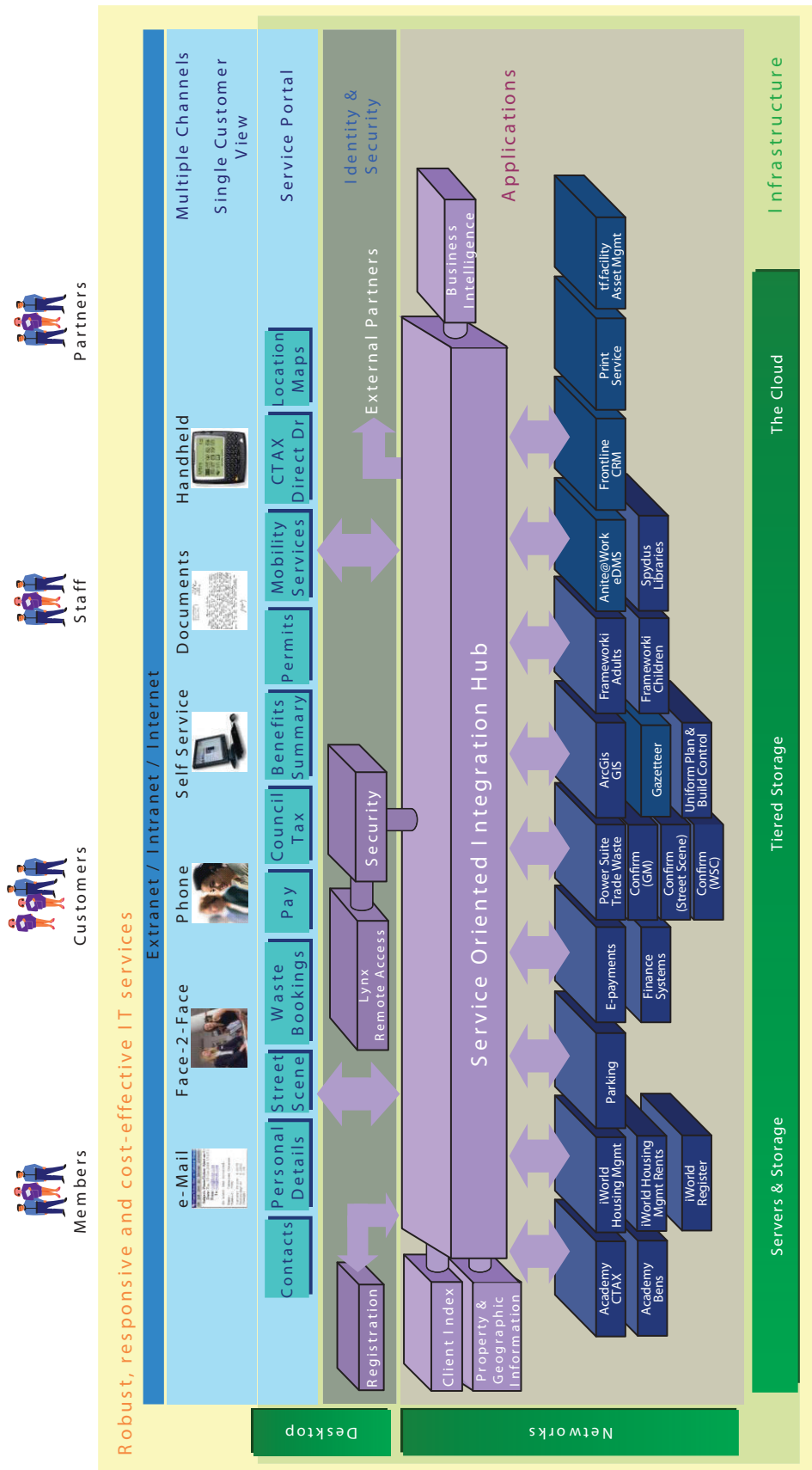
6.8 The Strategic IT Framework (SIF) is a blueprint for change. Hardware, software and process standardisation will help to reduce support and maintenance resources and costs. The SIF allows applications to be effectively integrated to enable greater value to be derived.



6.9 Whilst many components have been implemented as shown in Fig. 10, there is a need to continue development of the SIF to deliver:

- Fewer point to point interfaces to the financial system;
- Increased consistency of data across systems with more effective integration;
- Better information presentation from multiple sources;
- Further reduction in the number of applications used by the council;
- Deliver an architecture to enable shared service at local or pan London levels.

Figure 10. IT Architecture Tiers





It will also deliver multimedia (video and audio) to the device, bandwidth permitting.

The strategy will address

- the SmartWorking programme giving the flexibility of being able to work from any location and to collaborate more effectively internally within H&F, laying the foundation for achieving the Civic vision
- foundations for shared service and benefits delivered through economies of scale

6.26 This will provide consistent device performance, multimedia, a reduction in power consumption, protect the council's information to minimise the risk to its reputation and cost reduction, including in deployment, support and office moves.

6.27 The council currently makes extensive use of Windows XP. This must be replaced by 2014 as at that point Microsoft will cease to provide security patches for it.

Security

6.28 Strong security on Lynx remote access and device encryption will make SmartWorking safe and reliable for council staff.



6.29 Several high profile personal data breaches have occurred in the last couple of years within other public sector organisations. Investment in encryption will reduce the impact of inadvertent disclosure by ensuring any lost data cannot be read. This will be underpinned by developments in policies and staff awareness.

6.30 Close collaboration with third parties and the use of cloud technologies pose information security challenges. Previously organisations have relied upon providing strong electronic boundaries to the internet to secure their systems.

6.31 This will need a collaboration platform (a combination of sharing, encryption, secure messaging and digital rights management) that allows third parties to interact with H&F without bringing the third party into GC scope and can control who by and where council information is accessed. Information classification (the marking of council data according to security level) will be increasingly important as the collaboration platform will make its decision on what can be shared based upon a documents' protective marking.

6.32 The council needs to ensure that its network meets the operating requirements of working with partners across the strong network boundary wall by strengthening authentication. Network security renewal also addresses new security threats to provide assurance of continuing availability and confidentiality – which will also enable it to maintain compliance with Government Connect. Finally, this will also enable it to continue supporting SmartWorking and new services like multimedia.



6.33 The council needs to align with the security trend to move away from H&F's current flat network to a model whereby there is a secure core with layers of degrees of trust around the core.

- 6.10 The principle behind consolidating and reducing the number of applications H&F are using is to reduce complexity and achieve a more standardised approach. There will be a move towards building applications that map the requirements of the individual employee's needs. Staff will only have access to the functionality of an application that they need. These measures will simplify training requirements, improve data quality and reduce support costs.

Virtualisation

- 6.11 Virtualisation has already played a key role in reducing infrastructure and operating costs and the impact on the environment, through physical consolidation and power reduction. Further virtualisation within desktop, storage, networks and servers will continue to drive more efficiencies. This is a key step towards the infrastructure-free or Cloud computing. Selection of application vendors based on their delivery and support of virtual platforms permits flexible provisioning.

- 6.12 A key driver of cost in IT is the steady growth in data storage, including specific retention requirements, which can be mitigated through tiered storage trading speed of access for reduced cost for data that is accessed less regularly. Storage virtualisation provides replication and distribution mechanisms which support backups, business continuity and transparent interoperability with cloud based storage.

Cloud Computing

- 6.13 Initiatives like Cloud and Software and Infrastructure as a Service (SaaS/IaaS) will change IT provisioning dramatically. There will be technical and economic benefits from the scale of the shared service under the Cloud. Designers can pick components from a variety of suppliers to provide a best fit of application design to the needs of the users. The use of standard modules employed by a larger variety of users will improve application quality.

- 6.14 H&F will spend less on its own infrastructure and eliminate the need for upfront capital investment as it moves to models which provide IT on a pay as you go basis. This will also reduce costs, eradicate downtime, improve productivity and 24/7 services. This facilitates the council's overall asset management agenda and the move to commissioning rather than a direct service provision.

Rationalisation of Applications

- 6.15 Standardisation of applications and hardware reduces diversity and complexity, which allows fewer staff to concentrate on delivering a higher quality service with greater availability.
- 6.16 Standardised browser support and thin-client friendly user interfaces make applications easy to access from anywhere whether they are being used by residents on a mobile connection or by staff in a council office.



6.34 Employee authentication service (EAS) is a government service that enables the identity of the user to be checked when they are online by using a PIN and token or card. eCAF and the Housing Benefits Customer Information System (CIS) are already using EAS.

Telephone handsets

6.35 Unless the council adopts a Voice over IP strategy which is not currently planned, few telephone handsets need to be replaced because Openscape in combination with the current telephony infrastructure will achieve the SmartWorking vision.

Networks

6.36 Modern networks are considerably higher bandwidth and lower latency than older networks, as well as being considerably cheaper. Replacing them directly supports the new generation of multimedia based applications and communications, as well as the more graphical interactions which many users now prefer.

6.37 Most of the core data networks that enable access to files, e-mail and corporate applications are technically obsolete – they are unlikely to fully support modern applications, only limited technical support is available, and spares are no longer available. Deploying network services through external suppliers rather than software and hardware will increase flexibility of response to the changing estate, and achieve savings overall. In order to support the network requirements of H&F, a new network design will be implemented, offering:

- Increased availability and performance;
- Support for SmartWorking solutions;
- Flexibility in connections to facilitate the accommodation strategy;
- Increasing capacity for Internet provision.

Technology Roadmap

6.38 HFBP will put in place a technology roadmap which will support the strategic developments described above. Other elements of the roadmap will be the business as usual work that is required to keep the infrastructure up-to-date and secure while taking advantage of upcoming technologies that improve functionality and stability. This roadmap is shown in [Appendix 8](#).

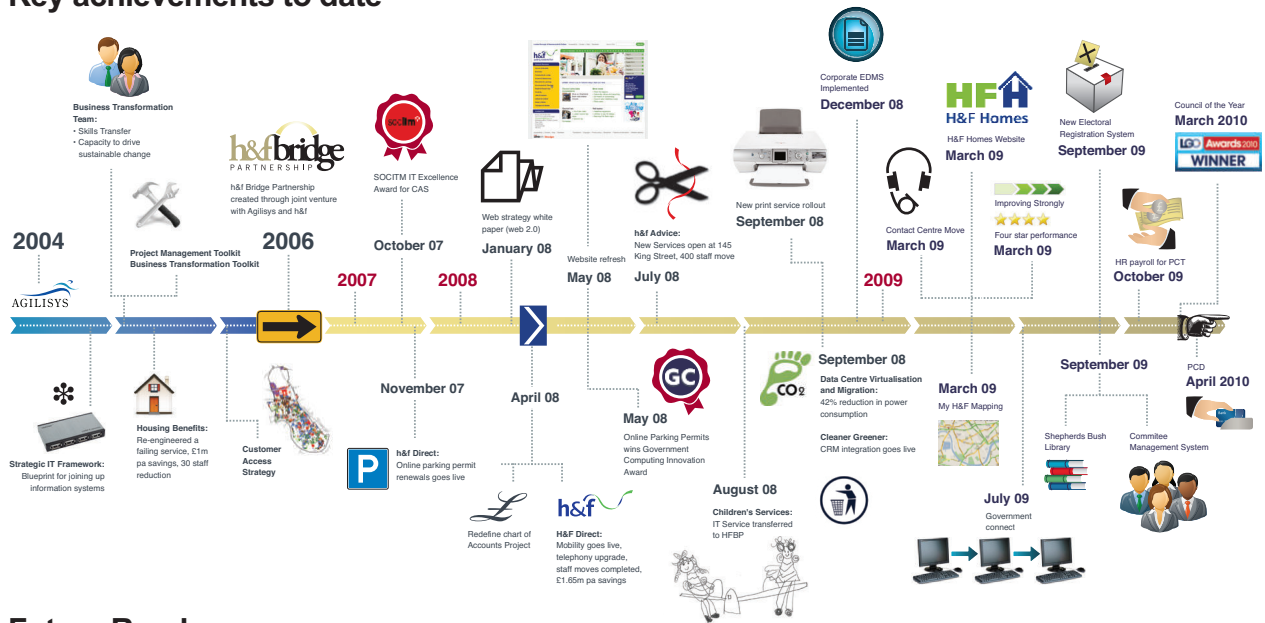




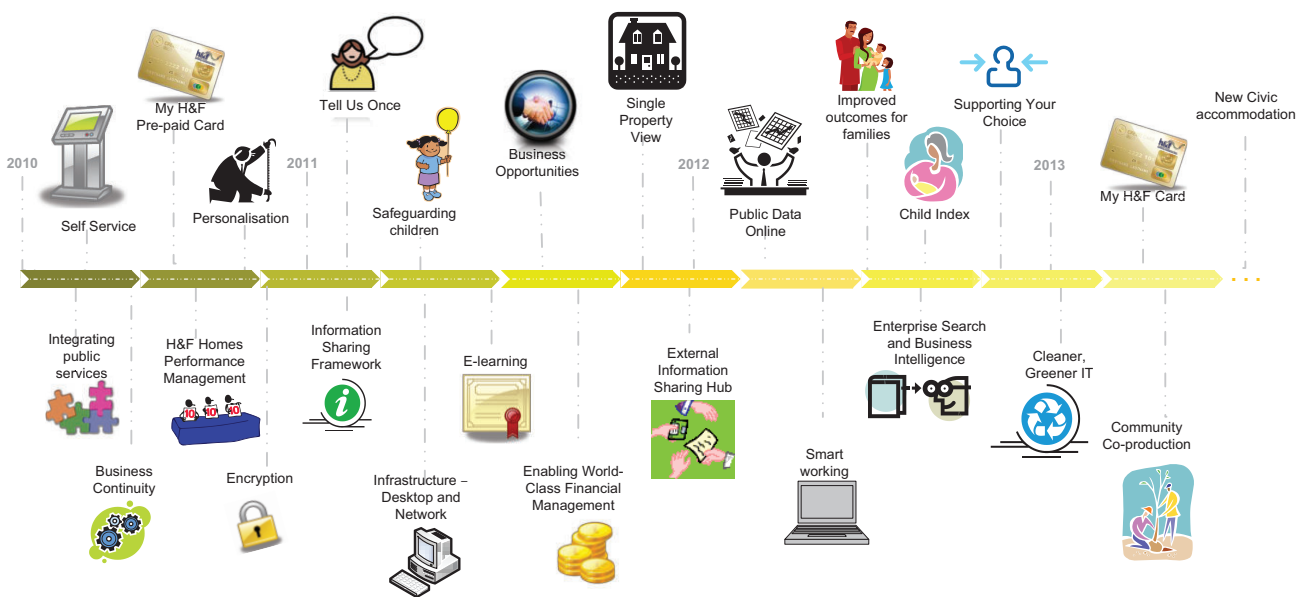
7. Action Plan, Timetable and funding for the IT Strategy

7. Action Plan, Timetable and funding the IT Strategy

7.1 Key achievements to date



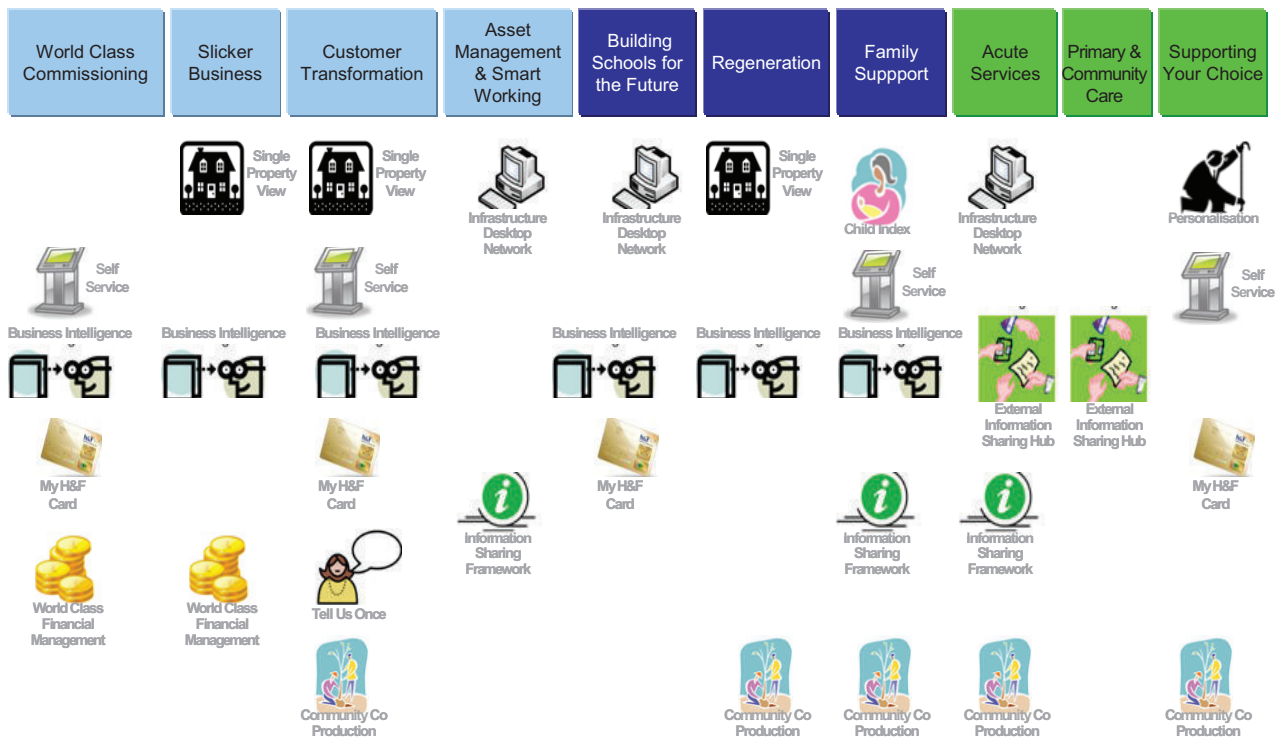
7.2 Future Roadmap



7.1 Some IT initiatives have been mapped against H&F transformation programme in Figure 11 to illustrate that some initiatives will support multiple programmes.









Figure 11. IT initiatives supporting the Transformation Programmes

Supporting the Transformation

































7.2 IT initiatives from the future roadmap are summarised below together with an indication of the one-off cost required (£ represents a cost of less than £50,000;

















££ means a one-off cost of between £50,000 and £100,000; and £££ denotes a cost greater than £100,000).

Initiative	Purpose	Indicative cost	Owners
Integrating public services 	Implementing services to enable collaboration across council, PCT and other key partners, with access to shared information and calendars	£££	Geoff Alltimes
Self service 	Enabling residents to undertake key transactions online without face-to-face contact	£££	Lyn Carpenter
Business continuity 	Implementing a new service to provide continuing access to IT and first order applications in the event of an emergency	£££	Jackie Hudson
H&F Homes Performance Management 	Implementing a system to enable visibility of key performance measures across H&F Homes, enabling targeted management action	££	Nick Johnson
Personalisation 	A single personalised customer portal with online and mobile self-service capabilities providing residents with better access to information and services	£££	Jane West
My H&F Pre-pay card (Pilot) 	Piloting a multifunction pre-pay card to promote improved service delivery, customer insight on take up and also move to cheaper payment channels.	£	Lyn Carpenter
Encryption 	Implementing encryption controls across laptops and removable media (including USB sticks and CD-ROMs), to secure portable data from potential loss	£££	Jackie Hudson
Tell us once 	Implementing processes and supporting technology to enable residents to tell us once about changes to their circumstances, to make it easy for residents to deal with the council	££	Lyn Carpenter



Initiative	Purpose	Indicative cost	Owners
Information sharing framework 	Agree customer declarations to protect residents' privacy and facilitate effective information sharing internally and with partners		Jackie Hudson
Infrastructure – desktop and network 	Virtualisation, workplace strategy and other initiatives to refresh the core infrastructure to enable key elements of SmartWorking, eLearning and other transformational initiatives	  	Jackie Hudson
Safeguarding children 	Training staff, and implementing processes and supporting technology to reduce the amount of time spent on processing/administration and to improve safeguards for the welfare and safety of children	  	Andrew Christie
eLearning 	Implementing eLearning technologies to enhance the skill base of our staff and improve efficiency of delivering mandatory training	  	Jane West
Single property view 	Creating a single property view to enable access to all information about a property in one place, enabling better planning and reducing the number of site visits	 	Nigel Pallace
World Class Financial Management 	Improving processes and presentation of integrated finance and activity information to ensure best in class performance levels	  	Jane West
Public data online 	Putting as much information as possible online for residents and businesses to self-serve, creating engagement and opportunity		Jackie Hudson
External information sharing hub 	Implementing solutions to enable secure information sharing with partners	 	Jackie Hudson
Improved outcomes for families 	Implementing systems enabling key features of the Family Support Programme, to enable services to be effectively targeted and delivered	  	Andrew Christie



Initiative	Purpose	Indicative cost	Owners
SmartWorking 	Implementing a more flexible working environment, balancing organisational development, technology, service delivery and accommodation.		Nigel Pallace
Child index 	Linking information on services provided to children across the council enabling more responsive, appropriate and cost-effective provision		Andrew Christie
Supporting your choice 	Implementing systems enabling key features, both to enable clients to select suppliers and to facilitate H&F quality management		James Reilly
Enterprise search and business intelligence 	Sharing information and reporting across business areas to encourage a joined-up view of information, reducing department silo views, thereby allowing staff to make informed decisions and provide a better service to customers		Jackie Hudson
Cleaner, Greener IT 	Implementing IT initiatives to help reduce the large carbon footprint, for example document storage and power management in IT equipment		Jackie Hudson
My H&F card 	Introducing a multi-function card to promote services and local businesses to residents, and provide improved customer insight to tailor service delivery		Lyn Carpenter
Community Co-production 	Implementing engagement channels such as social media and online communities to promote residents' involvement in co-production with the council		James Reilly
Technology Roadmap 	Implementing infrastructure technologies that will support the strategic developments included in the IT Strategy. Additionally, carry out business as usual technology refresh ensuring the infrastructure is up-to-date and secure while taking advantage of upcoming technologies that improve functionality and stability		Jackie Hudson

8. Link to Appendices



8. Link to Appendices

Appendix 1 – List of Referenced Documents

Corporate Plan 2009/2012 ([Corporate Plan 2009/2012](#))

Departmental business plans ([Business Plans](#))

[Appendix 2 – Action Plans To Achieve IT Initiatives](#)

[Appendix 3 – H&F Bridge Partnership – working together with the council](#)

[Appendix 4 – Glossary](#)

[Appendix 5 – IT Infrastructure \(Detailed\)](#)

[Appendix 6 – Website integration and usability policy](#)

[Appendix 7 – Future Scenarios](#)

[Appendix 8 – Technology Roadmap](#)



London Borough of Hammersmith &
Fulham

Cabinet

2 SEPTEMBER 2010

**DEPUTY LEADER
(ENVIRONMENT &
ASSET MANAGEMENT)**
*Councillor Nicholas
Botterill*

**BUILDING REGULATIONS CHARGING
SCHEME – NEW REGULATIONS FOR
CHARGEABLE ELEMENTS OF BUILDING
CONTROL SERVICES**

**Wards:
All**

HAS A PEIA BEEN COMPLETED? YES

Agreement is required for the introduction of a new Building Regulations Charging Scheme from 1 October 2010, based on the charges regulations as outlined in this report. The new charging scheme must be approved before 1 October 2010 at the latest.

CONTRIBUTORS:
ENV(BTS)
DFCS
FCSLs
ADLDS

Recommendations:

- 1. That the Director of Environment be given delegated authority, in consultation with the Director of Finance and Corporate Services, to:**
 - (a) set charges within the London Borough of Hammersmith and Fulham Building Regulations Charging Scheme made under the new Building (Local Authority Charges) Regulations 2010.**
 - (b) amend, revoke or replace any future London Borough of Hammersmith and Fulham Building Regulations Charging Scheme made under the new Building (Local Authority Charges) Regulations 2010.**
- 2. That the London Borough of Hammersmith and Fulham Building Regulations Charging Scheme 2010 and any subsequent amendments to the scheme be included in the authority's annual review of fees and charges.**

1. THE BUILDING (LOCAL AUTHORITY CHARGES) REGULATIONS 2010

- 1.1 The Building (Local Authority Charges) Regulations 2010 came into force on 1 April, 2010 giving the Local Authorities a six months period to implement it. These Regulations provide the legal framework for the setting of a new Building Regulations Charging Scheme. Local authorities are authorised to fix, by means of a charging scheme, and to recover their costs for carrying out their main building control functions. The regulations apply to the chargeable elements of the building control services and allow for the setting of plan charges, inspection charges, building notice charges, reversion charges and regularisation charges and for a new category of chargeable advice. The new regulations introduce a more flexible charging arrangement whereby the charges set should relate to the costs of carrying out the building regulations chargeable service.

2. BACKGROUND

- 2.1 Local Authorities have been authorised to set down scales of fees for the performance of their building control functions since 1 April 1980. These early fees were made under section 62 (3) of the Health & Safety at Work etc. Act 1974.
- 2.2 The original building regulation fees and subsequent amendments related to the passing or rejection of building plans and for the first inspection of building work, and were prescribed by central government.
- 2.3 Following the introduction of the Building Act 1984, and prescribed fee regulations from 1985 onwards, building regulation fees were extended to include building notice fees, regularisation fees and reversion fees (for taking over unfinished work from approved inspectors). Because the fees were prescribed by central government, it resulted in standardising fees for every local authority in England and Wales.
- 2.4 The Building Act 1984 (Commencement No. 2) Order 1998 brought into operation paragraph 9 of Schedule 9 of the Act on 7 August 1998. This order enabled building regulations to be made authorising local authorities to fix and recover charges in connection with their building regulation functions.
- 2.5 The Commencement No. 2 Order 1998 resulted in the publication of the Building (Local Authority Charges) Regulations 1998, which came into force on 1 April 1999. The regulations, for the first time, required each local authority to prepare a scheme fixing charges for the performance of their building control functions aimed at recovering the cost of the service. The London Borough of Hammersmith and Fulham Building Regulations Charges Scheme No. 1 was implemented on 1 April 1999. Subsequent amending charges schemes have been made since then.

3. PROPOSED CHARGES SCHEME

- 3.1 In 2009, the Government published a consultation paper '*Proposed Changes to the Local Authority Building Control Charging Regime*' which took into account the responses received to the previous consultation paper '*The Future of Building Control*'.
- 3.2 Following responses to the consultations, The Building (Local Authority Charges) Regulations 2010 were laid before parliament on 25 February 2010 and came into force on 1 April 2010. The Council is obliged to make a new charging scheme under the regulations by the 1 October 2010 at the latest.
- 3.3 The Building (Local Authority Charges) Regulations 2010 extend the devolution of building regulation charge setting to local authorities and introduce more flexibility and discretion to enable local authorities to relate their charges to the actual costs of carrying out their main building regulation functions.
- 3.4 A new overriding accounting objective requires local authorities to ensure that "taking one financial year with another" their charges income, as nearly as possible, equates to the costs incurred by the authority in carrying out their chargeable functions and providing chargeable advice, i.e. to break even and achieve full cost recovery.
- 3.5 The regulations also require the accounting treatment of income, costs and any surplus income or deficit in an annual financial statement to be approved by the appropriate local authority officer (Director of Environment) with the necessary financial authority prior to publication. Local authorities must calculate their charges by relating the average hourly rate of building control officers to the time spent carrying out their building control services in relation to particular building work or building work of particular descriptions. The regulations also provide for an increased number of factors which local authorities can take into account in determining the estimated time to be spent on their building control services.
- 3.6 The Council will have the power to determine standard building regulation charges or individually assessed building regulation charges. A charge can now be made for the giving of chargeable building regulation advice. Where charges are made and the amount of work undertaken will be less than originally estimated, a refund will have to be made. If more work is undertaken than originally estimated, a supplementary charge may be made.
- 3.7 An individually determined charge can be made in all cases where there is no standard charge or, where one or more standard charges apply to the work, with the agreement of the applicant.
- 3.8 It is proposed that the London Borough of Hammersmith and Fulham Building Regulations Charging Scheme 2010, made under the Building (Local Authority Charges) Regulations 2010, be authorised to come into effect as of 1 October 2010. The proposal is based on the London District Surveyors Association (LDSA) Model Charging Scheme 2010.

3.9 The new charging scheme should result in fairer charges, helping to avoid under or over charging and the consequent deficits or surpluses arising. The regulations introduce more transparency into the building regulations charging regime to safeguard income. The main effect will be to allow local authorities to more accurately relate their charges to the actual costs in carrying out their main building control functions for individual building projects. The following functions are chargeable:

- (a) the passing or rejection of plans of proposed building work which has been deposited with the London Borough of Hammersmith and Fulham in accordance with section 16 of the Building Act 1984 (as amended).
- (b) the inspection of building work for which plans have been deposited with the London Borough of Hammersmith and Fulham in accordance with the Building Regulation 2000 (as amended) and with section 16 of the Building Act 1984 (as amended)
- (c) the consideration of a building notice which has been given to the London Borough of Hammersmith and Fulham in accordance with the Building Regulations 2000 (as amended)
- (d) the consideration of building work reverting to the London Borough of Hammersmith and Fulham under the Building (Approved Inspectors etc.) Regulations 2000 (as amended)
- (e) the consideration of a regularisation application submitted to the London Borough of Hammersmith and Fulham under regulation 21 of the Building Regulations 2000 (as amended).

3.10 The Chartered Institute of Public Finance and Accountancy (CIPFA) has produced an amended guidance document (*Local Authority Building Control Accounting Guidance for England and Wales, 2010 edition*) to support the new regulations and to isolate chargeable costs from other building control activities. The London Borough of Hammersmith and Fulham Building Regulations Charging Scheme 2010 is being prepared based on the latest CIPFA guidance document.

4. PROGRAMME OF WORK

4.1 The anticipated programme of work is as follows:

	Date:	Year:
Approval (Cabinet) :	02 September	2010
Implementation of new charges:	01 October	2010

5. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

5.1 The introduction of the new Building Control charging regime modifies the calculation of charges for Building Control Services. The new charges are calculated on the basis of recovering the full cost of the chargeable service and breaking even over a three to five year period. The proposed charges have been

calculated in line with CIPFA guidance for the calculation of these charges. This will have no impact on the budget for this area as we already budget to recover costs for Building Control chargeable works. However, the greater flexibility to modify charges in line with local economic conditions will make it easier to meet these income budget targets.

6. COMMENTS OF THE ASSISTANT DIRECTOR FOR STRATEGY, PERFORMANCE & PROCUREMENT

6.1 There are no Strategy, Performance and Procurement issues.

7. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

7.1 Legal and Democratic Services have been consulted in the process and have no comments to make.

LOCAL GOVERNMENT ACT 2000
BACKGROUND PAPERS

No	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	The Building Act 1984 The Building Regulations 2000 Consultation paper 'Proposed Changes to the Local Authority Building Control Charging Regime'	Jay Jayaweera Ext. 3424	BC/ENV, 6 th floor Hammersmith Town Hall Extension, Hammersmith W6 9JU
2.	Consultation paper 'The Future of Building Control' The Building (Local Authority Charges) Regulations 2010 SI 2010 No. 404	Jay Jayaweera Ext. 3424	BC/ENV
3.	Explanatory memorandum to the Building (Local Authority Charges) Regulations 2010.	Jay Jayaweera Ext. 3424	BC/ENV
4.	Department for Communities & Local Government Circular 01/2010, 25/2/2010.	Jay Jayaweera Ext. 3424	BC/ENV
5.	Department for Communities & Local Government Circular 01/2010, 25/2/2010.	Jay Jayaweera Ext. 3424	BC/ENV
6.	LDSA Model Building Regulations Charging Scheme 2010	Jay Jayaweera Ext. 3424	BC/ENV

CONTACT OFFICER:	NAME: Inger Eriksson EXT: 4764
-------------------------	---



Cabinet

2 SEPTEMBER 2010

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

**MATCH DAY PARKING SCHEME
PROPOSALS FOR ZONES SOUTH OF THE
TALGARTH ROAD**

This report details two match day parking scheme proposals for 12 Controlled Parking Zones situated south of the Talgarth Road. The report details issues relating to the schemes and recommends a consultation in the 12 Zone area.

**Wards:
Fulham Reach,
North End,
Munster, Fulham
Broadway, Town,
Parsons Green &
Walham, and
Sands End.**

CONTRIBUTORS

DENV
DFCS
ADLDS

Recommendations:

1. To approve the proposal to consult Controlled Parking Zones D, T, H, F, S, Q, R, U, W, X, Y, and Z on match day parking schemes covering match days for Chelsea FC and Fulham FC;
2. That proposals for match day restrictions of 9am-9.30pm on match days using VMS sign technology are consulted on in each of the 12 Zones, covering matches for both Fulham FC and Chelsea FC;
3. That residents and businesses are clearly informed that a broad consensus on the consultation is required in order to implement match day controls, and that the match day schemes will require residents to pay a higher parking permit rate than the rest of the borough in order to fund the cost of the scheme;
4. That the questions in para. 5.6 of the report are included in the match day consultation for each of the 12 Zones.

**HAS A PEIA BEEN
COMPLETED?
YES**

1. STRATEGIC OBJECTIVE

- 1.1 This report relates to Chapter 7 of the Local Implementation Plan For Transport 2005-09 whereby the Council will:

“develop, monitor and periodically review its policies for parking control, making adequate provision for the essential needs of both Borough residents and business communities, and discourage the increasing use of cars to areas of parking stress.”

2. INTRODUCTION

- 2.1 The Council’s administration made a key commitment on election in May 2006 to seek to introduce a match day scheme that would reduce the inconvenience caused to local residents when professional football matches take place in the borough. This commitment was fulfilled with the successful introduction of Fulham match day controls in Zones X & Y (explained in para. 2.8 below). The Council administration has renewed the commitment, with the aim being to bring in extra parking restrictions to prevent supporters from being able to park in nearby Zones on match days. Unlike the scheme previously introduced in Zones F and S, where the extra restrictions apply every day from Monday-Saturday, the aim was that the restrictions would apply on the match day only.
- 2.2 The Council carried out a provisional consultation in November 2008 with all residents and business in the 10 Controlled Parking Zones (excluding Zones X & Y) located south of the Talgarth Road. This consultation sought to gauge which zones residents and businesses believed were the most affected by Fulham FC or Chelsea FC match day parking. Introducing a match day scheme into all affected zones will take a number of years due to cost and the complexity of the work, so it was deemed to be important in order to prioritise the zones accordingly.
- 2.3 The consultation followed the successful introduction of a flexible match day parking scheme close to Fulham FC in Zones X & Y. This scheme involved the use of electronic Variable Messaging Signs (VMS) to communicate when matches were being played, and therefore when match day restrictions were applicable. Notification is displayed five days prior to any match being played.
- 2.4 Results from the consultation indicated that the majority of respondents from all zones favoured match day controls similar to those in Zones X & Y, as shown in Figure 1 below. Although the numbers of respondents in favour of, and opposed to, the proposals were similar for most zones, the response rates for each of the zones varied between 4.6% (Zone D) and 15.3% (Zone T). A complete analysis is provided in Appendix 1.

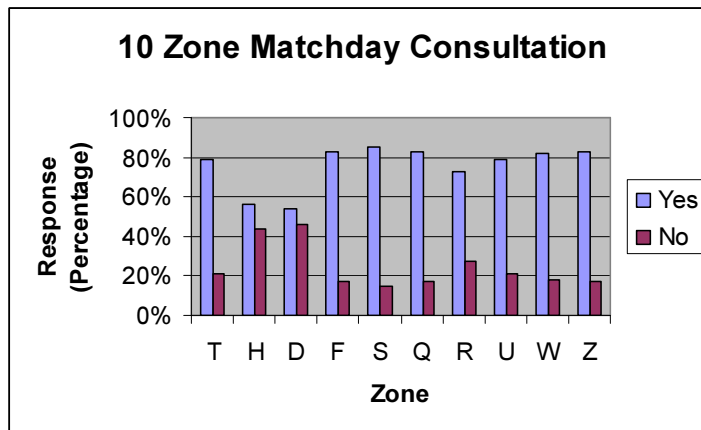


Figure 1: Responses to consultation seeking view on match day controls

2.5 Zones F and S currently experience little impact as they have a non match day only visitor permit system (known as the residents priority scheme) which requires both a visitor permit and pay and display ticket to be displayed at particular times of the week (6.30pm-8pm Monday-Saturday and 2pm-4pm on Saturday). The overall reaction to the introduction of a blanket evenings and Saturday resident priority parking scheme at key times was positive. This is largely due to the variety of parking demands in this area generated by local bars, restaurants and local amenities, as well as the demand generated by the football ground.

2.6 This residents priority scheme was implemented in Zones Q and R in 2004 and subsequently withdrawn in 2005/06.

2.7 The key areas of concern were as follows: -

- (a) The evening restrictions were too restrictive for residential and business visitors on non-match day;
- (b) The one-hour bays that were introduced to provide for the local businesses were not fully utilised, which reduced capacity for residents;
- (c) The extension of the yellow line restriction up to 8pm Monday to Saturday reduced capacity for residents; and
- (d) The signage was confusing.

2.8 On 17 December 2007, following a full consultation with local residents, a match day only scheme was introduced in Zones X and Y .

The scheme introduced the following changes: -

- Match day controls Monday to Friday 9am to 9.30pm and Saturday 9am to 5pm;
- A one hour maximum stay for pay and display on controlled match days;
- A Smart Visitor Permit to ensure that the one hour maximum stay did not adversely impact on residents having visitors on match days;

- Variable message entry signs to communicate the next applicable match day date;
- A one hour maximum purchase on match days from the pay and display machines;
- Match day fixture dates on side panels on the ticket machines to ensure that visitors could not misunderstand parking restrictions, and;
- Introduction of double yellow lines on all corners and in front of dropped pedestrian kerbs to improve accessibility and maximising parking bays, where viable to do so.

- 2.9 In March 2008, feedback cards were distributed to all properties in Zones X and Y. 68% of respondents felt that it was easier to park on match days since the start of the scheme in December 2007.
- 2.10 70% of respondents also supported the extension of the scheme to include Saturday evenings, Sundays and Bank Holidays. As a result, match day restrictions were amended to Monday-Sunday, 9am to 9.30pm, including bank holidays, in November 2008.
- 2.11 Analysis of pay and display revenue data for the 12 Zones indicated that there was a large influx of visitor parking, particularly on Chelsea match days (graphically represented in Appendices 2 and 3).
- 2.12 On weekends, the Zones that were most affected by Chelsea match day parking were Zones Z, W, Q and R which showed an increase in pay and display income of 183%, 100%, 66% and 59% respectively.
- 2.13 On weekdays, the pay and display revenue figures indicated a lower impact on the Zones; however, this may be due to the fact that many Zones in the area do not currently have evening controls. Zone W, however, reported an average of 30% increase in pay & display revenue on weekday Chelsea match days.
- 2.14 Zones U and W had an increase of 38% and 97% in pay and display revenue respectively on Fulham weekend match days.
- 2.15 Zones F and S currently experience little impact as they have a non match day only visitor permit system (known as the resident priority scheme) which requires both a visitor permit and pay and display ticket to be displayed at particular times of the week (6.30pm-8pm Monday-Saturday and 2pm-4pm on Saturday). This scheme was implemented and subsequently withdrawn in Zones Q and R.

- 2.16 The number of matches played at Fulham FC and Chelsea FC home Stadia during the 2009/10 season is detailed in table 1 below.

	Chelsea	Fulham
Weekday	10	14
Saturday	10	10
Sunday	7	8
BHM	1	0
Total	28	32

Table 1- 2009/10 Season home games

3. MATCH-DAY SCHEME PROPOSALS

- 3.1 In February 2010, two proposals were presented at ECM meeting, which were:

OPTION 1: VMS SCHEME

How would the scheme operate?

- 3.1.1 Variable messaging sign (VMS) scheme, similar in principle to the Zone X & Y scheme, with VMS Zone Entry Signs installed on each entry point into a particular zone communicating the next applicable match date, as indicated in figure 2, along with the associated parking place signage indicated in figure 3.
- 3.1.2 With a reduction in the price of technology, amendments to the current design of signs and the possible quantity of signs that may be required, the price of the General Packet Radio Service (GPRS)-enabled VMS signs would be reduced by up to 50% per unit. This would greatly reduce the cost per zone of the scheme, given that the VMS signs are the costliest element.
- 3.1.3 Each VMS sign would be mounted onto a 116mm post currently used for lamp columns, and associated civil works would be carried out in order to provide a power supply to the signage.
- 3.1.4 All VMS signs would be fitted with GPRS modems and Vodafone (date enabled) SIM cards. Although GPRS does have a running cost associated with it (the cost is for the amount of data transferred over the network) the VMS signs system use as little data as possible thus keeping the running costs to a minimum.



Figure 2 & 3 - Indicative signage for the VMS scheme

OPTION 2: PRINTED-LABEL FLAP SIGN SCHEME

How would the scheme operate?

3.2 The Arsenal FC match day parking scheme currently in operation in the London Borough of Islington operates a 'flap sign' scheme. This scheme requires a team of four people to manually change all Zone Entry signs a minimum of 3 days prior to a football match being played. This scheme currently covers approximately 50% of the borough.

3.2.1 A similar scheme in our borough would include:

- Zone entry signs with removable printable panels indicating the next match day (figures 4 & 5 below). Both sides of the detachable 'flap' plate would be used to minimise delays in communicating match day restrictions to motorists.
- Thermal label printers which are currently employed by Arsenal FC would be used to print the match dates for the Zone Entry signs. This would reduce cost and time, with match dates printed on a transparent, removable strip. The average cost of the material used per season is estimated at a maximum of £35,000 p.a. for all 12 Zones.



Figures 4 & 5 - Indicative signage for the printed label scheme

WHAT EITHER SCHEME OPTION WOULD ALSO INCLUDE

3.3 Aside from the differences in the two options indicated above, either scheme proposal could include the following:

- A one hour maximum stay for pay and display would be introduced for the entire day on match-days. Since match start times vary, restrictions specifically for the duration of each match would require variable messaging elements or flap sign elements relating to controlled times on each of the parking place signs and Zone Entry signs. This would make the scheme unduly complicated and expensive;
- On a match-day, pay and display machines will only issue one-hour tickets for the entire day. Ticket machines will be re-programmed to allow this and will be controlled centrally. The restriction must apply for the whole day in order to prevent people arriving early and purchasing a standard ticket that would allow them to stay whilst the game was on. This will prevent the public from misunderstanding the restrictions;
- The details of the signage will depend on what options the residents choose within the consultation (see section 5). However, it is suggested that uniform match day proposals are offered to all zones in order to prevent overspill effects. The signs will require special approval from the Department for Transport since they deviate from the Traffic Signs Regulations and General Directions 2002;
- Match day fixtures list on side panels on each ticket machine. This is not a legal requirement but it does provide an extra facility for motorists and residents at little cost;
- Introduction of a select number of 90 minute maximum stay bays in some locations close to commercial areas, since the one hour maximum stay for

non-residential visitors on match days may be less well-received by businesses. In the case of Zones F & S, the existing one hour pay & display only bays could be converted into 90 minute maximum stay bays or offered a reduced tariff (discussed in points 3.4 – 3.7 below);

- Additional waiting restrictions signage for each stretch of single yellow line, indicating match day and non-match day restrictions (discussed in points 3.8 - 3.10 below), and;
- The introduction of the Smart Visitor Permit (SVP) scheme in each match day zone. Residents who wish to have visitors for longer than an hour on match-days can do so using a electronic visitor permit which will not restrict the length of stay for residential visitor parking.

3.4 Following the introduction of the residents priority scheme in Zones F & S in 2002 a number of pay and display only bays were introduced at a charge of £2.40 per hour to facilitate parking by commercial visitors during the permit holders only hours. The bays were designed to encourage motorists to park for short periods and create opportunity for others to park and access shops. However, whilst the higher tariff was successful in achieving the aim of drivers parking for short periods, the overall occupancy of the bays was low, and therefore the bays were replaced with one hour pay and display bays with a tariff that was in line with shared-use bays.

3.5 The one hour maximum stay bays in Zones F & S seem to meet the commercial parking demands during the permit holders priority hours (Monday to Friday, 6.30pm – 8pm, and Saturdays, 2pm-4pm and 6.30pm-8pm). However, with the introduction of a match day scheme, there would be a maximum stay of one-hour for all non-residential visitors for the duration of match days, which some businesses such as hairdressers and restaurateurs may deem to be insufficient for business needs.

3.6 In order to ensure business needs are addressed, the Council could consider the introduction of one hour ~~or~~ 90 minute pay and display only bays at a reduced tariff, which could also prove to be advantageous for residential visitors (since a limit on the number of SVPs issued per household would apply).

3.7 There are a number of one hour maximum pay and display only bays currently in operation on Askew Road, Fulham Road and Goldhawk Road, with a tariff of 40 pence per hour. These bays have a high level of occupancy and have been welcomed by local businesses.

Single yellow line signage & parking demand

3.8 Whilst single yellow lines which follow CPZ controlled hours do not require associated signage at the moment, the introduction of waiting signage would need to be considered at these locations should a match day scheme similar to Zones X & Y be introduced.

3.9 This signage would be required to indicate match day and non-match day waiting restrictions in order to clarify to residents and visitors that the waiting

controls are consistent with the parking controls, similar to the one indicated below in Figure 6.



Figure 6 – indicative signage for waiting times on match days/non-match days

- 3.10 During the trial of the residents priority match-day scheme in Zones Q and R between 2004 and 2005/06 (as referred to in paras. 2.5 and 2.6), a major concern for residents and businesses was parking restrictions on single yellow lines having been extended from 5pm in the previous scheme, to 8pm, which reduced parking capacity. This was one of the main factors in the scheme proving unpopular and was subsequently removed.

Uniformity of signposts

- 3.11 Currently a variety of 50mm, 60mm and 76mm diameter signposts of different heights exist on-street with mounted parking place signs. Match day parking place signs are larger than standard parking place signs and therefore Borough Lighting Services have recommended to replace all posts in any future match day parking zones with standard 76 mm diameter posts, which they suggest would require replacing less frequently, given the larger size of sign.
- 3.12 The estimated cost of replacing all 50mm and 60mm parking place signposts south of Talgarth Road with 76mm posts is £480,000. These works may take up to 6 months to complete.

Smart Visitor Permit

- 3.13 The Smart Visitor Permit (SVP) scheme has been successfully introduced in 10 zones (Zones A, B, C, CC, D, E, G, J, X and Y) to date, and will include a further 3 Zones by August 2010 (Zones I, L and M).
- 3.14 So far the SVP scheme has been introduced as part of the CPZ review process of individual zones.
- 3.15 Since July 2009, the Council has received an average of 16 requests a month for the introduction of the SVP scheme from residents who do not currently

have the scheme operational in their Zones. The majority of these requests come from residents of Zones Q, R, and W.

- 3.16 Since the SVP scheme is an integral aspect of any match day parking scheme proposal, an early borough-wide introduction of the SVP scheme would facilitate the rapid introduction of match day schemes across a large area, given that it would be time intensive.
- 3.17 Households in all the other zones are currently entitled to a maximum of one SVP, whereas households in Zones G, X and Y are entitled to a maximum of two SVP due to the nature of restrictions in place. However, as Table 2 below indicates, the number of households utilising the second SVP facility for their visitors is minimal in all three zones, when compared to the numbers utilising just one SVP.

Zone	G	X	Y
One SVP permit	446	520	465
Two SVP permits	2	8	5

Table 2: Numbers of SVP being utilised in Zones G, X and Y

- 3.18 Options for the operation of the SVP permit scheme will be included in the post-consultation report to Elected Members. A summary of the parking controls in all 12 Zones is summarised in Appendix 5.

4. ANALYSIS OF MATCH DAY SCHEME OPTIONS

VMS Scheme compared with Flap-sign Scheme

- 4.1 The latest label-printing technology and associated transparent labels are currently being used by Arsenal Football Club and provide a significant time saving for printing, installing, and removing the labels compared to previous technology.
- 4.2 The printed-label flap 'next match' section of the entry signs is manually changed in the Islington scheme. For enforcement purposes, these must be changed at least 3 days prior to a game and evidence of the change must be documented. This means that reactivity to late changes in match fixtures is limited with this option. Arsenal FC are solely responsible for changing the variable next match signs on the zone entry plates and they cover the cost of performing this task. We do not have any such agreement with Fulham FC or Chelsea FC therefore the cost of changing and maintaining the signage rests with the Council.
- 4.3 By comparison, the VMS signs are instantly changeable from a central computer with match dates in Zones X & Y currently displayed five days prior to matches. The cost of changing all VMS signs for each season would amount to a few pence for each change (the cost of data sent and power).

- 4.4 The costs of VMS signage is now comparable to the lifetime costs of installing and operating a flap signage match day scheme, especially given the additional administrative costs of recording, photographing and maintaining a log of when flap signage was changed which would be required should the flap sign option be considered. This would be necessary to supply evidence of enforcement practices in cases of parking appeals.
- 4.5 In light of the successful implementation of the VMS match day parking scheme in Zones X and Y, the VMS option would enable the Council to maintain consistency in operations and enforcement procedures with the current match day scheme.
- 4.6 An extra line of variable text on the VMS signs adds around £1000 to the overall price of each sign (based on a line length of 10 characters).
- 4.7 Increases to the overall dimensions of the sign case may impact upon the price significantly more. Estimating this figure is more difficult and it can change with the commodity price of aluminium over time.
- 4.8 The maintenance of VMS signs will shortly be managed by Metric, the suppliers of the Council's ticket machines. To take the maintenance on board means extending the scheme significantly which should cause no problems from a maintenance point of view, especially since the VMS signs technology has now been fine-tuned to make it very reliable.
- 4.9 Table 3 provides a close estimate of the costs of implementing a match day scheme in each of the 12 effected zones. It should be noted that the most significant cost of these schemes is the Variable Messaging Zone Entry Signs. Additionally, the Department for Transport have stated that they may require additional repeater VMS signs within the boundaries of larger zones as part of match day schemes.

Zone	VMS Scheme	Printed label scheme
T	£330,000	£230,000 (*£3k)
H	£385,000	£240,000 (*£3.9k)
D	£292,000	£230,000 (*£1.9k)
W	£453,000	£280,000 (*£5.6K)
F	£405,000	£295,000 (*£4.4k)
R	£305,000	£230,000 (*£2.6k)
S	£420,000	£295,000 (*£3.4k)
U	£425,000	£255,000 (*£4.8k)
Q	£318,000	£240,000 (*£2.9k)
Z	£355,000	£240,000 (*£2.9k)
X	£200,000	£210,000 (*£2.1k)
Y	£210,000	£220,000 (*£2.6k)
TOTAL	£3,688,000	£2,965,000

Table 3 – Estimated costs for rolling out the match day scheme. * indicates annual maintenance & labelling costs.

- 4.10 Should a match day scheme be introduced in all 12 Zones, the equivalent cost for the scheme to each first permit holder is given in the table 4 below (based upon permit information provided in Appendix 4).

	VMS Scheme	Printed label scheme
Cost per permit	£215.27	£173.07

Table 4 – equivalent cost to each first permit holder of introducing a 12 zone match day scheme over a one year period.

5. CONSULTATION

- 5.1 The 12 Zone match day area includes a total of just under 58,000 properties. It is proposed that the options provided for each of the Zones are kept uniform in order to minimise any possibility of spill-over effects from one Zone into the other as a result of any possible match day parking control differences.
- 5.2 Television scheduling changes mean that football matches are increasingly being scheduled to start earlier or later than the traditional 3pm kick-off at weekends, and therefore they also end earlier or later. The preferred proposals for match day restrictions could be:
- 9am-9.30pm on weekday match days (with option of including Bank Holidays), and 9am-8.30pm on Saturday/Sunday match days, **or**;
 - 9am-9.30pm on weekday and Saturday/Sunday match days (with option of including Bank Holidays). This is in line with the current controls operating in Zones X & Y and is the preferred option as the Department for Transport have already provided authorisation for this in principle.
- 5.3 With the proposals stated above, there is the possibility of a Zone opting for match day controls on all days apart from Bank Holidays, whilst an adjoining zone opts for match day controls including Bank Holidays, which may cause overspill effects. However, there was only one match played on a Bank Holiday Monday during the 2009/10 football match season, which was at Stamford Bridge.
- 5.4 Whilst any match day consultation would present an opportunity to carry out Zone reviews, for non-match controls at the same time the current resident priority controls in Zones F & S on non-match days in conjunction with additional match day controls would lead to large and confusing parking place signs, which the Department for Transport would be unlikely to authorise. An example of what the signage would look like is given in figure 7 below.

P Mon - Fri	P Sat - Sun
9 am - 6.30 pm Permit holders S or Pay at machine opposite Display ticket	9 am - 2 pm 4.00 - 6.30 pm Permit holders S or Pay at machine opposite Display ticket
6.30 - 8.00 pm Permit holders S only	2 - 4 pm 6.30 - 8.00 pm Permit holders S only
MATCH DAY RESTRICTIONS 9 am - 9.30 pm including Sunday and bank holidays Max stay 1 hour for pay and display	MATCH DAY RESTRICTIONS 9 am - 9.30 pm including Sunday and bank holidays Max stay 1 hour for pay and display

Figure 7 – An example of what parking place signage for match day with resident priority signage would look like.

- 5.5 Another option is the removal of the 2pm-4pm permit priority hours on Saturdays and maintaining the 6.30pm -8pm priority hours, in addition to the introduction of match day restrictions. The DfT has approved the signage for this option in principle, which is indicated in figure 8 below.

P Mon - Sun
9 am - 6.30 pm Permit holders S or Pay at machine opposite Display ticket
6.30 - 8.00 pm Permit holders S only
MATCH DAY RESTRICTIONS 9 am - 9.30 pm including Sunday and bank holidays Max stay 1 hour for pay and display

Figure 8 – parking place signage for match day, with 6.30pm-8pm resident priority hours approved in principle by DfT.

- 5.6 With the view that permit prices would be increased in zones that opted for match day parking controls, the key considerations that the residents and businesses will need to consider are: -

- Is there a need for longer controls in the evening on match and/or non-match days?

- Is there a need for controls on Saturdays on match and/or non-match days?
- Is there a need for controls on Sundays on match and/or non-match days?
- Is there a need for a one-hour maximum stay to deter long-stay non-residential visitors on days when weekday evening matches take place, bearing in mind the one hour restrictions would need to apply for the entire day and extended to at least 9.30 in the evening to be effective?
- Is there a need for a one-hour maximum stay to deter long-stay non-residential visitors on Saturday and/or Sunday and/or Bank Holiday match-days?
- If the adjacent zone opts for a match day scheme would the residents and businesses like to be included in the scheme, as they may be affected by overspill effects at a future date.
- A comments box in order to allow residents to express any more localised parking concerns.

5.7 The effects of match day parking on each of the 12 Zones described in 2.9-2.14 indicates that some Zones are clearly affected by both Stamford Bridge and Craven Cottage match days, whereas others are affected by one or the other. Whilst residents and businesses would be likely to know if they are adversely impacted by match day parking it is unlikely that all would know which particular stadium they have been affected by. The options are:

- For Zones to be offered controls relating to either Chelsea/Fulham match days in a consultation;
- For all Zones to have match day controls operating for all match days;
- For the Council to decide which match day controls are appropriate for which Zones based on information like appendices 2 and 3;

5.8 It is estimated that the average motorist is willing to walk approximately a mile from their car to the destination, therefore it is conceivable that the impact of Chelsea football match day parking is felt as far as Zone T (which is 1.4 miles away) without match day restrictions since football fans are willing to walk further.

5.9 The provision of short stay pay and display only parking bays at a discounted rate would be discussed in any post-consultation report and does not need to form part of the consultation as it can be considered an essential facility, in view of any match day restrictions in town centres. These bays would be located away from residential frontages where possible.

5.10 Since the introduction of the match day scheme relies on financing through the increase of parking permits in the proposed match day scheme zones there is the possibility that a low response rate in approval of the scheme may require a majority who did opt for the scheme having to pay a higher parking

permit charge as a result. Therefore, it is proposed that residents and businesses are clearly informed that a minimum response rate to the consultation is required in order to implement match day controls in the body of the consultation document, and that the match day schemes will require residents to pay a higher parking permit rate than the rest of the borough in order to fund the cost of the scheme. Posters displayed in the consulted zones will also act to remind residents and businesses to respond to the consultation.

6. RECOMMENDATIONS

6.1 It is recommended: -

- To approve the proposal to consult Controlled Parking Zones D, T, H, F, S, Q, R, U, W, X, Y, and Z on match day parking schemes covering match days for Chelsea FC and Fulham FC;
- That proposals for match day restrictions of 9am-9.30pm on weekday match days (with the option of including Bank Holidays), using VMS sign technology is consulted on in each of the 12 Zones covering matches for both, Fulham FC and Chelsea;
- That residents and businesses are clearly informed that a broad consensus to the consultation is required in order to implement match day controls, and that the match day schemes will require residents to pay a higher parking permit rate than the rest of the borough in order to fund the cost of the scheme;
- That the questions raised in 5.6 are included in the match day consultation for each of the 12 Zones.

7. COSTS & RESOURCES

7.1 In order to implement the match day scheme across all 12 Zones, two dedicated works supervisors (works co-ordinator and works monitoring supervisor) would be required.

7.2 To deliver complete surveys for the entire 12 Zone area, two additional Surveyors would be required.

7.3 An additional four parking projects engineers would be required in ensure that the match day parking scheme can be delivered over the area in one continuous period.

7.4 Whilst the costs indicated in section 4.2 are for a complete scheme, any costs associated with the implementation of a supported scheme will be reported along with the post consultation feedback report. In order to deliver a match day scheme in all 12 zones over a period of one financial year, three additional project engineers would need to be employed. This would have an impact on the overall cost of the project, however, this has been accounted for.

- 7.5 Fluctuations in the commodity price of aluminium over time would affect the price of the flap or VMS signs.
- 7.6 The cost of consulting the 12 Zones on the proposals will be £240,000.
- 7.7 The cost of the consultation can be covered within the existing Controlled Parking Zone budget for 2010/11 and will require no further funding.

8. TIMESCALES

- 8.1 Since the Zone Entry signage for match day parking is non-standard, the assembly and delivery of these signs are likely to be the most time intensive element of delivering match day schemes.
- 8.2 The first 25 VMS signs would require 16 weeks from the date of agreement of the Zone Entry sign face design, following approval from the DfT, to be manufactured. Following the initial delivery, 25 VMS signs could be ready for installation every 3 weeks until the contract was complete.
- 8.3 Timescales are estimated as follows:

Time Period	Action
2010/11	
July - Nov 2010	<ul style="list-style-type: none"> • Survey of 12 CPZs
October 2010	<ul style="list-style-type: none"> • Cabinet Decision on Consultation
November 2010	<ul style="list-style-type: none"> • Consultation takes place
March 2011	<ul style="list-style-type: none"> • Cabinet Decision on proposals based on consultation response
June 2011	<ul style="list-style-type: none"> • Borough-wide roll-out of SVP
August 2011	<ul style="list-style-type: none"> • Relevant contractors appointed following tendering processes
2012/13	
January 2012	<ul style="list-style-type: none"> • Implementation of match day parking scheme in first zone
May 2012	<ul style="list-style-type: none"> • Implementation of the last of the 12 match day parking zones
May – October 2012	<ul style="list-style-type: none"> • Monitoring of the scheme

- 8.4 To implement a match day scheme in each of the 12 Zones would be programmed over a minimum two years.
- 8.5 There may be a requirement to go through the competitive tender process for the supply and/or installation of the works through the OJEU process, which may take up to 6 months to complete.

8.6 Based on the Council's previous work with the VMS sign technology provider, Microtima Ltd, the Council could carry out a competitive tender process or find applicable grounds under the Public Contracts Regulations 2006 to negotiate with one contractor. The grounds for so doing are rather limited, including though not limited to, for technical or artistic reasons or for reasons connected with the protection of exclusive rights. Officers will liaise with legal services in relation to any procurement processes.

9 COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

9.1 As parking policy is not a fiscal measure in terms of generating income, no consideration should be given to the financial implications of the recommendations of the report. However, members need to be aware of the potential financial implications for financial planning purposes.

9.2 The proposal to consult on extending a match day scheme to all parking Zones in the south of the borough for both Chelsea and Fulham games. It is difficult to determine the precise impact and the pace of implementation although it is possible to set out the various areas in which income could be affected:

- Match day income foregone;
- Pay & display income affected by extra controls;
- Additional match day PCN income;
- Additional P&D income from extended hours of control, and;
- Additional P&D income from smart visitor permit.

9.3 Whilst not possible to put precise estimates against many of the areas it is possible to establish a range of forecast based on a number of variable parameters.

9.4 The loss of pay & display income from match days and the displacement effect on non-match days could cost up to £270k, with some of this being recovered through additional pay & display money from extended control hours and the use of the Smart Visitor Permit. It is expected that this could generate about £125k i.e. a net reduction of £150k.

9.5 In introducing additional controls, it is expected that there will be additional PCN income although it is not possible to faithfully extrapolate any information on the additional income that this might cost.

9.6 The rolling out of the programme is dependent upon the level of available resources and decisions as to how the cost should be financed, including from the existing budget. The ability to finance the remainder of the programme will depend upon budget availability and other priorities.

9.7 Any procurement considerations would need to be taken into account in the implementation of the project.

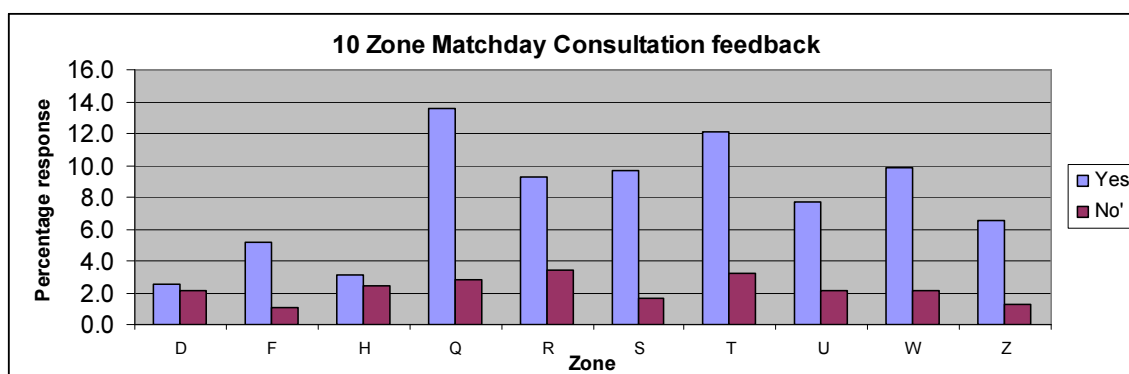
10 COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL & DEMOCRATIC SERVICES)

- 10.1 As a public authority, the Council is under an obligation to ensure that all procurement processes are fair, transparent and non-discriminatory. This applies to the procurement of all goods, services and works on behalf of the Council. Unless the Council is able to show legitimate grounds under the Public Contract Regulations 2006, it will be required to carry out a competitive procurement process, appropriate to the value of the contract to be awarded, in respect of all the goods, works and services to be procured.
- 10.2 Legal services will work with officers to determine the necessary procurement processes.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

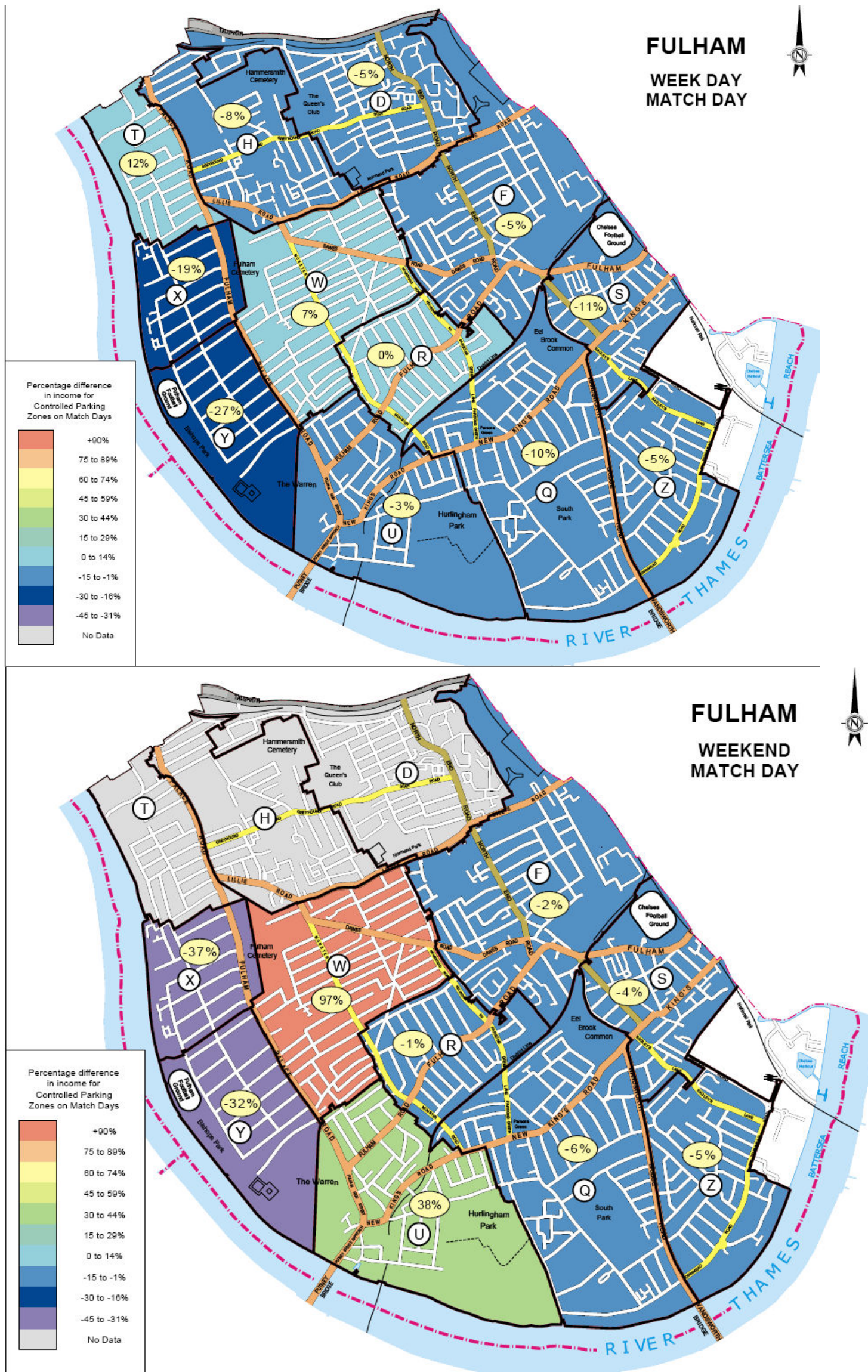
No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/Location
1.	Project file – Match Day Parking 2010-11	Naveed Ahmed Ext. 1418	EnvD 4 th Floor, HTHX

Appendix 1 – Analysis of 10 Zone match day consultation

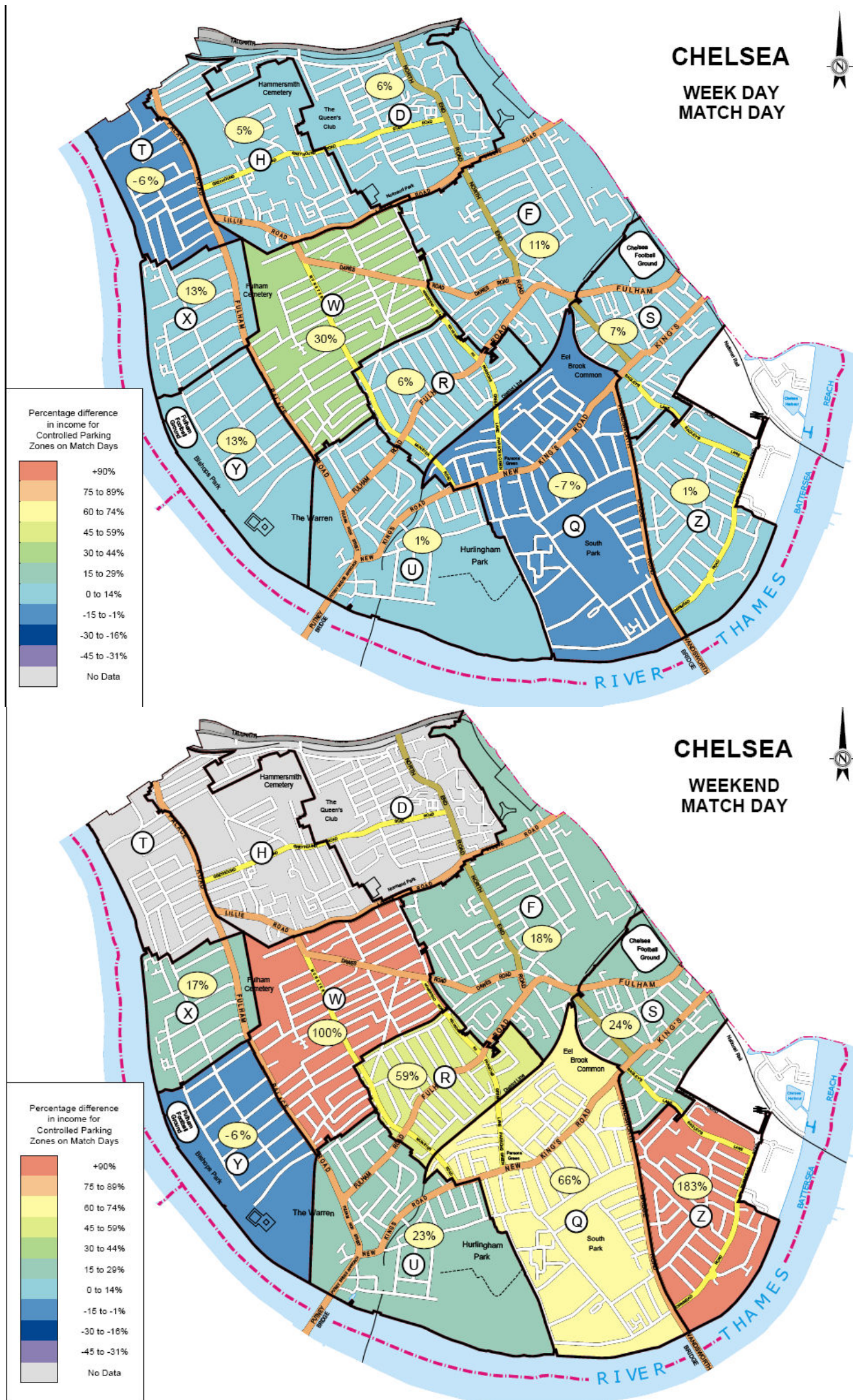


	D	F	H	Q	R	S	T	U	w	Z
Yes'	170 (2.5%)	373 (5.2%)	116 (3.1%)	677 (13.6%)	326 (9.3%)	311 (9.7%)	209 (12.1%)	318 (7.7%)	611 (9.9%)	269 (6.5%)
No'	146 (2.1%)	76 (1.1%)	90 (2.4%)	137 (2.8%)	118 (3.4%)	54 (1.7%)	56 (3.2%)	87 (2.1%)	133 (2.1%)	55 (1.3%)
Total of properties responding	316 (4.6%)	449 (6.3%)	206 (5.5%)	814 (16.4%)	444 (12.7%)	365 (11.4%)	265 (15.3%)	405 (9.9%)	744 (12%)	324 (7.8%)
Total properties who did not respond	6615 (95.4%)	6721 (93.7%)	3536 (94.5%)	4165 (83.7%)	3076 (87.4%)	2855 (88.7%)	1469 (84.7%)	3711 (90.1%)	5457 (88%)	3844 (92.2%)
Total properties in zone	6931	7170	3742	4979	3520	3220	1734	4116	6201	4168
PERMITS										
Total permit holders as a %age of total properties	26.1	23.2	30.3	50.5	44.6	29.7	40.0	38.8	45.8	30.5

Appendix 2 – Pay and Display income analysis for Fulham FC (2009)



Appendix 3 – Pay and Display income analysis for Chelsea FC (2009)



Appendix 4 – Number of first resident permits (May 2010)

Zone	Number of resident first parking permits
Zone D	1722
Zone F	1566
Zone H	1092
Zone Q	2453
Zone R	1509
Zone S	895
Zone T	701
Zone U	1539
Zone W	2755
Zone X	847
Zone Y	797
Zone Z	1256
Total:	17,132

Zone D (Barons Court)

- 9am to 5pm, Monday to Friday
- Pay and display £1.80 per hour (from 7th April 08)
- 8 hour maximum stay for pay and display
- Restrictions are extended in a large part of the zone for two weeks each year at the time of the Queen's Club Tennis Tournament, when restrictions apply from 9am to 7pm, Monday to Sunday
- SMART Visitor Permit for resident's visitors (from 3rd Nov, 2008):
 - o Users are not subject to the 8 hour maximum stay for pay and display parking
 - o One SMART Visitor permit per household
 - o Charged at £1.50/hour, by the minute (prepaid credit)
 - o Unlimited standard rate hours can be purchased on each Zone D SMART Visitor Permit account each year
 - o Disabled residents entitled to buy the first 240 hours per annum at a 50% discounted rate (i.e. 75p per hour)
 - o Zone D SMART Visitor Permits can only be used in Zone D

Zone F (streets off and around North End Road, Fulham)

- 9am to 8pm, Monday to Saturday
- Pay and display £1.80 per hour (from 7th April 08) for the first 4 hours and £2 per hour (£2.20 per hour from 7th April 08) for any additional hours
- 8 hour maximum stay for pay and display
- Parking restricted to permit holders only at the following times:
 - o 2pm to 4pm on Saturdays
 - o 6.30pm to 8pm, Monday to Saturday
- During permit holder only times, visitors must display a valid Zone F resident visitor's permit IN ADDITION TO a valid Zone F pay and display ticket
- Limited number of 1-hour maximum stay pay and display only bays (Zone F permits not valid in these bays, Zone F resident visitor permits not required)
- Market trader's bays in side streets off North End Road are for use by Market Trader Permit holders only between 7am and 6.30pm, Monday to Saturday. These bays can also be used by other Zone F permit holders between 6.30pm and 8pm, Monday to Saturday.

Zone H (around Charing Cross Hospital)

- 9am to 5pm, Monday to Friday
- Pay and display £1.80 per hour (from 7th April 08)
- 8 hour maximum stay for pay and display

Zone Q (Fulham)

- 9am to 5pm, Monday to Saturday
- Pay and display £1.80 per hour (from 7th April 08)
- 8 hour maximum stay for pay and display

Zone R (Fulham)

- 9am to 5pm, Monday to Saturday
- Pay and display £1.80 per hour (from 7th April 08)
- 8 hour maximum stay for pay and display
- Trial zone for SmartPARK electronic (infra-red) permits:
 - o Permit holders are required to display an electronic smartPARK permit
 - o Permit holders can opt to use their smartPark electronic permit as a cashless method of parking in other H&F zones at regular p&d rates
 - o Cashless parking charged on a per minute basis
 - o Users of the cashless system need to abide by the maximum stay of the bay that they using when parking in other zones
- there are three 1-hour short stay pay and display only bays (approx 20 car spaces) on Fulham Road (also in Zone U):
 - o 20p per half-hour from 20th December 09
 - o operate 9.30am to 4.30pm, Monday to Saturday
 - o these bays have a waiting and loading restriction between 8am to 9.30am and 4.30pm to 8pm, Monday to Saturday.
 - o Maximum stay 1hour, no return within 1 hour

Zone S (Fulham – Kings Road/Chelsea FC)

- 9am to 8pm, Monday to Saturday
- Pay and display £1.80 per hour for the first 4 hours and £2.20 per hour for any additional hours (from 7th April 2008)
- 8 hour maximum stay for pay and display
- Parking restricted to permit holders only at the following times:
 - o 2pm to 4pm on Saturday
 - o 6.30pm to 8pm, Monday to Saturday
- During permit holder only times, visitors must display a valid Zone S resident visitor's permit AS WELL AS a valid Zone S pay and display ticket
- Limited number of 1-hour maximum stay pay and display only bays (Zone S permits not valid in these bays, Zone S resident visitor permits not required)

Zone T (South Hammersmith)

- 9am to 5pm, Monday to Friday
- Pay and display £1.80 per hour (from 7th April 08)
- 8 hour maximum stay for pay and display

Zone U (South-West Fulham)

- 9am to 5pm, Monday to Saturday
- Pay and display £1.80 per hour (from 7th April 08)
- 8 hour maximum stay for pay and display
- Limited number of 1-hour maximum stay bays – maximum stay applies to both permit holders and pay and display)
- there are two 1-hour short stay pay and display only bays (approx 8 car spaces) on Fulham Road (also in Zone R):
 - o 20p per half-hour from 20th December 09
 - o operate 9.30am to 4.30pm, Monday to Saturday
 - o these bays have a waiting and loading restriction between 8am to 9.30am and 4.30pm to 8pm, Monday to Saturday.
 - o Maximum stay 1hour, no return within 1 hour

Zone W (West Fulham)

- 9am to 5pm, Monday to Saturday
- Pay and display £1.80 per hour (from 7th April 08)
- 8 hour maximum stay for pay and display

Zone X (near Fulham FC)

- 9am to 5pm, Monday to Saturday
- Pay and display £1.80 per hour (from 7th April 08)
- 8 hour maximum stay for pay and display
- Matchday Parking Scheme:
 - o On controlled match days, restrictions apply:
 - 9am to 9.30pm, Monday to Sunday (including bank holidays)
 - Prior to 27th October 2008, matchday restrictions applied from 9am to 9.30pm, Mon-Fri and 9am to 5pm on Saturday
 - o On match days, there is a 1-hour maximum stay for pay and display for the whole day
 - o Dates of matches are displayed:
 - On pay and display machines
 - On the council's website
 - On Controlled Zone entry signs
- SMART Visitor Permit for resident's visitors:
 - o Users are not subject to the 1-hour maximum stay on match days
 - o Maximum of two SMART Visitor Permits per household
 - o Charged at £1.50/hour, by the minute (prepaid credit)
 - o Unlimited standard rate hours can be purchased on each Zone X SMART Visitor Permit account each year, to be used between the two SMART Visitor permits (prior to 14th December 2009, there was a 240 hour standard rate annual limit)
 - o Disabled residents entitled to buy their 240-hour annual allocation at a 50% discount (i.e. at 75p per hour)
 - o Zone X SMART Visitor Permits can only be used in Zone X

Zone Y (near Fulham FC)

- 9am to 5pm, Monday to Saturday
- Pay and display £1.80 per hour (from 7th April 08)
- 8 hour maximum stay for pay and display
- Trial zone for Matchday Parking Scheme:
 - o On controlled match days, restrictions apply:
 - 9am to 9.30pm, Monday to Sunday (including bank holidays)
 - Prior to 27th October 2008, matchday restrictions applied from 9am to 9.30pm, Mon-Fri and 9am to 5pm on Saturday
 - o On match days, there is a 1-hour maximum stay for pay and display for the whole day
 - o Dates of matches are displayed:
 - On pay and display machines
 - On the council's website
 - On Controlled Zone entry signs
- SMART Visitor Permit for resident's visitors:
 - o Users are not subject to the 1-hour maximum stay on match days
 - o Maximum of two SMART Visitor Permits per household
 - o Charged at £1.50/hour, by the minute (prepaid credit)
 - o Unlimited standard rate hours can be purchased on each Zone X SMART Visitor Permit account each year, to be used between the two SMART Visitor permits (prior to 14th December 2009, there was a 240 hour standard rate annual limit)
 - o Disabled residents entitled to buy their 240-hour annual allocation at a 50% discount (i.e. at 75p per hour)
 - o Zone Y SMART Visitor Permits can only be used in Zone Y

Zone Z (South-East Fulham)

- 9am to 5pm, Monday to Saturday (8 hour maximum stay for pay and display)
- Pay and display £1.80 per hour (from 7th April 08)

Agenda Item 9



London Borough of Hammersmith & Fulham

Cabinet

2 SEPTEMBER 2010

**CABINET MEMBER
FOR RESIDENTS
SERVICES**

Councillor Greg Smith

**RESIDENTS SERVICES CHANGES TO FEES
AND CHARGES EFFECTIVE FROM 1
OCTOBER 2010**

**Wards
All**

This paper sets out proposed changes to Fees and Charges, together with new Charges effective from 1 October 2010.

CONTRIBUTORS

DFCS
ADLDS

Recommendations:

- 1. That the changes to Fees and Charges for Residents Services set out in Appendix A be approved.**
- 2. That approval of in year changes to Fees and Charges be delegated to the Cabinet Member for Residents Services where the impact on revenue is expected to be less than £100k.**

**HAS A PEIA BEEN
COMPLETED?
YES**

1. BACKGROUND

- 1.1 A major Fees and Charges review was carried out at the end of last year, and as a result revised Fees and Charges were introduced from 1 April 2010. During this period, a number of service area reviews were in progress and as part of this exercise further detailed benchmarking information and full costing schedules were prepared. This work is now complete and a number of changes to Fees and Charges, particularly across Bulky Waste, Street Trading, Sports Bookings, RBDM, Library Concessions and Fulham Palace, have been identified. A number of new charges have also been identified in order to cover the cost of providing the service.
- 1.2 Proposed changes to fees and charges are set out in Appendix A. Reasons for the changes are also provided in Appendix A and these changes rang from:
- a) The need to cover costs
 - b) Benchmarking with other Authorities and Competitors
 - c) Reflecting the demand across the Borough
 - d) Improvements to facilities and the overall service provision

Bulky waste

- 1.3 An increase to Trade Waste charges for the collection of fridges and freezers is recommended. This is based on the increased size of average units for trade items compared to domestic models. This extra charge also reflects the increased storage charges for larger units not previously recovered.

Community Sports

- 1.4 It is recommended that Sports bookings for Out of Borough and Private School use is increased to ensure that VAT is recovered in full. Previously VAT was paid from the net cost of providing Sports Pitches and Facilities. This has resulted in an overall increase of 17 1/2 %.
- 1.5 Charges for Pitches in Hammersmith and Fulham are at the lower end compared to the overall London average. Incremental increases have been applied over the last two years to bring prices more in to line with other London boroughs. It is recommended that this approach continues, resulting in an average price increase of 11% effective from the 1 October 2010.
- 1.6 Charges for cricket pitches are in the lower quartile of London averages, and in order to address this an increase of 17% is recommended for weekends, weekdays and Bank Holidays charged as a flat rate.

- 1.7 A new charge has been introduced for Athletics and Sports day activities (with no markings) in order to recover administration and cleaning costs. This will go some way to reduce the unauthorised usage of the Parks for this activity.
- 1.8 It is recommended that a Group Training and Personal Training Annual Licence fee is introduced across many of the parks in order to regulate commercial activity by requiring coaches to satisfy qualification, CRB, Insurance and Health and Safety criteria. The new charges would be £920 and £300 per annum respectively.

Registrar of Births Deaths and Marriages

- 1.9 It is recommended that new charges are introduced to cover the nationality checking service for Adults, Couples and Children, £40, £65 and £20 respectively. Hammersmith and Fulham is one of only two boroughs in London not offering this service and all proposed charges have been benchmarked across a selection of other Authorities.

Libraries

- 1.10 It is proposed that Library charges are applied to all Library members removing concessionary rates for all categories. Benchmarking has shown that many neighbouring boroughs make a full charge for concessions. The proposed increases are based on the need to recover administration costs of providing material, notifications and other similar charges.

Fulham Palace

- 1.11 The vast majority of bookings for Fulham Palace have already been confirmed and therefore it is recommended that Fees and Charges are introduced from 1 April 2011. A large volume of enquiries is expected after Christmas for bookings from April 2011 onwards and therefore the new Fees and Charges will need to be agreed in order that quotes and provisional bookings can be confirmed at the adjusted prices. The proposed increases are based on service and accommodation improvements together with continued high levels of demand for Fulham Palace as a major venue.

2. RESPONDING TO CHANGES IN THE MARKET PLACE

- 2.1 Traditionally, changes to Fees and Charges are made on an annual basis requiring Cabinet approval. Given the competitive nature of many services, it has become apparent that a more flexible approach to the setting of Fees and Charges would be more appropriate in order to take

advantage of market opportunities and tactical pricing policies adopted by our competitors.

3. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

3.1 All changes to Fees and Charges set out in Appendix A are supported by detailed reviews and full explanations. Detailed sales plans are now in place across all Income generating activities and during this process a full market assessment has been carried out which fully supports the recommended price changes set out in this report.

3.2 The sales plans forecast an increase in external Income of 17% for the year to 2010/11. This increase is partly dependent on the increased fees and charges set out in Appendix A. Failure to deliver the sales targets would put added pressure on delivering against the Income budget for 2010/11.

4. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

4.1 The Council has the necessary powers to make changes for the above services. In the case of discretionary services, the changes to Fees and Charges are designed to cover costs as required by the Local Government Act 2003.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Schedule of Fees and Charges	Marianne Locke, Sue Harris , Dave Page	Residents Services
2.			

CONTACT OFFICER:	NAME: Gary Hannaway EXT: 3031
-------------------------	--

Residents Services Fees & Charges - Proposed Changes From 1st October 2010

Description	2009/10	2010/11	% Change	2010/11 From 1st October 2010	% Change from 1st April 2010	Explanation for Increase and Introduction of Fees and charges
WASTE MANAGEMENT						
Trade Bulky Collections						
Trade Fridges and Fridge Freezers etc						
One fridge / freezer	£25.00	£26.25	5.00	£50.00	90%	This charge better reflects the size of average units as opposed to domestic models
Two fridges / freezers	£30.00	£31.50	5.00	£80.00	154%	This charge better reflects the size of average units as opposed to domestic models
Three fridges / freezers	£35.00	£36.75	5.00	£110.00	199%	This charge better reflects the size of average units as opposed to domestic models
STREET TRADING CHARGES - all inclusive of VAT						
News Vendors - Daily Charges						
Mon-Thurs (Extended)	N/A	N/A	N/A	£29.58	New Charge	This change brings casual trader charges in line with permanent traders
Fri/Sat (Extended)	N/A	N/A	N/A	£39.78	New Charge	This change brings casual trader charges in line with permanent traders
* An additional charge of £10 will be payable for trading on Friday and/or Saturday						
CORONER & MORTUARY SERVICES						
Infectious cases from Kingston Hospital to Fulham Mortuary	£450.00	£450.00	0.00	£750.00	67%	This charge was reduced three years ago. This has been increased to previous levels in order to fully recover the costs of service provision.
COMMUNITY SPORTS						
FOOTBALL						
Football per hour - in borough state Schools	£27.00	£27.00	£0.00	£30.00	11%	Fee adjusted after benchmarking with other local authorities
Football per hour - out of borough and private schools	N/A	N/A	N/A	£30.00+vatt	New Charge	VAT needs to be levied on out of borough and non-state schools
**11-a-side All Weather Pitch						
In borough state schools	£27.00	£27.00	0.00	£30.00	11%	Fee adjusted after benchmarking with other local authorities
Out of borough and private Schools	N/A	N/A	N/A	£30.00+vatt	New Charge	VAT needs to be levied on out of borough and non-state schools
**9-a-side All Weather Pitch						
School - In borough state schools	£7.00	£7.00	0.00	£8.00	14%	Fee adjusted after benchmarking with other local authorities
Out of borough and private schools	N/A	N/A	N/A	£8.00+vatt	New Charge	VAT needs to be levied on out of borough and non-state schools
RUGBY/GAELIC FOOTBALL/LACROSSE/HOCKEY/AUSTRALIAN RULES*						
Rugby per match @ Hurlingham - in borough state Schools	£27.00	£27.00	0.00	£30.00	11%	Fee adjusted after benchmarking with other local authorities
Rugby per match @ Hurlingham - out of borough and private schools	N/A	N/A	N/A	£30.00+vatt	New Charge	VAT needs to be levied on out of borough and non-state schools
Summer Pitch Booking						
CRICKET (10am - 5:00pm or 5:00pm - 9:00pm)						
Flat rate for any period (weekends, weekdays, Bank Holidays) including youth (under 18 teams)	£55.00	£60.00	9.09	£70.00	17%	Fee adjusted after benchmarking with other local authorities
Cricket per hour - in borough state schools	£27.00	£27.00	0.00	£30.00	11%	Fee adjusted after benchmarking with other local authorities
Cricket per hour - out of borough and private schools	N/A	N/A	N/A	£30.00+vatt	New Charge	VAT needs to be levied on out of borough and non-state schools
ROUNDERS/BASEBALL						
Rounders per hour - in borough state schools	£27.00	£27.00	0.00	£30.00	11%	Fee adjusted after benchmarking with other local authorities

Description	2009/10	2010/11	% Change	2010/11 From 1st October 2010	% Change from 1st April 2010	Explanation for Increase and Introduction of Fees and charges
Rounders per hour - out of borough and private schools	N/A	N/A	N/A	£30.00+vatt	New Charge	VAT needs to be levied on out of borough and non-state schools
TOUCH/TAG RUGBY (half size of football pitch, 2 pitches = 1 football pitch)						
Fiat rate per hour weekdays and weekends	£27.00	£27.00	0.00	£30.00	11%	Fee adjusted after benchmarking with other local authorities
Tag Rugby per hour - in borough state schools	£27.00	£27.00	0.00	£30.00	11%	Fee adjusted after benchmarking with other local authorities
Tag Rugby - out of borough and private schools	N/A	N/A	N/A	£30.00+vatt	New Charge	VAT needs to be levied on out of borough and non-state schools
ATHLETICS Hurlingham Park inc. changing rooms- Schools						
Athletics per full day- now includes £49 mark out fee and Community Room	£120.00	£120.00	0.00	£130.00	8%	Fee adjusted after benchmarking with other local authorities
Athletics per half day- now includes £49 mark out fee and Community Room	£60.00	£60.00	0.00	£65.00	8%	Fee adjusted after benchmarking with other local authorities
Athletics per full day- now includes £49 mark out fee and WITHOUT Community Room	£75.00	£75.00	0.00	£85.00	13%	Fee adjusted after benchmarking with other local authorities
Athletics per hour - now includes £49 mark out fee and WITHOUT Community Room	£15.00	£15.00	0.00	£20.00	33%	Fee adjusted after benchmarking with other local authorities
Athletics & Sports Days all other parks (South Park, Ravenscourt, Brook Green, Lillie Road)						
Athletics per hour (with markings)	£15.00	£15.00	0.00	£20.00	33%	Fee adjusted after benchmarking with other local authorities
Athletics per hour (without markings)	N/A	N/A	N/A	£15.00	New Charge	New charge to reflect schools usage where no facilities required
Athletics per full day (6 hours with markings)	N/A	N/A	N/A	£120.00	New Charge	New charge to reflect offer at Hurlingham Park
Athletics per half day (3 hours with markings)	N/A	N/A	N/A	£60.00	New Charge	New charge to reflect offer at Hurlingham Park
TENNIS pre paid advance bookings						
Coaches Licence Fee (Six payments)	£900.00	£920.00	2.22	£960.00	4%	
NETBALL						
Netball per hour - out of borough and private schools	N/A	N/A	N/A	£9.00+vatt	New Charge	VAT needs to be levied on out of borough and non-state schools
COMMUNITY ROOM @ HURLINGHAM						
Room Hire (1hr), Sports Pitch (1hr) Party Hire	N/A	N/A	N/A	£90.00	New Charge	For children's party hire linked to sports usage between 10am and 6 pm
CHANGING ROOM @ HURLINGHAM						
Out of borough and private schools booking	N/A	N/A	N/A	£15.00+vatt	New Charge	VAT needs to be levied on out of borough and non-state schools
TRAINING AREAS at LILLIE ROAD, BISHOPS PARK, SOUTH PARK and EEL BROOK COMMON						
Training area per hour	N/A	N/A	N/A	£30.00	New Charge	New charge for casual use teams currently using facilities but not paying
Equipment Storage	N/A	N/A	N/A	£100pa	New Charge	New charge due to demand from customers for this facility
GROUP TRAINING INSTRUCTOR ANNUAL LICENCE FEE	N/A	N/A	N/A	£920.00	New Charge	To regulate commercial activity in the park. Will require coaches to satisfy qualification, CRB, insurance and H&S criteria (in same way as tennis coaches currently)
PERSONAL TRAINER ANNUAL LICENCE FEE	N/A	N/A	N/A	£300.00	New Charge	To regulate commercial activity in the park. Will require coaches to satisfy qualification, CRB, insurance and H&S criteria (in same way as tennis coaches currently)

Description	2009/10	2010/11	% Change	2010/11 From 1st October 2010	% Change from 1st April 2010	Explanation for Increase and Introduction of Fees and charges
REDM						
Civil Marriage/Civil Partnership Mayor's Parlour, Fulham Town Hall (Register Office)						
Mon - Thur	£43.50	£43.50	0.00	£0.00	No change to fee but only offered in Registrars office	Statutory marriage/civil partnership fee. Previously offered in Mayor's Parlour. Now offered in Registrars office for wedding couple and witnesses
Mon- Thurs Mayors Parlour	£43.50	£43.50	0.00	£60.00	New Charge	New charge for marriages/civil partnership (up to 15 guests) in Mayor's Parlour
Nationality Checking Service Fees						
Adult	N/A	N/A	N/A	£40.00	New Charge	New check and send service offered to applicants for UK citizenship. H&F one of only two boroughs in London not offering this service. Fee rates benchmarked across a selection of authorities
Couple	N/A	N/A	N/A	£65.00	New Charge	New check and send service offered to applicants for UK citizenship. H&F one of only two boroughs in London not offering this service. Fee rates benchmarked across a selection of authorities
Child (per child as part of a family group)	N/A	N/A	N/A	£20.00	New Charge	New check and send service offered to applicants for UK citizenship. H&F one of only two boroughs in London not offering this service. Fee rates benchmarked across a selection of authorities
When child is the only applicant	N/A	N/A	N/A	£40.00	New Charge	New check and send service offered to applicants for UK citizenship. H&F one of only two boroughs in London not offering this service. Fee rates benchmarked across a selection of authorities

Description	2009/10	2010/11	% Change	2010/11 From 1st October 2010	% Change from 1st April 2010	Explanation for Increase and Introduction of Fees and charges
LIBRARIES CHARGES						
Audio-Visual Loan and Overdue Charges						
Adults 16-59, Concessions: Children 0-11, Teens 12-15, Pensioners 60+, Lifestyle Plus cardholders.						
Book Overdue and Reservation Charges						
Overdue Books - Per Day Age 16-59	£0.25	£0.25	0.00	Charge to be applied to all library members age 0-65+, removing concessionary rates from all categories	New charge	New Charge for Concessions. Benchmarking has shown that our charges are higher than that of neighbouring boroughs for adults but they charge for concessions
Reservation charges	£1.00	£1.00	0.00	Charge to be applied to all library members age 0-65+, removing concessionary rates from all categories	New charge	New Charge for Concessions. Benchmarking has shown that our charges are higher than that of neighbouring boroughs for adults but they charge for concessions
Requests not in stock- British Library	£4.50	£5.00		Charge to be applied to all library members age 0-65+, removing concessionary rates from all categories	New charge	Administration costs of providing material are the same whatever the age of the customer. Includes fee to British Library for supply
Requests not in stock - SELMS partners	New charge	£2.00	n/a	Charge to be applied to all library members age 0-65+, removing concessionary rates from all categories	New charge	Administration costs of providing material are the same whatever the age of the customer. We now provide notifications by email so if a printed overdue is provided we need to cover the cost.
Overdue Notifications Printed- all ages (No VAT Charged)	£0.40	£0.40	0.00	Charge to be applied to all library members age 0-65+, removing concessionary rates from all categories		Administration costs of providing material are the same whatever the age of the customer.

Description	2009/10	2010/11	% Change	2010/11 From 1st October 2010	% Change from 1st April 2010	Explanation for Increase and Introduction of Fees and charges
Audio-Visual Loan and Overdue Charges						
DVD Loans Feature Films 3 days Adult Age 16-59	£1.50	£1.50	0.00	Charge to be applied to all library members age 0-65+, removing concessionary rates from all categories		New Charge for Concessions. Issues are declining and raising charges would reduce loans and income further
Overdue DVDs- Age 16-59 Per Day Max £7.50	£0.75	£0.75	0.00	Charge to be applied to all library members age 0-65+, removing concessionary rates from all categories		New Charge for Concessions. Issues are declining and raising charges would reduce loans and income further
CD Loans	£1.00	£1.00	0.00	Charge to be applied to all library members age 0-65+, removing concessionary rates from all categories		New Charge for Concessions. Issues are declining and raising charges would reduce loans and income further
Talking Book Loans	N/A	N/A	N/A	£1.00	New Charge	New Charge. There would be no charge for people with visual impairments (accompanied with Doctors note) or registered blind. Benchmarking has shown that other boroughs make this charge

Proposed Changes From 1st April 2011

Approval requested now as already taking bookings for 2011/12

FULHAM PALACE HALL HIRE - Zero Rated VAT	2009/10	2010/11	% Change	2011/12	% Change from 1st April 2010	
Minimum Hire Charge for 1 or more rooms Friday - Saturday April - September	N/A	£4,000.00	N/A	£4,500.00	13%	To reflect the cost of improvements to Fulham Palace and increase in the overall service offering
Minimum Hire Charge for 1 or more rooms Friday - Saturday October - March	N/A	£3,500.00	N/A	£4,000.00	14%	To reflect the cost of improvements to Fulham Palace and increase in the overall service offering



London Borough of Hammersmith & Fulham

Cabinet

2 SEPTEMBER 2010

**CABINET MEMBER
FOR RESIDENTS
SERVICES**

Councillor Greg Smith

**BISHOPS PARK AND FULHAM PALACE
GROUNDS RESTORATION PROJECT –
APPOINTMENT OF WORKS CONTRACTOR**

**Wards:
Palace Riverside**

This report seeks approval for the appointment of a main contractor to undertake the works to restore Bishops Park and the grounds of Fulham Palace.

A separate report on the exempt part of the agenda provides exempt information about tender prices received and risks.

CONTRIBUTORS

DRSD
DFCS
ADLDS

HAS A PEIA BEEN
COMPLETED?
YES

HAS THE REPORT
CONTENT BEEN RISK
ASSESSED? YES

Recommendations:

1. That approval be given to the appointment of Vinci Construction UK Ltd to undertake the works contract for the restoration of Bishops Park and the grounds of Fulham Palace, as selected and agreed by the project's Tender Appraisal Panel and approved by the Project Board on 4 August 2010.
2. That approval be given to the drawdown of up to £2.95M Capital Programme funding up to November 2011.
3. That the appointment of the design team led by Chris Blandford Associates, as set out in paragraph 1.3, with effect from 3 November 2008 through to the conclusion of works (RIBA Stage L) be confirmed.

1. BACKGROUND

- 1.1. In May 2008 the Council submitted a Stage 1 Big Lottery / Heritage Lottery Fund (BIG/HLF) Parks for People (PfP) grant application for the restoration of Bishops Park and the grounds of Fulham Palace. The Stage 1 application was approved by BIG/HLF in October 2008 and a more detailed Stage 2 application was prepared and submitted in November 2009. The Stage 2 application was approved in March 2010 and the Council was awarded a grant of £3.65m towards the total project cost of £8.25M.
- 1.2. The Council is now advancing Stage 3a of the project. Stage 3a (Project Delivery) is grant eligible and requires the production of all documentation, detailed design for planning and preparation of works tenders; the procurement and administration of the works contract through to practical completion; and the management of the Park and Palace sites in accordance with a 10 Year Management and Maintenance plan and other supporting plans during the five years following the completion of the works.
- 1.3 To this end, it is proposed to continue the appointment of the multi-disciplinary consultant design team lead by Chris Blandford Associates as approved by the Key Decision dated 3 November 2008. For clarity, the design team is composed as follows, with each individual consultant appointed directly by the Council:

Role	Consultant	Contract Value
Lead Consultant and Landscape Architect	Chris Blandford Associates	£159,826
Architect	Thomas Ford and Partners	£95,414
Quantity Surveyor and Construction Design Manager	Potter Raper Partnership	£129,998
Mechanical and Electrical Engineers	Crofton Design	£39,823
Structural Engineers	Morton Partnership	£16,000

- 1.4 On completion of Stage 3a, the project will advance to Stage 3b (Post-Project Delivery). Stage 3b will involve the management of the Park and Palace sites in accordance with the 10 Year Management and Maintenance plan and other supporting plans for years six to ten following practical completion of the works. Stage 3b is not grant eligible and will be funded from existing Council budgets.

- 1.5 The Key Decision dated 9 November 2009 provided officers with delegated authority to tender the Stage 3a works subject to final approval of the appointment of contractors by the Cabinet.
- 1.6 The procurement process is now complete and this report recommends the appointment of Vinci Construction UK Ltd to undertake the works contracts for the restoration of Bishops Park and the grounds of Fulham Palace and to extend the appointment of the design team through to the completion of works (RIBA Stage L).

2. PROCUREMENT PROCESS

Expressions of Interest

- 2.1 A Contract Notice seeking expressions of interest was sent for publication in the Official Journal of the European Union (OJEU) on 4 December 2009 (published on 8 December under reference: 2009/S 236-338033) inviting expressions of interest from contractors for two separate but related lots – works to Bishops Park (Lot 1) and works to Fulham Palace (Lot 2). Contractors were asked to complete pre-qualification questionnaires (PQQ) and state whether they wished to be considered for either or both lots. The deadline was 5 January 2010.
- 2.2 A total of 38 expressions of interest were received from 25 contractors - 17 for Lot 1 and 21 for Lot 2. Four contractors expressed interest in Lot 1 only, eight in Lot 2 only and 13 in both Lots 1 and 2.
- 2.3 The financial standing of each of the 25 contractors was assessed as per criteria set out in the PQQ. Five contractors were rejected for failing the minimum 50% credit rating. Three contractors were rejected for not having an adequate contract limit. Two contractors withdrew from the tender process.
- 2.4 Those contractors who passed the financial assessment were then assessed in relation to their technical capacity and ability to carry out the works. Their submissions were scored against criteria set out in the PQQ. A shortlist of the six highest scoring contractors was approved by the Tender Appraisal Panel and Project Board on 7 April 2010.

Invitation to Tender

- 2.5 The following contractors were invited to submit tenders for works to Bishops Park (Lot 1), Fulham Palace (Lot 2) and/or Bishops Park and Fulham Palace (Lots 1 & 2).

Lot 1, Lot 2 and Lots 1 & 2

- Mansell Construction Services Ltd
- Neilcott Construction Ltd
- Vinci Construction UK Ltd
- Kier Wallis (a trading division of Kier London Ltd)

Lot 1 only

- UPM Tilhill (a trading division of UPM Ltd)
- Kilby and Gayford Ltd

Lot 2 only

- Coniston Ltd
- Walter Lilly & Co Ltd

2.6 All tender documentation was approved by the TAP. The Invitation to Tender (ITT) was issued to contractors on 14 April 2010. The initial tender return deadline was 28 May 2010 but was subsequently extended to noon on 11 June 2010.

2.7 The Forms of Tender requested a tender price based on a 12 month contract period and an alternative tender price based on a contract period of the tenderer's choice. Tenders were invited on the basis of a GC Works 5 form of contract. As part of the process all tenderers attended a mid-tender meeting to clarify any queries and to re-emphasise the tender submission requirements. A written question and answer system was operated throughout the tender period to deal with any queries, with all information being shared with all tenderers. Throughout the tender period, all contractor queries were submitted and responded to in writing with responses circulated to all tenderers.

3. PROJECT COSTS AND FUNDING

3.1 The total capital cost of the works, including £41,850 of HLF-grant eligible non-cash contributions (such as volunteer labour) can be summarised as follows:

Capital Costs	£000
Construction costs	5,080
Contingency	508
Professional fees	660
Non-cash contributions and volunteer labour	42
Total Capital Costs	6,290

3.2 The total funding of the works can be summarised as follows:

Capital Funding	£000
LBHF	2,865
HLF (based on 51.71% grant payment percentage)	3,253
Transport for London (secured)	50
Heritage of London Trust (secured)	5
English Heritage (secured)	67
Play Builder (unsecured)	50
Total	6,290

4. RISKS

- 4.1 A contingency of £508,047 – or 10% of the tender sum - has been allowed for. Provision of 10% contingency is standard for works such as this and is considered adequate to cover unforeseen circumstances.
- 4.2 English Heritage's (EH) grant may be revised downwards slightly once EH have reviewed the actual tender costs associated with the restoration of the Vinery and Bothies – this may be as much as £10K but is very unlikely to be more. The Playbuilder grant of £50K is currently under review by Central Government and may be cancelled.
- 4.3 In the event that the EH grant is reduced and the Playbuilder grant deleted, LBHF's capital funding requirement will increase from £2.865M to £2.95M. In December 2008 Cabinet approved £2m of capital funding for the improvements and restoration works at Fulham Palace and Bishops Park., with a further £900k underwritten by the Council should additional external funding not be secured. £122k of external funding has already been secured as shown in 3.2, with a further £50k of Playbuilder to be confirmed. Should the EH grant be reduced, it is expected that this will be matched with part of the £900k underwritten.

5. PROJECT TIMESCALE

Milestone	Due date
Approval to appoint – Cabinet Meeting	2 September
Call-in period (5 working days)	3 – 10 September
Appoint winning tenderer	13 September
Alcatel debriefing period (statutory 10 days)	3 - 13 September
Works commencement	Mid-October 2010
Works completion	Mid-August 2011

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1. Table 3.2 demonstrates that the project can be funded from a combination of existing parks capital and secured grant funding. A grant of £3.648m has been confirmed from the Heritage Lottery Fund (HLF) to fund 51.71% of both the total capital improvement works and ongoing revenue costs - 51.71% of the total £6.290m capital works is £3.253m as outlined in table 3.2.
- 6.2. Additional external funding should continue to be sought to further reduce the call on the £900k underwritten by the Council's capital programme (£122k already secured).

7. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 7.1 These are in the separate report on the exempt part of the Cabinet agenda.

8. COMMENTS OF THE ASSISTANT DIRECTOR STRATEGY, PERFORMANCE & PROCUREMENT

- 8.1. This contract for works at Fulham Palace and Bishops Park has been tendered in accordance with the Public Contract Regulations 2006 and the Council's Contract Standing Orders. The AD has provided advice throughout the procurement process and supports the recommendation to award the contract for Lots 1 & 2 to Vinci Construction UK Ltd.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Cabinet Key Decision - Bishops Park and Fulham Palace grounds - Stage 2 Big/Heritage Lottery Fund, Parks for People application. 2 - Open & Exempt. 9 November 2009	Scott Cooper	Resident Services Department, Fulham Palace, Bishops Avenue, SW6 6
2.	Bishops Park and Fulham Palace Briefing note for TAP-Appointment of Contractor. 17 June 2010	Scott Cooper	Resident Services Department, Fulham Palace, Bishops Avenue, SW6 6
CONTACT OFFICER:		NAME: Scott Cooper EXT. 020 76107161	

Agenda Item 11



FORWARD PLAN OF KEY DECISIONS

Proposed to be made in the period September 2010 to December 2010

The following is a list of Key Decisions, as far as is known at this stage, which the Authority proposes to take in the period from September 2010 to December 2010.

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

- Any expenditure or savings which are significant, regarding the Council's budget for the service function to which the decision relates in excess of £100,000;
- Anything affecting communities living or working in an area comprising of two or more wards in the borough;
- Anything significantly affecting communities within one ward (where practicable);
- Anything affecting the budget and policy framework set by the Council.

The Forward Plan will be updated and published on the Council's website on a monthly basis. (New entries are highlighted in yellow).

NB: Key Decisions will generally be taken by the Executive at the Cabinet. The items on this Forward Plan are listed according to the date of the relevant decision-making meeting.

*If you have any queries on this Forward Plan, please contact
Katia Richardson on 020 8753 2368 or by e-mail to katia.richardson@lbhf.gov.uk*

Consultation

Each report carries a brief summary explaining its purpose, shows when the decision is expected to be made, background documents used to prepare the report, and the member of the executive responsible. Every effort has been made to identify target groups for consultation in each case. Any person/organisation not listed who would like to be consulted, or who would like more information on the proposed decision, is encouraged to get in touch with the relevant Councillor and contact details are provided at the end of this document.

Reports

Reports will be available on the Council's website (www.lbhf.org.uk) a minimum of 5 working days before the relevant meeting.

Decisions

All decisions taken by Cabinet may be implemented 5 working days after the relevant Cabinet meeting, unless called in by Councillors.

Making your Views Heard

You can comment on any of the items in this Forward Plan by contacting the officer shown in column 6. You can also submit a deputation to the Cabinet. Full details of how to do this (and the date by which a deputation must be submitted) are on the front sheet of each Cabinet agenda.

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2009/10

Leader:	Councillor Stephen Greenhalgh
Deputy Leader (+Environment and Asset Management):	Councillor Nicholas Botterill
Cabinet Member for Children's Services:	Councillor Helen Binmore
Cabinet Member for Community Care:	Councillor Joe Carlebach
Cabinet Member for Community Engagement:	Councillor Harry Phibbs
Cabinet Member for Housing:	Councillor Lucy Ivimy
Cabinet Member for Residents Services:	Councillor Greg Smith
Cabinet Member for Strategy:	Councillor Mark Loveday

Forward Plan No 100 (published 13 August 2010)

LIST OF KEY DECISIONS PROPOSED SEPTEMBER 2010 TO DECEMBER 2010

Where the title bears the suffix (Exempt), the report for this proposed decision is likely to be exempt and full details cannot be published.

New entries are highlighted in yellow.

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

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	2 Sep 2010	IT Strategy 2010-2013 Seeking approval to the Council's IT Strategy 2010, covering 2010 to 2013, ensuring that the IT provision is aligned with the Council's key priorities and assists the achievement of the Council's value for money objectives.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	2 Sep 2010	Residents Services Changes to Fees and Charges Effective from 1 October 2010 Proposed changes in Fees and Charges effective from 01 October 2010.	Cabinet Member for Residents Services
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet Full Council	2 Sep 2010	Treasury Management Outturn Report 09-10 This report provides information on the Council's debt, borrowing and investment activity for the financial year ending 31st March 2010. The report is to note the borrowing and investment activity for the period 1st April 2009 to 31st March 2010.	Leader of the Council
	27 Oct 2010 Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	2 Sep 2010	Building Regulations Charging Scheme - New Regulations for Chargeable Elements of Building Control Services Agreement is needed for the introduction of a replacement for the current Hammersmith and Fulham Building Regulations Charging Scheme from the 1st October 2010. The new charging scheme must be made before the 1st. October, 2010 at the latest.	Deputy Leader (+Environment and Asset Management)
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	2 Sep 2010	Match Day Parking Scheme Proposals for Zones South of the Talgarth Road This report details two match day parking scheme proposals for 12 Controlled Parking Zones situated south of the Talgarth Road. The	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure		Ward(s): Fulham

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
	more than £100,000	report details issues relating to the schemes and recommends a consultation in the 12 Zone area.	Broadway; Fulham Reach; North End; Parsons Green and Walham; Sands End; Town;
Cabinet	2 Sep 2010	2010/11 Revenue Budget- Month 2 Amendments	Councillor Stephen Greenhalgh
	Reason: Expenditure more than £100,000	Report will seek approval to changes to the revenue budget.	Ward(s): All Wards;
Cabinet	2 Sep 2010	Implementing Transformational Change	Councillor Stephen Greenhalgh
	Reason: Expenditure more than £100,000	This report seeks approval to procure targeted consultancy support to develop and support the implementation of the council's transformation programme to save £50-60m over the next 3 years.	Ward(s): All Wards;
Cabinet	2 Sep 2010	Bishops Park and Fulham Palace Grounds Restoration Project - Appointment of Works Contractor	Councillor Greg Smith
	Reason: Expenditure more than £100,000	This report seeks approval for the appointment of a main contractor to undertake the works to restore Bishops Park and the grounds of Fulham Palace.	Ward(s): Palace Riverside;
Cabinet	14 Oct 2010	World Class Financial Management Transformation Programme - Business Case	Leader of the Council
	Reason: Affects more than 1 ward	This is the business case for the World Class Financial Management programme, which is part of the Council's Slicker Business transformation programme. This report is being presented to Cabinet for their consideration and approval.	Ward(s): All Wards;
Cabinet	14 Oct 2010	Corporate Out of Service Review	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	Delivery of efficiency savings and service improvements in relation to the Council's out of hours initial point(s) of contact - Duty officers.	Ward(s): All Wards;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	14 Oct 2010	Hostel improvement works Seeking to reinvest capital receipts from the hostel disposal programme to invest in the hostel stock in order to bring them up to a decent standard and to provide an additional 3 disabled units.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Askew; College Park and Old Oak; Fulham Broadway; North End; Wormholt and White City;
Cabinet	14 Oct 2010	Playbuilder - Year 2 To seek Member approval to deliver year 2 of the playbuilder programme delivering 12 new or refurbished play areas for 8-13 year olds. Outlines the sites and locations, consultation strategy and procurement process with the details of the costs and expected benefits.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	14 Oct 2010	William Parnell Park Improvement Project To undertake park-wide improvements including the introduction of play for all age groups and improvements to hard and soft landscaping. The Park is currently run down and in a state of disrepair.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): Sands End;
Cabinet	14 Oct 2010	Cycle Training For Children, Students and Adults and Related Services The Council's cycle training contracts have come up for renewal. This report sets out the arrangements for the tender and award of the new contract.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	14 Oct 2010	New Kings Primary School - Alterations to create a children's centre To place an order under the Councils Measured Term Contract for Non-Housing Projects 2007-2010.	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): Town;
Cabinet	14 Oct 2010	The General Fund Capital Programme, Housing Revenue Capital Programme and Revenue Budget 2010/11 – Month 3 Amendments Report seeks approval to changes to the Capital Programme and Revenue Budget.	Councillor Stephen Greenhalgh
	Reason: Expenditure more than £100,000		Ward(s): All Wards;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	14 Oct 2010	Regeneration of 248 Hammersmith grove - Compulsory Purchase Order Powers This report proposes the Council agrees that offers may, if necessary, apply for Compulsory Purchase Order powers on resident leaseholders at 248 Hammersmith Grove in order to facilitate the disposal of the Council's headlease to NHHG.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway;
Cabinet	14 Oct 2010	Fulham Court Estate Improvement Strategy: Phase Physical improvements The Integrated Children's & Community Centre is one element of phase 1 of the physical improvements programme. Tender Acceptance: This report seeks to accept a tender and award a contract to build the integrated Children's & Community Centre, subject to Planning consent.	Cabinet Member for Housing, Cabinet Member for Children's Services
	Reason: Significant in 1 ward		Ward(s): Town;
Cabinet	14 Oct 2010	Shepherds Bush Market Regeneration Regeneration/enhancement of Shepherds Bush Market and associated mixed use development on adjacent land to revive the western part of the town centre	Leader of the Council, Cabinet Member for Strategy (+Chief Whip)
	Reason: Expenditure more than £100,000		Ward(s): Shepherds Bush Green;
Cabinet Full Council	11 Nov 2010	Treasury Management Mid Year review This report covers Quarter 1 and 2 for 2010/11 and provides information on the Council's debt, borrowing and investment activity up to the 30th September 2010.	Leader of the Council
	26 Jan 2011		Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	11 Nov 2010	Family Support Programme Proposals for future provision of support to vulnerable families in Hammersmith and Fulham.	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	16 Dec 2010	Consultation Transport Plan for Hammersmith & Fulham The Councils consultation Local Implementation Plan 2 in response to The Mayors Second Transport Strategy	Deputy Leader (+Environment and Asset Management)
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	16 Dec 2010	Library Strategy 2009-14 - Update and Review Update for Members on progress against actions in Library Strategy 2009-14 and proposals for next steps to continue modernisation of library service.	Cabinet Member for Residents Services
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	7 Feb 2011	Parks Capital Improvement Programme This report seeks Cabinet approval for the parks capital programme for 2010/11.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	21 Mar 2011	Council's Corporate Plan 2012/14 & Executive Summary The corporate plan and its executive summary encapsulates the council's key priorities for improvement over the next 3 years. It is linked to the Local Area Agreement (LAA) and the national indicators. The plan has been developed from departmental plans following consultation with the Leader. Other Cabinet Members have been consulted by Directors concerning the departmental plans relevant to their portfolios. The plan will enable the council to monitor progress against key priorities. The Corporate plan and executive summary are available under separate cover.	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards;



Cabinet

2 SEPTEMBER 2010

SUMMARY OF OPEN DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS REPORTED TO CABINET FOR INFORMATION

CABINET MEMBER

LEADER
Councillor Stephen Greenhalgh

12.1 PROGRESS ON SHARING OF EDUCATION SERVICES WITH WESTMINSTER CITY COUNCIL

This report outlines proposals to implement sharing of services for the key components of Education services between Westminster City Council and H&F to be implemented by 2011.

CABINET MEMBER FOR CHILDREN'S SERVICES
Councillor Helen Binmore

Decision taken by Cabinet Members on: 1 July 2010

1. That officers collaborate with Westminster City Council to develop detailed plans to implement sharing of services for Education in accordance with the option set out in the report, delivering 20% savings by 2014, and to do everything necessary to progress the proposal including, but not limited to, consultation with staff and schools.
2. That officers between the two authorities (and others) continue to explore sharing of services across the rest of the Children's Services department, and that a further report be submitted in October 2010.

Wards: All

CABINET MEMBER FOR CHILDREN'S SERVICES
Councillor Helen Binmore

12.2 MELCOMBE PRIMARY SCHOOL – IMPROVEMENTS TO PLAYGROUND SECURITY

This report seeks the approval to place an order under the Council's Measured Term Contract for Non-Housing Projects 2007/2010 to carry out improvement works to playground security at Melcombe Primary School, Fulham Palace Road, London SW6.

Decision taken by Cabinet Member on: 15 July 2010

That approval is given to award the contract for the works in this report to Philiam Construction & Development Limited in the sum of £63,800 (plus fees) as set out in para. 4.4 of the report. The works to be awarded under the Measured Term Contract for Non-Housing Projects 2007/2010.

Ward: Fulham Reach

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**12.3 APPOINTMENT OF COUNCIL REPRESENTATIVE TO
LONDON BOROUGH OF HAMMERSMITH AND FULHAM
FOSTERING PANEL**

This report records the Cabinet Member for Children's Services decision to appoint a Council representative to the Fostering Panel, which falls within the scope of her executive portfolio.

Decision taken by the Cabinet Member on : 7 July 2010

To appoint Councillor Georgie Cooney to the London Borough of Hammersmith and Fulham Fostering Panel, for a period of 2 years, from date of signature.

Wards: All

**CABINET MEMBER
FOR HOUSING**

Councillor Lucy Ivimy

**12.4 APPOINTMENT OF COUNCIL REPRESENTATIVE TO
OUTSIDE ORGANISATION – LYGON ALMSHOUSES**

This report records the Cabinet Member's decision to appoint a Council representative to Lygon Almshouses, which falls within the scope of her executive portfolio.

Decision taken by the Cabinet Member: 7 July 2010

To appoint Edward Windsor Clive to Lygon Almshouses for a term of 4 years from date of signature.

Wards: All

**CABINET MEMBER
FOR COMMUNITY
CARE**

*Councillor Joe
Carlebach*

**12.5 APPOINTMENT OF COUNCIL REPRESENTATIVE TO ST
PAUL'S CHURCH HALL FUND**

This report records the Cabinet Member for Community Care and Health's decision to appoint a Council representative to the London Heliport Consultative Group, which falls within the scope of his executive portfolio.

Decision taken by the Cabinet Member on : 8 July 2010

To re-appoint Councillor Michael Cartwright to the St Paul's Church Hall Fund, for a period of 4 years, from 22 July 2010.

Wards: All

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**12.6 APPOINTMENT OF LEA GOVERNORS – VARIOUS
SCHOOLS**

This report records the Cabinet Member's decision to appoint an LEA Governor which falls within the scope of her executive portfolio.

Decision taken by Cabinet Member on: 28 June 2010

1. To reappoint Mr. Andrew McDonald as an LEA Governor to St. Mary's Primary School for a period of four years commencing from 22 June 2010, and;
2. To appoint Ms. Catriona Sutherland-Hayes as an LEA Governor at St. Peter's Primary School for a period of four years commencing from date of signature.

Wards: Addison; Ravenscourt Park

**CABINET MEMBER
RESIDENTS
SERVICES**
Councillor Greg Smith

12.7 APPOINTMENT OF COUNCIL REPRESENTATIVES TO THE BOARD OF THE LYRIC THEATRE HAMMERSMITH LIMITED

This report records the Cabinet Member for decision to appoint Council representatives to the Board of the Lyric Theatre Hammersmith Limited, which falls within the scope of his executive portfolio.

Decision taken by the Cabinet Member on: 21 July 2010

1. To reappoint Councillors Frances Stainton as a Member of the Company and Director of the Lyric Theatre Hammersmith Limited for a period of one year from date of signature; and
2. To appoint Councillors Tom Crofts, Greg Smith and Stephen Cowan as Members of the Company and Directors of the Lyric Theatre Hammersmith Limited for a period of one year from date of signature.

Wards: All

**CABINET MEMBER
RESIDENTS
SERVICES**
Councillor Greg Smith

12.8 APPOINTMENT OF COUNCIL REPRESENTATIVES TO RIVERSIDE TRUST LTD

This report records the Cabinet Member for Residents Services' decision to appoint a Council representative to Riverside Trust Limited, which falls within the scope of his executive portfolio.

Decision taken by the Cabinet Member on: 7 July 2010

1. To reappoint Councillor Greg Smith, and Mr Dan Large to Riverside Trust Limited for a period of one year from date of signature; and
2. To appoint Councillor Peter Graham to Riverside Trust Limited for a period of one year from date of signature.

Wards: All

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**12.9 APPOINTMENT OF COUNCIL REPRESENTATIVE TO THE
SCHOOL ADMISSIONS FORUM**

This report records the Cabinet Member for Children's Services' decision to appoint a Council representative to the School Admissions Forum, which falls within the scope of her executive portfolio.

Decision taken by the Cabinet Member: 23 July 2010

To appoint Councillor Donald Johnson for a period of three years from date of signature.

Wards: All

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**12.10 APPOINTMENT OF LEA GOVERNORS – OLD OAK
PRIMARY SCHOOL**

This report records the Cabinet Member's decision to appoint an LEA Governor which falls within the scope of her executive portfolio.

Decision taken by Cabinet Member on: 28 July 2010

To appoint Daniela Becher as an LEA Governor to Old Oak Primary School for a period of four years commencing from date of signature.

Ward: College Park and Old Oak

SUMMARY OF URGENT DECISION TAKEN BY THE LEADER REPORTED TO CABINET BRIEFING FOR INFORMATION

The following report was considered in accordance with paragraph 1.21 of the Leader's Portfolio.

ITEM

13.1 YOUTH SERVICES COMMISSIONING

Outlining the framework for commissioning local youth provision and proposals for the allocation of the budget.

Reason for urgency:

The report proposes a revised timetable to reduce the number of commissioning rounds; this requires an urgent decision to enable the commissioning process to commence in September 2010.

Decision taken by the Leader on 6 August 2010:

That approval be given to:

- 1. the commissioning budget and timeframe set out in the report;**
- 2. the commissioning of community based provision from January 2011 to March 2013;**
- 3. the commissioning of provision in the Sands End area being funded through the Imperial Wharf Section 106 funding for youth programmes.;**
- 4. the delegation of authority to the Director of Children's Services, in consultation with the Cabinet Member for Children's Services, to award the contracts within the agreed budget as set out in paragraph 4.2 of the Report.**

Wards: All